FACTORS CONTRIBUTING TO ORGANIZATION CONFLICT: A CASE STUDY OF AFRICA INLAND CHURCH, NJORO DISTRICT CHURCH COUNCIL, KENYA

BY

DAVID NGURE KAMAU

Thesis Submitted to the Department of Social Sciences, in Partial Fulfillment of the Requirements for the Award of Master of Development Studies, of St. Paul's University Kenya, Organization Development Option

September, 2016

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Supervisors

Dr Paul Gisimba

Dr Peter Koome

September, 2016

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Declaration and Approval

I declare that this thesis is entirely my original work and has not been presented for the award of a degree in this or any other university. I agree that this dissertation may be available for reference and photocopying at the discretion of the University.

David Ngure Kamau

MDS/NKR/2337/15

SIGN……DATE……...

Word Count**20,455**

APPROVAL

This thesis has been presented for examination purposes with our approval as the university supervisors.

Supervisor's name: Dr Paul Gesimba

Signature …… DATE……

Supervisor's name: Dr Peter Koome

Signature…… DATE……

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Dedication

This thesis is dedicated to my loving wife Esther and children Victor, Jeremy and Purity for their love and support and friends who donated funds for me to complete my course.

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Acknowledgement

I register my sincere gratitude to the Almighty God who has given me the peace of mind and good health to undertake my education successfully. My inner most heartfelt gratitude also goes to my lecturers Dr Gesimba and Dr Peter Koome for their fervent commitments and critical guidance and inspiration at all the levels in the preparation of this thesis.

My family was on the front line to support me especially when my education demanded me to be away for long hours. My special thanks are also directed to my church members for their prayers and understanding as I undertook my studies. All this I assure you were not in vain.

I also acknowledge leaders in the AIC District church council churches for supporting me socially and morally in this very tough and involving task.

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Abstract

The study was carried out at AIC Njoro District Church Council with aim of understanding factors contributing to organization conflict. The study was guided by the following objectives: To determine effects of democracy, establish the relationship between change adoption and organization conflict, establish the influence of succession plan on organization and determine the effects of leadership transition on organization conflict in AIC Njoro DCC, Kenya. The study adopted a descriptive design .The target population was 218 leaders. The cluster sampling method was adopted because it was not possible to get data from all leaders in all AIC Churches in Kenya. A purposive sampling method was applicable in every cluster to identify 10 leaders with prior knowledge of conflict. The sample size or respondents were 44 people. The study used questionnaire and an interview schedule for data collection. A pre-test to check on the validity of the study instrument was done by choosing one congregation, and then administered the questionnaire to test whether the instrument gave the intended results. The instruments were presented to the supervisors and their comments incorporated to ensure reliability. Data collected was analyzed through descriptive statistics analysis with the help of SPSS to identify the relationships that exist between variables of the study. Data was presented by the use of frequency tables and graphs. The study found presence of conflict in the churches. From the study, church leaders usually avoided situations of conflict, as and when they arose. The leading kinds of conflicts were personal, leadership and group conflicts. The study further found that the major effect of church conflict, was member's turn over, stoppage of church growth and the major cause of conflicts was leadership. The study concluded that an improved democracy, change adoption, succession plan and leadership transition will reduce organization conflict in the churches. It was recommended that the church congregation be trained on change adoption and preparedness, to allow smooth transitions of programs and leadership. Churches should also include a succession plan in the strategic plan or other planning processes, describing the handing over procedures. Penalties should be clearly laid out as stipulated by the law (organizational) pertaining the consequences of resistance and election malpractices. The study finally suggested further research on the effectiveness of organization conflict management skills used in churches.

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Abbreviation and Acronyms

ACC - Area Church Council

AIC - Africa Inland Church

CCC - Central Church Council

LCC - Local Church Council

RCC - Regional Church Council

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Operational terms

By –laws	The rules and regulations enacted by church that gives a framework to her operation and management.
Change adoption	The interest of the study is to investigate how people accept the change with aim of understanding whether there is any relation to organization conflict assuming preparedness, expectation, stability of the church, co-operation and training can have a direct cause of conflict.
Church	Refers not to a building but a group of people who gather for religious purposes.
Congregational conflict	This is a difference in opinion or purpose in a particular church and this can hinder achievement of goals or desire.
Constitution	Refers to a set of fundamental principles established by a church to show how the church is governed.
Democracy	Church conflict come as a result of church failing to exercise free and fair election by allowing people to participate. Communication to all, Transparency and people getting equal chances to compete for any position.
Healthy church	Refers to a church whose members are growing spiritually and that has a plan for future leadership.
Leadership transition	Refers to what people go through during leadership change.
Organizational conflict	Refers to the state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. In church context, it is the disagreement or dissatisfaction caused by the process of choosing leaders.
Succession planning	Refers to transference of leadership from one generation to the next. This study assumes there is conflict because there is no clear plan to take over leadership, which can bring about disagreement as people delay or refuse to handover.

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CHAPTER ONE

1.1 Introduction

This chapter dealt with the background of the study, problem statement, purpose, objectives, research questions, scope, justification and assumption of the study with aim of establishing the factors contributing to organization conflict.

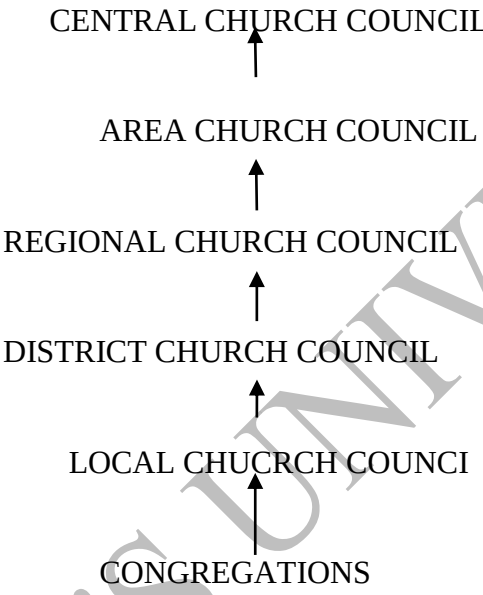
1.2 Background of the Study

Churches are facing many challenges in the 21st century, because people at times are not agreeing with others hence putting the church at a difficult position to achieve its mission. An organization is defined as a group of people coming together to achieve a certain mission. A conflict is as a hindrance in accomplishing that mission in church setting. Conflicts can be personal, intra groups, intergroup and between churches. Church conflict relates to the low motivation of the people, pastors abandoning the flock, loss of members to other upcoming churches, divorce, and loss of focus to achieve the goals (Sander 2004).

This study has adopted the perspective that church conflicts can be damaging to her operations because a church is characterized by faith which can complicate any process of addressing it. More so, people in church relate as a family and anything that seems to bring disunity like conflict, will affect their spiritual life; therefore no one can speak about it openly. However, conflict is a common characteristic of a congregation though people pretend that it does not exist. It is important for the people to look at conflict as normal and potentially healthy because it can help people involved, to focus on their agenda and revive the organization (FACT 2000).

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The study focused on a church with a structure with the aim of understanding conflict at District Church Council. The church is structured in such a way that members are the owners of the church, referred to as Presbyterian type of leadership. The authority is down up; meaning congregations have an upper hand in determining the fate of the church. The following diagram illustrates the structure of the church.



This study evaluated 10 LCCs with 8pastors in Njoro DCC and the mandate of this council is to plan, implement and supervise the work of the church in a given district. It usually authorizes the establishment of local congregations (By-laws 2013,p10). Every LCC conducts election of leaders after five years. The AIC constitution (2008) recognizes the fact that, conflict is inevitable and has showed how conflict can be handled in the church. However, people are ignoring the church's discipline and taking others to courts.

The study agrees that church is a place known to be peaceful and people trusted to be a source of reconciliation whereby any disagreements in the society are properly dealt with without fear or favor, to bring unity in society. Families have benefited from the

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reconciliation ministry of the church in trying to eliminate or reduce divorces. The ministry of the church in the society should not be undermined because her ministry touches all aspects of life. That trust eroded as people disagree openly and others use undiplomatic means to solve the conflict (Sande, 2004).

Church conflict is destroying pastors and churches and is causing the name of Jesus Christ to be mocked. Youths are beginning to avoid churches and turning to other social gatherings like video places .Unbelievers, therefore, are being turned away from Christ and the church, because of constant church conflicts that leave them confused. Many leaders feel uncomfortable because of such conflicts and seek alternative of addressing the matters at courts of law. Others are remaining at the back seat without doing anything (Sande, 2004).The church conflict cannot be ignored across the world. Churches are bleeding because of such conflicts and on the other hand, people are looking at the church as a source of solutions.

1.2.1 Church Conflict in the World

A Survey of worldwide church conflicts conducted, revealed that churches are not immune to conflict; about 14301 congregations in America indicated that 75% of the congregation had some conflict in a period of five years and 20% reported that they were presently involved in active conflict. This explains the importance of leaders to understand conflict because the impact might affect negatively the health and effectiveness of the church (FACT 2000 national survey). At any given time, it appears that about one fifth of the congregations have active conflict. Organizational conflict cannot be ignored because it is inevitable and has affected global organizations, either positively or negatively. Globally, the issue of leadership change has attracted a lot of attention in the non-profit, corporate, and government sectors

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over the past several years. In a 2006 survey done by Compass Point, indicated that 75% of nonprofit organizations depended on leadership for guidance and direction; therefore the change of leadership affects the normal working of the people and indeed can cause conflict creating a situation that might require adjustment in an organization (Compass Point, 2006). Therefore, electing leaders should be free and fair. More so, any change of leadership must be implemented in such a way members in the church will be satisfied and handing over of power should be timely, to pave way for others to takeover without allowing disagreement resulting to church conflict.

1.2.2 Church Conflict in Africa

The problem of church conflict is not unique to Africa, for example, in Nigeria, churches are facing the challenge of conflict and in most cases, it is manifested during the change of leadership because churches conduct election without exercising democracy. After the leaders end their terms they are unwilling to relinquish their leadership positions engaging in exchange battles at all costs to retain these leadership positions. To achieve their ambitions they can blackmail, destroy anyone who seems to be an obstacle, manipulate, intimidate, assault, and bribe people to vote in their favor. Therefore, churches in Nigeria are still going through difficult times because of the wrong leaders getting into church leadership through undemocratic and unfair elections, increasing church conflicts that have contributed to many churches to fail to achieve their missions (Awojobi 2011).

1.2.3 Church Conflict AIC Njoro District Church Council

Africa inland church is one of the mainstream churches in Kenya and was started by Africa Inland Mission, under the leadership of Peter Cameron Scott in 1895, as a missionary church to reach the people with the gospel. The church has gone through many transitions to cater for the rising needs of the people. In 1971, the church

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reviewed its constitution to be a self supporting church, with the aim of having the church on the hands of the African. Hence the name of Africa Inland Church was born and church continues to grow spiritually and increasing in membership to approximately 4 million members to date. The church has played a key role in improving the society by bringing development closer to them through improved health care through building of hospitals; academically, by supporting education sector through building of schools and economically and socially by supporting less fortunate through meeting the needs of orphans and the needy at the children homes (AIC constitution 2008) and other establishments.

Churches in Kenya are also going through difficult times as it comes to terms with conflict emerging from change of leadership. When a new pastor comes to the church, there is a conflict as people accommodate the change. Election of church leaders is marked with a lot of irregularity and people complain of lack of transparency and participation to all. Election of leaders seems to cause many congregations to lose their focus, as people campaign and fight to maintain their positions; while others fight to get to those positions. Churches today have employed uncivilized means to get into leadership. Church conflict seems to ignite disunity between pastors, members, denomination, tribes, children and parents so on (Sande, 2004).

AIC Church in Kenya has several cases in courts. Majority of the cases is because of leadership disagreement (Civil Case 513 of 2007). Leaders are using courts to settle disputes, ignoring the laid down procedures of dealing with conflict in church. This has widened the gaps by creating a situation of disunity and disagreement in the name of leadership change. After elections in Njoro DCC, there is a conflict in leadership

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that has prompted this study to try to establish factors contributing to organization conflict at AIC Njoro DCC.

1.3 Problem Statement

Africa inland church Kenya has well trained pastors in bible schools in interpersonal and conflicts resolution to cater for rising need of the church. The church has organized seminars for leaders on conflict, which has increased awareness. However after every five years, there is a conflict emanating from the election of leaders. Leaders are turning the church to be a battleground, as people disagree and confront each other. Unfortunately, the church is losing because no one wants to accept and speak about conflict openly, causing the church to lose competitive advantage over other churches.

People are beginning to doubt the church as a holy place where they can turn for comfort, hope and assurance as they face challenges of this world. Due to the above problems, pastors and their families are the first to be thrown out because the church cannot perform well in such an environment. Pastors withdraw leaving congregations in darkness without knowing what to do; causing members to go astray and growing spiritually weak. Divorce increases as people ignore virtues that guide the families and no one to take care of family problems. There are financial problems as people lose trust on the leadership deciding not to support the church and others beginning to go to other churches. If these trends in the church will be ignored and allowed to continue, conflict will jeopardize the church's growth (Sande, 2004).It is therefore because of the church conflict that is affecting productivity of the church that this study sought to establish factors contributing to organization conflict.

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1.4 The Purpose of the Study

The purpose of the study was to establish factors contributing to organization conflict in AIC Njoro DCC.

1.5 Objectives of the Study

The following were objectives of the study**:**

i. To determine effects of democracy on organizational conflict in Africa Inland Church, Njoro DCC Kenya.
ii. To establish the relationship between change adoption and organizational conflict in Africa Inland Church, Njoro DCC, Kenya.
iii. To establish the influence of succession plan on organizational conflict in Africa Inland Church, Njoro DCC, Kenya.
iv. To determine the effects of leadership transition on organizational conflict in Africa Inland Church, Njoro DCC, Kenya.

1.6 Scope of the Study

The dealt only with factors contributing to organization conflict in Africa inland churches in Kenya, particularly in AIC Njoro DCC. The targeted population was 218 leaders, represented by 44 respondents. The sample size was drawn from the same area to ensure they are available for the study .The study did an evaluation of conflict for a period of 10 years from 2003 to 2013. The study was to be complete in year 2016.

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1.7 Justification of the Study

The findings from the study would be a reference point for the pastors and leaders as the policy makers, to ensure that there is stability in the church, reduce disagreement and in fights to enable the church to conduct peaceful elections.

Organization conflict is costly and time wasting as people battle with one another in courts. Therefore, the findings would reduce time and costs to resolve conflict-hindering development. This will ensure there is growth and stop members turn over.

The findings will benefit the academic world by adding knowledge to the existing knowledge and trigger other researchers to do further research on the same study to identify gaps in the current research.

The study would help the leaders to ensure that there is democracy in the church to facilitate growth in the church. This knowledge is applicable to even in profit organization as they elect people in different committees. The findings on change adoption will be of great importance to churches to accommodate the change because change is good and can propel an organization to achieve its mission. Succession plan is a plan that ensures there is the right abilities at any given time achieve organization goals. Therefore, the study will check and offer solution based on the findings to ensure there is no conflict emanating from succession plan. The study will ensure there is leadership transition in the church to actually facilitate smooth operation.

The various groups in the church would benefit from the evaluation of the study as they use the material to formulate their guiding document as the reference point to guarantee smooth elections to reduce conflict.

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The study has major role to helps leaders to come up with strategies that is viable to future organizations to resolve organization conflict emanating from change of leaderships to bring about growth.

Finally, it is hopeful that evidences gathered from the research will guide the all denominations to shape their methodology on how to deal with organization conflict emanating from change of leadership to achieve the core business of an organization.

1.8 Assumptions

The study assumes leaders had dealt with conflicts at some point. The leaders would cooperate and honestly fill the questionnaires. Pastors and churches would willingly participate in the study without feeling any pressure. Age and authority gaps would not affect this study because questionnaires would be filled by individuals separately.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to provide a review of literature related on factors contributing to organization conflict. The literature review focused on the following thematic areas: theoretical framework, empirical literature, conceptual framework, operationalizied parameters with focus on, democracy, change adoption, succession plan, leadership transition and the research gap.

2.2 Theoretical Framework

2.2.1 Conflict Theory by (Karl Marx 1818-1883)

Machira (2010, 25), Karl Marx's theory states that there two major social classes : "a ruling class and a subject class", there is an oppression as the ruling class take an advantage of the subject class creating a conflict of interest (Kay 2010). There is exploitation between the two classes as the ruling class maintains its power at the expense of the subject class .This is the evidence of much institution which act as instruments of the ruling class to further their agenda .They serve their interests in their position. This theory is of great importance to the study because it reveals the causes and consequences of conflict (Kay 2010).

According to the theory, there is no consensus in any group because social order is maintained by the use of power (Macdonald, 2008). Due to this, organizations are in constant conflict because people cannot come together and agree on issues. Church leaders' dictates to their junior what should be done. Leaders may undermine committees, prompting other leaders to behave differently suggesting they are not satisfied (Machira,2010).

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The society has failed to deal with these different interests in humanity resulting in hostility and opposition. Due to this, people find it difficult to work together and to remain in unity (Macdonald, 2008).In addition, this theory is emphasizing the forces that are exist at an individual level, in groups, organization and society at large. The theory reveals that humanity is made up of different people that expect different things. The assumption of this theory is that conflict comes as a result of having different interests in individuals or groups (Machira,2010).

The theory is of the two classes of the people who of course, have different expectations (Machira,2010). When those people come together conflict is inevitable because their interests are not the same. There are those who want to maintain their position and others want to climb the ladder. To explain the situation you cannot fail to study their different expectations that is causing the people to disagree and jeopardizing their unity (Machira,2010) .When churches are conducting elections the same conflicting expectations can arise to pave way for conflict. Therefore, this theory adopted reveals the inner forces behind any disagreement in an organization (Macdonald, 2008).

If societal change comes to maintain the capitalist system then conflict will never end and instead, repeat itself. The theory reveals that the society fails to address the change properly because some of the changes are to satisfy certain individuals (Machira2010).They study adopts the theory to explain how change of leadership should be done to reduce conflict.

Marx noted that, there are two classes of people who compete for economic gain and individuals are seen to compete for the same. Those individuals in the same class share the same life style. These classes of people are made of those who own the

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power to produce and those who own nothing (Machira 2010). The division has created conflict as they refer to others as being of a different class. The theory reveals that the study is relevant as we evaluate societies or institutions to see the existing groupings. Church leaders are in a class of their own and the members a different class, complicating the issue of how they can work together. The study is linked to this theory in shedding more lights as to why conflict in church do happen and the reasons behind their existence with interest of understanding factors contributing to organization (Kay 2010).

2.2.3 Leadership Model Succession Theory by Jonathan Lister

The study adopted the leadership succession theory by Jonathan Lister, which reveals the need to develop our own to take over leadership (Burns 2003). The church as an organization must ensure that there are enough abilities and talents at any given period to remain relevant and achieve the goals (Burns 2003).

The study adopted this theory because of its focus on addressing the needs people undertake of leadership by promoting leaders from within to retain control of their plans and the organization's direction (Burns 2003). It is also evident that many church organizations have adopted this theory to retain control over their members over the years and they have seen it working (Khumalo and Marilyn, 2005).

The primary concern of succession leadership theory is to prepare the departure of leaders for the organization to maintain its operation and to achieve the business goals (Khumalo and Marilyn, 2005).Church is not an exceptional, leadership change means that there people leaving their position and of course others taking over. The process maintains the church effectiveness to achieve the goals (Khumalo and Marilyn, 2005). The theory encourages the organization to replace the CEO from within rather than

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from outside. The study agrees that it is possible to grow leaders from within (Khumalo and Marilyn, 2005).

2.2.4 Transformational Leadership Theory by Bruce Avolio and Bernard Bass

Bruce Avolio and Bernard Bass are the key theorists on transformational leadership. Transformational leadership is a leadership style that encourages and motivates workers to focus on the goals of organization. (Avolio, 2007).This type of leadership is the most effective in ,navigating organizations through transition periods and helping people to adapt and remain productive despite organizational conflict (Avolio& Bass, 2004) . They are also capable of creating in people, confidence and awareness, to increase performance and improve their personal growth and development. According to this theory, a leader increases the level of dedication and motivation for employees to bring about development in spite of their personal interest. Leaders in that respect are flexible enough to cater for their interests and the interest of others (Burns 2003). This theory sheds more light on how to manage transition period to ensure the process does not cause any conflict but increases the motivation to achieve goals.

According to Baron (1990), to study a topic on organizational conflict can be helpful for managers and scientists who want to know the organization behavior and organization operations**.** The leadership of the church are the manager who are entrusted to care of the organization business. At all times they must understand how the church undertakes her business to reduce conflict. Awedoba, (2009), has defined conflict as a "relationship between two or more parties that centres on differences, disagreement on some issues of common interest or concern, divergence, incompatibility, clash of wills and the like; it may involve feelings of hatred and

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opposition". The definition is an indication of how conflict can be generated from little misunderstanding.

The study agrees with Bamikole (2009) that organizational conflict is inevitable because when people live together, serve together and relate with one another periodically, disputes will be manifested between individuals and groups as they express their emotions; meaning as long as people live together, conflicts manifest themselves. There are multiple causes of conflict in an organization according to both Holsti and Dessler (1991). According to Sheffield (2007) Church conflict can arise as result of the organization structure .Power is another cause that cannot be ignored as some leaders compete for positions to a point of using undiplomatic means to get into positions (Parker, 2006).

According to Thompson (1990), conflicts can emerge because of the change of leadership as people fail to identify the gaps created. Change of leadership can be a source of conflict when people assume leadership to fill gaps to oppose others. Therefore, leadership change must have a transition to ensure that gaps are filled without leaving any vacuum. The issue of leadership seems to hold more weight on the contribution to organizational conflict because an author by the name Becker (1999), indicated that, a research that was conducted in many congregations and revealed that church conflicts are related to leadership.

Another study done by Rahim (2011), revealed that organization conflict is an indicator of how well an organization is managed, meaning a well managed organization will attract some form of conflict. Organizational conflict can be either positive or negative, depending on how the conflict is managed. Good management results to development and poor management is the opposite (Sande, 2008).

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According to Bryan (2013), there is growth on the study on management and resolution of conflict to help organizations forge forward in achieving goals. The study assumes that management of conflict is very important in any organization and it is one of the skills that can enable the organization to grow.

According to Cottringer (1997), every situation is different and the strategy to handle conflict cannot be the same ; therefore, every now and then, leaders must devise ways of handling conflicts, i.e., conflict management. Supporting the idea of Rahim (2011), Sande (2008), Bryan (2013) of conflict management, the study expanded further by introducing a situation analysis in order to use the right method of conflict resolution.

According to Rahim (2002) there is little literature on organizational conflict and perhaps Sande(2009) was right in the argument that many leaders in churches do not know how to handle conflict and they remain quiet even when things are going wrong. The bible speaks against pretence but the opposite can be seen as people live as if conflict does not exist. The same conflict within churches strikes deep down on the core ministry of the church and no enough biblical resources on conflict resolution (Barthel and Edling 2012). Churches and leaders are also at cross roads because they are not qualified enough to handle conflict for the purpose of its growth.

According to Miller (2013), unwise management of congregational conflict has split churches, assuming that management has ignored the art of understanding factors contributing to organization conflict. People who have been living and serving together become enemies. The same problem is transferred to the families making it difficult for them to remain united (Barthel and Edling 2012).

Following the argument from the cited literature establishes that a lot of studies have inclined on the causes of conflict, conflict management and conflict resolution and no

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efforts geared to understand factors contributing to organization conflict in relation to democracy, change adoption, succession plan and leadership. This is the gap the study has tried to bridge.

2.3 Empirical Literature

There is a lot of evidence on the existence of conflict in organization. A thesis presented by Trive(2013), noted that in 1990 ,evangelical Presbyterian Church split because of a disagreement. A survey was conducted of about 14,301 congregations in America that indicated that 75% had some conflict in a period of five years and 20% reported that they were presently involved in active conflict (FACT 2000).Church conflicts are all over Africa, for example, in Nigeria, churches are facing the challenge of conflict and in most cases it is manifested during the change of leadership (Awojobi 2011). AIC Church in Kenya has several cases in courts. Majority of the cases are because of leadership disagreement that have ignited a lot of conflicts (Civil Case 513 of 2007).Conflict management is an important skill because a manager in any organization usually spends twenty percent of his time solving conflicts (Turk, (2008). When people interact, some forms of disputes arise as result of their personality (Lewis, 2007). A survey was conducted and it indicated that out of 5 pastors, one reported a case of conflict in their church currently (Reed 2004).

According to Sande (2009), church conflicts affect the life of the pastors because failure and the success of the organizations are attributed to the leadership. Hence, the blames are heavily on pastors and their families leaving no option except abandoning the congregations. Members on the other side at times support their pastor by withdrawing their support affecting the church negatively. The problem is made worse because no one would like to sit and speak about the issue or come up with

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solutions. According to Sande, (2013), most congregations have not been properly equipped to deal with conflicts and this is why there is conflict in churches. Leaders become the heads of the churches without conflict management skills .He argued that the best way to handle church conflict is through educating, equipping and training leaders and congregations. In addition, conflict cannot be ignored as it has affected the church badly and many Christians believe conflicts are bad and must be reduced. It is important to understand that proper management of conflict will help the church to grow.

It is assumed that conflict in the church is associated with the following behavior like anger, hostility, selfishness and differences of opinion are signs of failure (Leas &Kittlhaus, 2001). It is assumed that conflict manifested in hiding suppressing , avoiding or denying and dissatisfaction is sign of the failure, possibly disclosing the fact that the church is not the super organization it is trying to be (Leas & Kittlhaus,2001,). This suggests that people may keep their emotions bottled up and when the feelings finally emerge, may be distorted or expressed inappropriately.

Church Conflict can be differentiated and experienced in three major ways: first and foremost intrapersonal conflict is a struggle a person has within oneself. It becomes an internal battle between what they want and yet not wanting to compromise what others want. Secondly, interpersonal conflict is related to differences between people but is not related primarily to uses; striking against the others over their incompatibility as a person. Thirdly, substantive conflict can be between two individuals or a group, conflicting over facts, means, ends and values (Leas & Kittlehaus, 1971).

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The feelings do not amount to interpersonal or substantive conflict until they are manifested in some kind of behavior that strikes against another person or group.Until hostile feelings are acted upon, the conflict issue is one of an intrapersonal nature. The intrapersonal natured person will call upon the peacemaking responses because they can be carried out personally and privately. These responses are directed toward finding just and mutually agreeable solutions to conflict (Sande, 2004). The intrapersonal person may respond to conflict in one of the three ways: Overlooking an offense. This is forgiveness and involves a deliberate decision not to talk about it, stay on it, or let it grow into contained resentment or anger. To overlook an offense means that disputes are so trivial that they should be dealt with quietly and deliberately. Reconciliation, this is used when an offense is too serious to overlook or has spoiled the relationship. To reconcile is to resolve personal or relational issues through confession, loving correction and forgiveness. Negotiation, this should be done through a mutual bargaining process in which both persons seek to achieve a settlement that satisfies the rightful needs of each side (Sande, 2004).

People of an interpersonal nature tend to use escape responses when they are more interested in avoiding a conflict than in resolving it. This attitude is common within the church because many Christians believe that all conflict is wrong or dangerous (Sande, 2004). Thinking that Christians should always agree, or fear that conflict will damage relationships, the interpersonal nature may respond in one of three ways:

Denial, which occurs when a person pretends that the conflict does not exist; or, if it is not possible to deny that the problem exists, an individual may simply refuse to do what should be done to resolve the conflict properly, bringing only temporary relief and usually making matters worse; Flight. Running away or escape is another way of

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not facing conflict. This many at times mean leaving the church. Running away only postpones a proper solution to a problem; Suicide. The most drastic of all options, suicide may occur when people lose all hope of resolving conflict; they seek to escape the situation by attempting to take their own life (Sande, 2004).

The substantive natured person will use attack responses when the desired result is to win is more important than it is in preserving a relationship. Attack responses are typically used by people who are strong and self-confident. But may also be used by those who feel weak, fearful, self-doubting or vulnerable (Sande, 2004).

2.3.1 Organizational Conflict Factors

Conflict within the church is as a result of several organizational and individual factors. The loyalty of members to their organizations affects whether they will exit when their organizations do not meet their expectations (Hirschman, 2000). This next section reviews the impact and effect on organizational conflict factors; those factors include: culture, congregational, leadership, and denominational factors.

Knowing and unknowingly every society, organization, group, and family creates a culture of conflict by the use of complex set of words, ideas, values, behaviors, attitudes, archetypes, customs, and rules that strongly influence how its members feel and react to conflict. Cultures of conflict are formed in and by our experiences (Cloke and Goldsmith, 2005).

Congregations develop distinct cultures that comprise of local understandings of identity and that can be understood systematically as bundles of core tasks and legitimate ways of doing things (Becker, 2009). “Participating in church life is a very

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local matter to people. It is their church in their community; it is their worship service, their music program, their budget and their cemetery" (Lehman, 2005,). For this reason it is important, when looking at church members' behavior, as it relates to conflict, that these studies look at church cultural conditions.

Congregational cultural conflict is one theoretical perspective that was examined. Becker (1999) took a look at intra-congregational conflicts by classifying congregation culture into different types: "house of worship; family, community and leader models. Each model displays a general pattern of local congregational culture, congregations with primary emphases on worship; religious education and rituals are regarded as the "house of worship; congregations focusing on close-knit and supportive relationships are classified as the "family model" ; congregations placing emphasis on interpreting and applying shared values on social issues belong to the „community model"; and congregations aiming to express values from the official tenets of their denomination or religious tradition, are labeled as the "leader model".

Becker (2009), found that the quantity and quality of intra-congregational conflicts are associated with these congregational models. Community congregations have twice the number of conflicts as family congregations. Family congregations are more likely to fight over church buildings, while community and leader congregations tend to disagree on contemporary social issues. Becker (2009) argues that local congregational cultures explain intra-congregational conflicts better than other variables such as policy and theological orientation (Chou, 2008).

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Research has shown that many congregational conflicts are related to religious leadership (Becker, 2009). The stability of congregations is affected by their clergy leaders. Whether members are willing to follow these leaders depends on the leader‟s legitimacy. Leaders who are perceived as legitimate face fewer challenges in their ministry; older experienced educated males tend to have more legitimacy than younger less educated and experienced females (Collins, 2005). Charlton (2007) indicated, "Women constitute 8% of all Lutheran ministers and 11% of Methodist ministers" (p. 698). Women still constitute a minority of the profession and many congregations have yet to have a woman in a clergy leadership position. According to Charlton (2007) a Lutheran clergy woman shared the following with her:

> *Maybe other women have had better experiences, but on the whole I have watched a lot of my sisters in ministry get beat to pieces and left hanging because the organized Church says yes, yes we „ll support you but they don't and in reality the people in the congregation don't want you. So you' re caught….many women have left the ministry because they haven't felt the support. Men can walk into a room and they can automatically command respect by the fact they're a male pastor; a female pastor cannot do that. (Charlton, p. 698)*

According to Becker (2009), Americans have channeled their religious activities through local congregations, and congregation leadership because of fostering a certain amount of democracy. Since postwar, social changes have brought about congregationalism from corner to corner.

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Denomination. Many doctrinal differences exist among the various denominations. Clergy and laity alike, find it difficult to accept many of the traditional doctrines that no longer seem reasonable (Hadden, 2000). Individual-expressive religion has become the dominant mode of religious adherence. Economic and educational changes are nurturing mobility and the questioning of traditional values and institutions (Becker, 2009). The effects of this unending modernization have been changing the American religious setting at all levels (Liebman, Sutton, & Wuthnow, 2008). These effects include the loss of denominational allegiance and authority and its effect on local congregational belief and practices as seen in the following statement by Leas and Kittlaus (2001): "The gap gets wider and wider between those who want the church involved in the issues of the day and those who cherish the traditional forms and formulations. Conflict has now advanced until it is not grounded in ministry but in the defense of positions. Its mood is not one of fidelity to our mission but one of distrust and acrimony; leading to unhealthy polarization and division".

Schisms are a major source of new religious denominations in America, but have not received proper consideration in the sociological literature. Theories of possible origins of schisms lean toward both conflicts over doctrine and problems of church governance and organization (Liebman et al., 2008). One theory is theologically conservative denominations are more prone to schisms than liberal ones. Conservatism generates rigidity, which decreases open-mindedness of internal diversity, escalating the chances of factions breaking away. Another theory is that a few denominational traditions offer stronger precedents for breaking away, creating a need for an inflexible organization (Liebman et al., 2008).

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2.3.2 Organization Conflict analysis

Another study revealed the need to do a proper analysis of conflict to avoid instances whereby people deal with symptoms, forgetting the root cause of the conflict. Normally, people offer quick remedy to problems without bothering to dig deep to find the cause of the existing problem. Church conflict can be solved if people can address the root cause of conflict other than concentrating on the symptoms. Mostly, the problem of the church conflict arises as result of the leadership, when their expectations are not met. The study agrees that church conflict can arise from that type of leadership, but are not the only causes of conflict (wood 2005). Sheffield et al (2007) noted that the church as an organization has experienced conflict as result of the structure, that does not mean the structure is not important and should be avoided at all cost but people must understand a structure that is complex ,can ignite conflicts (Hick, 2010, 36).

The issue of conflict management then becomes paramount for goal accomplishment. Oxford Thesaurus Dictionary of English (2004), defines conflicts "as synonymous with dissention, antagonism, opposition, disagreement, disassociation, encounter and combat". From literature, several types of conflicts are experienced in educational institutions. This includes intra personal, intra group, inter personal and inter group. According to Robbins (2003), intra personal conflicts involve conflicts within an institution structure.

2.3.3 Organization Conflict Management

Accordingly (Sande, (2013), most congregations have not been properly equipped to deal with conflicts and this is the reason why there is conflict in churches because no one seems to have the conflict management skills. Instead of dealing with conflict in churches, people turn to crude ways of dismissing others, backbiting, withdrawing,

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avoiding or closing churches. It is true that leaders go through training on interpersonal and conflict management but there is increase in church conflict, meaning there is need to further investigation why conflict is in churches despite the training and awareness. Leaders must know conflict is alive in churches therefore it should not be ignored but it is important to know how conflict is handled. Leaders are required to diagnose the organization to know exactly the cause of the conflict before settling to solve the conflict. The mistake that is common to people is dealing with symptoms because they don't have any idea of getting deeper into the problem. It is important to diagnose the said problem before dealing with conflict and the study agrees on that understanding.

2.3.4 Organization conflict can be positive or negative

According to Sande (2008), conflict can be either positive or negative but Christians believe that conflict is bad and must reduce to pave way for development. Against that perception, conflict can be a source of change and development when people understand how to deal with it in churches. Organizational conflict is positive if it provides an opportunity for productive change and enhances effective communication. This is possible when people acknowledge the source and existence of the conflict to open doors to conflict management in organization.

Katz and Kahn (1966), underscored the view of an organization as a set of interlocking roles, where a role is the set of behaviors expected of the occupant or focal person in an organizational position. Matching to each position is a set of role senders who hold expectations for the focal person and attempt to influence him or her to comply. Conformity with expectations explains the regularity of organizational behavior.

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Conflict can be negative if it leads to stress, absenteeism, turnover, slow or stop progress on development and any organizations must reduce it to ensure satisfaction and performance. Conflict can be positive or negative depending on the management. Negative effects reduce the satisfactions and performance. Positive effects increase the satisfaction and performance (Sande 2009). Church conflict is on the increase and has reduced the memberships in terms of numbers, affecting negatively the productivity of various churches (Sande2004).

Conflict can be a problem if it contribute to aggressive behavior on the part of individuals and can generate intra psychic tension that develops into repression and anxiety which may lead to further problems (Carter 1981). Conflict in nursing organizations leads to turnover of nurses (Jones *et.al*. 1990). The associations among conflict, conflict management, job satisfaction, intent to stay, and turnover of professional nurses in Thailand (Wipada *et.al.*2000), revealed that the overall level of conflict was at a high level. The majority of the people adopted accommodation most periodically to take care of to conflict.

The prior conflict management theorists (Blake & Mouton 1964), mostly held that all conflicts are negative and disruptive and as such should be eradicated eliminated. The conflict management theories were more personality based, like the Ordered Response Hierarchy theory which held that people respond to conflicts based on their dominating personality traits (competing, collaborating, accommodating, compromising or avoiding). Katz and Kahn (1978), have pointed out in their second edition that most research has dealt on two breakdowns in the role system: role ambiguity and role conflict. The seminal research on roles (Kahn et.al. 1964), demonstrated the frequent occurrence of different expectations for a single

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person such that the compliance with one expectation makes more difficult compliance with another, leading to role conflict.

Studies have revealed that the effects of role conflicts include: 1) Negative attitudes towards their organizations, its members, their jobs, and more general perceptions of tension and threat; 2) Pessimistic beliefs about their power, performance, and rewards in organizations; 3) Ineffective performance (although here the evidence is mixed) (James et.al. 1978). Further, these undesirable effects of role conflict are moderated by conditions ranging from the organization where the person works, to the personality of the role occupant.

Sayed & Buda (1996) have indicated that Arab Middle Eastern executives adopted more of an integrating and avoiding style in handling interpersonal conflict. The U.S. executives adopted more of an obliging, dominating, and compromising style. Studies on conflict management has recently agreed to include other scope of conflict, possible results and an awareness of the strategies available (Song et al., 2006; Schmid, 2007).Conflict, to some extent, can also be valuable to an organization since it promotes innovative and creative problem-solving techniques, clarifies issues, and allows underlying problems to rise to the surface (Tomy 2000). Conflict is believed to improve production by creating a useful level of tension and competition (Steven 1990).

Thus, conflict is a useful phenomenon to have in a dynamic and changing system. Several studies (De Dreu 2007;) suggest that conflict when handled properly can act as a positive force. In today's heterogeneous organizational environment the possibility of using conflict as a driving force to sustain competitive spirit,

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growth and innovation is imperative. The focus has therefore shifted from prevention of conflicts to management of conflicts (Callanan et al. 2006).

Studies on leadership strategies in reducing staff nurse role conflict revealed that the sources of conflict among hospital nurses and health care personnel include authority positions and hierarchy, the ability to work as a team, interpersonal relationship skills, and the expectations of performing in various roles at various levels (Kleinman 2004)

A study aimed to investigate the relationships between job satisfaction and organizational commitment, role conflict and ambiguity and demographic variables associated with retention of nurses within the Chinese healthcare workforce (Wu & Norman 2006), revealed that there is a positive relationship between job satisfaction and organizational commitment and a negative relationship between job satisfaction and role conflict and ambiguity.

Another study exploring the relationship between burnout and role conflict and role ambiguity in nurses and physicians at a university hospital in Turkey (Tunc & Kutanis 2009), revealed that the nurses had significantly higher levels of role conflict, role ambiguity, and burnout compared to the physicians. Also, multiple regression analysis showed that ,role conflict and role ambiguity might help to explain the higher level of burnout experienced by the nurses compared to the physicians.

In a case study demonstrating the development, structure and operation of a comprehensive system for managing conflicts in a Norwegian city hospital (Skjorshammer 2001), the dispute mechanisms in the hospital were further developed to strengthen the management skills of clinical leaders and managers in general. By changing the ways managers and professionals handle their disputes, the

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hospital hopes to reduce the cost of conflicts and realize its benefits. This was accomplished through implementing new procedures for managers and professionals to process disputes. The design process of the new system was framed according to an action research approach characterized by creating change through dialogue and the use of local expertise.

The analysis of data from 433 employees of 98 different firms from manufacturing and service industries in Malaysia (Pei-Lee The et.al. 2009) to examine the relationship of the multidimensionality of total quality management (TQM) practices and role conflict of employees, it was found that there was significant negative correlation among all TQM practices (i.e. leadership, strategic planning, customer focus, human resource focus, process management and information analysis) and role conflict. By employing multiple regression analysis, leadership, process management and information analysis were found to have significant and negative relationship with role conflict. Human resource focus was reported to have a significant and positive relationship with role conflict.

An analysis of one hundred and ninety-three middle managers in general acute care hospitals in a study to measure role conflict and role ambiguity (Lynch & Rogers 1986), revealed that the middle managers of both direct patient care and supporting services departments, reported low levels of role conflict. Nonetheless, role overload and role conflict were significantly higher for managers of patient care departments than service departments. In addition, managers of both types of departments most often experienced inter-sender role conflict. Direct patient care and supporting services managers also reported low levels of role ambiguity, with no significant differences reported between the two types of departments.

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In Saudi Arabia, health-care sectors are constantly undergoing major changes because of social, consumer related, governmental, technological and economic pressures. These changes will influence the nature of health care organizations, such as hospitals' work environment. The perceptions among nurses in Saudi Arabia regarding the conflict and professionalism (Zakari et.al. 2010), revealed that the intra-group/other department type of conflict had a statistically significant correlation with the perception of professionalism. In addition, the findings point to a low perception among the participating nurses regarding their professionalism

Conflict is not necessarily bad. The Bible, the collection of sacred writings of the Christian religion, teaches that some differences are natural and beneficial. Christians believe that God created people as unique individuals, with different opinions, convictions, desires, perspectives, and priorities. When handled properly, disagreements in these areas can stimulate productive dialogue, encourage creativity, and promote helpful change and growth. Conflict should not be avoided or feared. Can conflict, managed in a way that is not fear-based, result in positive growth for the church? This research is an investigation that tried to establish factors associated with church conflict and leadership conflict management strategies available to pastors.

2.3.5 Organization Conflict and communication

Furthermore Sande (2008) asserted that communication in churches can be one of the causes that have brought conflict in churches. Sometimes leaders' feels uncomfortable to tell members what is happening, keeping secrets to themselves. Rogers (2004), indicated that communication can be used to bridge the gaps and allow people to go through a process that encourages adoption of the change. According to Machira (2008), effective communication is the remedy to organization conflict. Therefore,

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churches must improve their communication skills if conflict will be managed effectively.

Conflict management styles vary when dealing with issues that arise with four most evident styles (Pegues, 2009):

1. The dictator engages in win-lose confrontations. The expression of power or anger to win is done at the expense of the other person. In several situations, this style demonstrates emotional and professional immaturity.

2. The accommodator wants to maintain the relationship at all costs, even at the cost of one's beliefs, values, peace of mind, personal time, or resources. In many circumstance, accommodators have a low self-esteem and do not feel adequate to bring real value to the relationship.

3. The abdicator avoids confrontation at any cost. They will withdraw from a situation rather than confront. They rob themselves of the opportunity to experience the growth that results from working through issues (Peck, 1979).

The collaborator deals with conflicts by cooperating, joining forces, uniting, pulling together and participating. Those who work together toward a common purpose to demonstrate spiritual and emotional maturity (Pegues, 2009).There is only one test for the effectiveness of any communication and that is what the listener understands (Cloke & Goldsmith, 2005). Cloke & Goldsmith (2005) indicated three important hidden frameworks for conflict communications.

1. There are words, symbols, metaphors, tone of voice, and body language that we all use in our communications, which often convey their true meaning and significance both to the speaker and the listener.

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2. There is the process of communicating, which includes how respectfully, responsively, actively, empathetically, appropriately, and reliably the message is communicated.

3. There is the relationship between the speaker and the listener, which includes each person's unspoken interest, needs, emotions, and expectations of the other and the degree to which each person has let go of past conflicts. These hidden frameworks define our communication more reliably than the literal definitions of the words we are using.

2.3.6 Organization Conflict affects pastors

Reports from Lutheran churches in America indicated that pastors had serious conflict in their churches and this has affected their health. In fact there are many pastors admitted in hospital because of mental and physical problems as result of going through conflicts (Halaas, 2002). This view is supported by Carson (2012) and Maynard (2012) who did a study and noted that pastors are experiencing mental, physical, and spiritual problems because of conflict. According to Carson (2012) their families too are in trouble and their marriages in a problem. More so pastors who are not courageous have opted to do other things because they cannot handle conflict. Pastors are the spiritual leaders who contribute to an organization's health. The studies have shown that a healthy organization is in a position of dealing with conflict unlike those organizations that are unhealthy .Any healthy organization is a system has the capacity to negotiate conflict.

Being a Christian pastor today is more difficult than any time in history. This century witnessed the collapse of the Christian consensus that united American culture together for many years. The moral relativism that accompanies a secular view of reality deeply affects the work of the church and its leadership (Fisher, 2006). Far too

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many good pastors are being driven out of ministry, leaving thousands of churches weak and vulnerable to spiritual attack. Without good leadership denominational factions multiply, evangelism declines, divorces proceed unrestrained, discipleship loses direction and missionaries are forgotten (Sande, 2004).

Congregational conflict, defined as a difference in opinion or purpose that frustrates someone's goals or desires, may occur when those religious and spiritual beliefs are unaligned (Sande, 2004). This misalignment may take on a psychological dimension, since members look to the church for comfort and reassurance in a rapidly changing and threatening world (Hadden, 2000). Instead of a place of comfort and reassurance, church conflict can create a battle ground for power struggles of various factions, victimizing the congregation and sabotaging pastoral leadership and church growth. A pastor is most often forced out of ministry due to lack of success at resolving differences with other people within the church (Sande, 2004).

The Christianity Today International study further revealed: Forty-five percent of pastors who were forced out of the church think they could have done more to avoid being forced out; resolving conflict was the primary action pastors wished they had taken sooner and pastors reported conflict management as the area of training most lacking in their seminary or Bible college education (Barfoot et al., 2007,).

Conflict can be the result of a violation of shared expectations or conflict can result from the clash of two fundamentally different sets of expectations for behavior (Becker, 1999). Previous research shows that intra-congregational conflicts arise over issues of congregational culture, leadership, and denomination (Becker, 2009; Chou, 2008) theology, purpose, and meaning (Hadden, 2000); liberalism versus conservatism (Becker, 2009; Haden, 2000) and beliefs and authority (Hoge, 2006).

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When any of one these factors is compromised by leadership, it plays a significant role as to why people feel their religious understandings are misaligned and conflict occurs. The studies have shown that every year, thousands of pastors leave their churches, leading to an astronomical cost of $684 million a year (Sande, 2004). Studies noted that, congregations are not properly equipped to deal with conflict, so when a pastor who is equally unprepared in conflict management enters into such a church, the stage is set for agonizing conflict and disunity (Sande, 2004). The church cannot afford to let these losses continue. This study sought to find a relationship between church leadership conflict management style and positive energy growth for unity within the church.

2.3.7 Organization Conflict is related to leadership

According to Sande (2013) , the best way to handle conflict is through awareness and education to equip people with necessary skills .Leaders are very important in any organization because they drive the organization to achieve the organization's business. On the other hand, unqualified leaders can bring havoc in the organization because they cannot handle conflicts. Research has shown, that many congregational conflicts are related to religious leadership. If leaders are qualified, they will manage effectively the church and any emerging conflict (Pegues, 2009).

Conflict, such a real part of everyday life, has not by-passed the church and its leaders (Hadden, 2000);Historically, however, clergymen have not dealt effectively with it. Successful management of conflict requires administrative skills and a considerable knowledge of organizational strategies, neither of which has generally been given very high priority (Barfoot et al., 2007,).Because the church is so vulnerable to

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conflict today, the creative handling of misunderstanding is no longer an option but a necessity (Barfoot et al., 2007,).

The formal study of conflict is a relatively recent academic undertaking. In fact, The "Journal of Conflict Resolution" was first published in the spring of 1957(Hadden, 2000); although work has been going on in Europe since World War I1 to develop a science of peace and conflict research, it is generally true that there, as in America, "the findings of modern conflict analysis have not yet been applied to the church" (Halaas, 2002).

The turbulence of social change in the 1960's , swept the churches of America into experiences of conflict which many were ill- prepared to handle(Hadden, 2000);. Out of necessity, arose an eclectic search for suitable coping tools, as inquiry was made of the behavioral and social sciences, organizational research, and labor-management-conflict studies(Halaas, 2002). In recent years, a science of conflict management (moving beyond elementary human relations principles) has taken its first tottering steps in the church (Halaas, 2002).

2.3.8 Organization conflict is inevitable

Church conflict is inevitable and has continued to affect the operation of churches, but churches have denied the existence of it and people live as if it does not exist even when it is in the church (Barfoot et al., 2007). According to Powel (2009), conflict is so sensitive that no one wants to talk about it. People remain quiet and cannot report it to the relevant bodies to be addressed. If all conflicts between pastors and leaders can be reported the percentage can increase because some of conflicts are hidden or denied (Pegues, 2009).

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2.4 Conceptual Framework

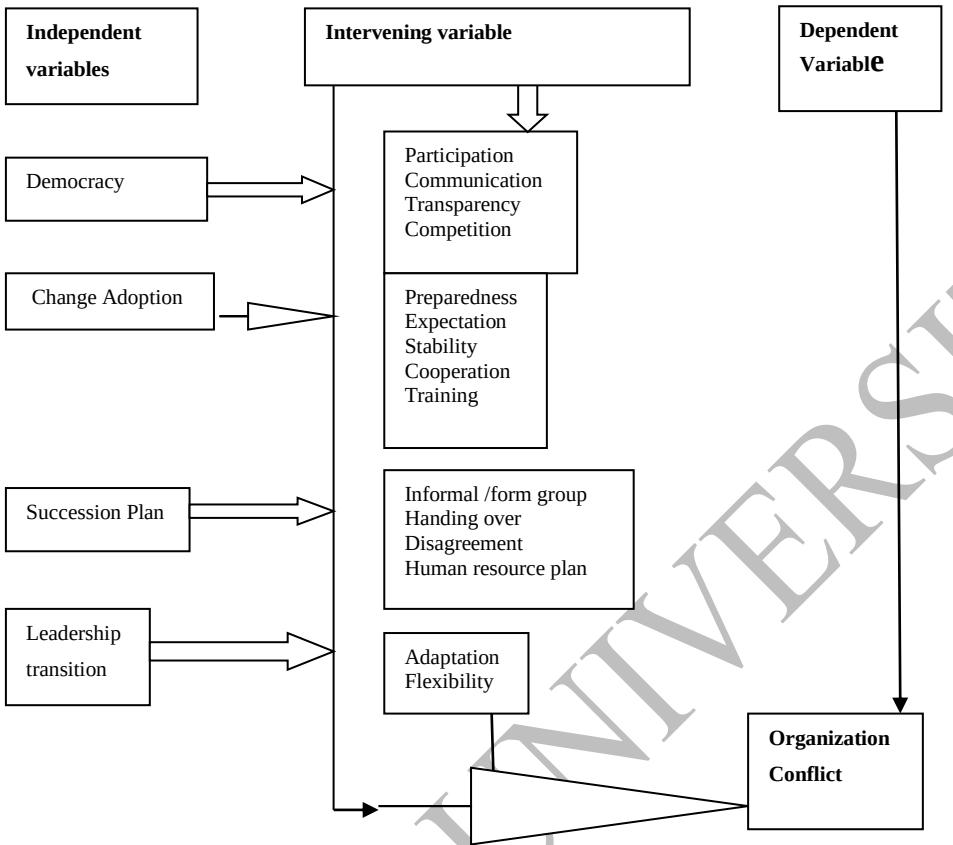


Figure 1: Factors contributing to organization conflict

2.4.1 Operationalizing the Parameters

2.4.1.1 Democracy

The study measured democracy in terms of participation, communication, transparency, and competition. Communication in churches can be one of the causes that have brought conflict in churches (Sande, 2004). The study measured whether communication was done early enough for people to prepare. According to the research, transparency means the openness and honesty in sharing of information. Therefore, the research tried to figure out whether there was enough time (Sande, 2004). The holder of any public office must be open enough to all decision and to any action they take (Chapman 2000). Competition is an element of democracy in that

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every individual is given an equal chance to compete for a leadership position without any barrier to prevent them from achieving the goal.

Conflict enhances the principles of democracy and freedom. The "cutting edges" of a democratic society, are at its points of tension and difference. If freedom is to be real, the possibility of advancing new or old ideas must be present , as well as the con-committing possibility of controversy (Sande, 2004).. Free controversy is the only method known to man, whereby the heavy hand of coerced conformity may be diverted and creative energies released. Only a totalitarian society in practice knows- at least in appearance- that general agreement and unity, that grey single sameness, which is the mark of the societal perfectas" (Barfoot et al., 2007).

2.4.1.2 Change adoption.

In change adoption the respondents were required to answers question relating to preparedness, expectation, stability, cooperation and training. Is the church prepared enough to accommodate the change? For a church to hold elections, it must be prepared to deal with challenges that come with change adoption (Barfoot et al, 2007). Failure to address the preparedness, conflict would emerge because people are not ready to accommodate that change (Sande, 2004). Church conflict can be solved if people can address the root cause of conflict other than concentrating on the symptom of the problem church conflict arises as a result of the leadership, when their expectations are not met (wood 2005).

The effectiveness of an organization also depends on how well it adapts to changes in the external environment (Maynard, 2012). Key indicators of adaptation include long-term sales increase, increase in market share, and the satisfaction and loyalty of customers (e.g., company reputation, repeated purchases by customers, sales to new

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customers). Successful adaptation requires accurate, timely information about external threats and opportunities (Sande, 2004). Adaptation is facilitated by organizational learning about effective ways to deal with threats and opportunities and effective ways to leverage core competencies. Adaptation is also facilitated by the availability of surplus resources that can be invested in new initiatives (Maynard, 2012).

Successful adaptation often requires innovative changes, not just incremental adjustments in traditional practices (Nadler et al.,2005). Innovation in products and services is facilitated by strong cultural values for creativity, flexibility, tolerance of mistakes, product quality, and customer service (Baer & Frese, 2003). It is easier to make innovative changes in an organization that is flexible with regard to operational processes and the types of products and services provided (Adler, Goldoftas, & Levine, 2009).

Successful adaptation is unlikely, when top management fails to recognize an external threat or respond in a timely way to a promising opportunity (Maynard, 2012).\. Executives are more likely to ignore or deny the relevance of an external threat when there is strong reverence for strategies that were previously successful (but are no longer appropriate) and a shared belief that there is nothing to learn from competitors (Finklestein, 2003). On the other hand, there are good reasons to be cautious in responding to threats and opportunities. Untested innovations and bold new ventures can be very risky and a financial disaster may result if a new initiative or major change is based on wishful thinking rather than careful analysis of risks and capabilities (Finklestein, 2003).

Innovative adaptation is more important when the external environment is “dynamic and uncertain, which is likely when there is rapid technological change, political and

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economic turmoil, rapidly changing customer preferences, intense competition, and shortages of essential resources for conducting operations (Miller & Friesen, 2004). Innovation is especially important for an organization with a competitive strategy that emphasizes unique, leading edge products or services designed to satisfy the changing needs of customers and clients (Porter, 2003). Examples of these organizations with dynamic environments include fashion clothing, pharmaceutical companies, telecommunications companies, medical equipment companies, computer companies, advertising agencies, the entertainment industry, and companies in newly deregulated industries (Sande, 2004).

There is much less pressure to improve customer service or product quality when an organization has strong demand for its products or services and there is little competition (Sande, 2004). Examples include the sole source of a miracle drug, or the only provider of necessary service in a protected domestic market (Halaas, 2002). However, rapid technological and social changes and the continuing trends toward privatization, deregulation, globalization, and internet commerce in most nations have increased the need for business organizations to systematically monitor changes in their external environment and respond in a timely way to new threats and opportunities. Few organizations today, can afford to disregard changes in their external environment (Maynard, 2012).

2.4.1.3 Succession Plan

The study checked whether the church has an operational human resource plan. It is important to know whether the church has a handing over process(Maynard, 2012).. The researcher asked the respondents whether they have witnessed any handing over

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in the previous10years.The study sought to know whether succession plan had any benefit to the organization (Maynard, 2012).

Santorin (2004) developed the first succession model. With "Relay Succession Planning" model, Santorin articulated that the top-level management must pass on their roles and responsibilities to a successor over a period. Organizations preparing this model were found to perform better than those that had not adopted the succession planning strategy (Sande, 2004). It was because the possible successors had over time been exposed to organizational roles, responsibilities, as well as, challenges. Indeed, they had been prepared to proactively handle both the opportunities and shortcomings in the pre-succession phase (Halaas, 2002).Obviously, the current position holder was able to pass the baton to their successors, offering the latter a chance to validate their reins of leadership and at the time benefit from training (Sande, 2004). Eventually, successors should perform better in the post succession phase. Nonetheless, the model indicated that not all organizations would source the successors internally, but others would opt to source externally to introduce fresh vision and ideas, thus, fostering change in the organization (Halaas, 2002).

Taylor (2004) outlined succession planning as relating to human capital planning and development including such practices as job filling for key positions, retaining talent and staff, reducing turnover rate, developing careers, supervisor' support, reducing organizational conflicts and nepotism. Further, Couch (2013) described succession planning as 'the deliberate and systematic emphasis to identify leadership necessities, identify pools that show high-potential personnel at all organizational levels, enhance the progression of mission-critical leadership competencies in the personnel through an intended development, select personnel from the identified pools for pivotal roles and then, continually evaluate and monitor progress (Halaas, 2002).

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However, succession planning is not all about the filling and retaining of organizational positions Kleinsorge (2010). Indeed, it entails a 'smart' management strategy, which could potentially, ensure that the organization retains effective, certifiable and proven skills, and make sure that it has in place the human capital (skills, competencies, personnel) it needs, or on hand, in order to promptly and proactively respond to the rapidly changing, dynamic and embedding complexities that characterize today's business environment (Scharmer 2007). Ostensibly, the organization could draw from the retained high-performing personnel, both now and in future. It is viewed as a management strategy 'with an eye' for the performance in the long-run McGivern (2011).

2.4.1.4 Leadership transition

Study investigated the ability of the church leaders to understand the situation requirements that would help leaders to adapt to the change (Halaas, 2002).. Are the leaders able to adapt to change quickly to figure out the duration people take to accept the change? Flexibility of leaders is paramount if the leaders would go through transition successfully (Maynard, 2012).

Changes in organizations are more and more common. They appear at faster pace and employees are expected to be even more adaptable. Leaders play an important role in setting an example for all those values, behaviors and considerations expected from employees (Halaas, 2002). Leaders have to achieve that changes in an organization are accepted and implemented in a way resulting not only in better job performance but also in general understanding and satisfaction of all. Therefore, it is reasonable to set the expectations of key employees– what they should achieve and how they should behave in order to implement successful changes.

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It is necessary to distinguish between leadership competencies in profit organizations and public (as well as not-for-profit) organizations (Halaas, 2002). Nature of activity, context, orientation of work and the budget, to name only a few areas, cause certain distinctions in leadership competencies between these two groups. There is a lack of studies comparing leadership factors and skills relevant to profit, public, and not-for-profit organizations (Maynard, 2012).

According to Thach et al., (2007), there are a few leadership competencies that have been proven time and again as mandatory for effective leadership. These include the competency clusters of vision and goal-setting, interpersonal skills, self-knowledge and technical competence regarding the specifics of the business in which the leader works.

In addition, commonly referenced competencies include: integrity/honesty, communication, technical competence, diversity consciousness, developing others, results-orientation, change management, interpersonal skills, problem-solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, more recently emotional intelligence, social and environmental responsibility, depending on the culture of the organization even humor and innovation (Trinka, 2004). There appear to be minor differences in the not-for-profit and profit leadership competency models. Not-for-profit organizations tend to center around new competencies such as governance effectiveness, boardroom contribution, and service to community (Thach et al., 2007). On the other hand, profit organizations tend to emphasize financial responsibility and accountability more than non-profit organizations. Public administration organizations tend to emphasize political

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savvy more, as well as physical health/endurance and building coalitions (Horey and Fallesen).

Despite diverse definitions and different understanding, competencies can be understood as cognitive, functional and social abilities and skills, including all individual resources one can use for performing diverse tasks in various areas, gaining required knowledge and achieving good results (Halaas, 2002). Every competency is based on a combination of mutually linked cognitive and practical skills, knowledge, motivation, orientation values, beliefs, emotions, and other social and behavioral components, applicable as a whole in an efficient activity (Svetlik, 2005).

2.5 Research Gap

A critical analysis of the past and related literature was done and established that a lot of the study materials inclined on management and conflict resolution and little is done on democracy , change adoption , succession plan and leadership transition as factors contributing to organization conflict**.** This author therefore seeks to establish the above factors to fill the identified gap.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, the target population, and location of study, the sampling design and procedures, sample size/frame, data collection instruments, validation and reliability of the research instruments, data collection and data analysis, data presentation and Research ethics. It has several subsections, which follow a certain order as presented below.

3.2 Research Design

This was a descriptive design because it describes and establishes the factors of conflict on organization conflict. The design is appropriate because it is commonly used in examining issues existing in the current phenomena with respect to variables (Sekeran,2003).According to Mugenda and Mugenda (2008), descriptive design guided the researcher on identifying and describing true feature of research problem without interfering with the variables. The design was selected because it is suitable to capture the feeling opinions and views of the church stakeholders on the factors contributing to organization conflict in AIC Njoro DCC.(Kothari, 2004).Gall, Borg & Gall (2003) define a survey as an attempt to gather information from members of a population in order to establish its current status with respect to one or more variables. This design is suitable to this study because it is expected to facilitate adequate data collection basically by the use of questionnaires and interview guides (Kajubi, 2007).The goal is to get facts, accurate and systematic data that can be used in average, frequencies and similar statistical calculations. Factors contributing to organization conflict in AIC Njoro DCC can be adequately

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assessed by analyzing the opinions and views of the individual leaders and pastors in the churches. The descriptive design is a useful tool for collecting information regarding people's attitudes, opinions, habits, or any of the variety of church social and administrative issues.

3.4 Target Population

AIC Njoro DCC comprises of 10 local church councils with an estimated population of 2000 members. Every LCC has 21 leaders (7men, 7 women and 7youths) plus 8 pastors totaling to 218 leaders; this is exclusive of children below the age of 15years. "Target population is a whole set of individuals who meet the sampling criteria" (Bricks, 2002). The researcher ensured there is uniform homogeneity by drawing the data from leaders in the AIC Njoro DCC as indicated by table below.

3.5 Sample Size

The study had 44 respondent representing 20% of target population10% to 30% of target population is an ideal sample according to (Mugenda & Mugenda 2009). Therefore the 20% is enough for analysis.

20/100*218=44

Study had 44 respondents.

Table 1: Target Population and Sample Size

Category	Target population	Sample size 20%
Pastors	8	2
Men	70	14
Women	70	14
Youth	70	14
Total	218	44

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3.6 Sampling Procedure

Cluster random sampling was adopted in this study. The population of the study was dispersed across AIC Njoro DCC. The method allowed the researcher to divide the study population to a manageable size (cluster) and random sampling whereby every member has an equal opportunity to participate in the exercise, that process is also appropriate for statistical purposes. It ensured there were no biases (Kombo &Tromp 2006,). There are two stages the first one all elements within the cluster is included. In addition, the second which the study adopted sample was selected randomly. The study also adopted purposive sampling in very cluster to identify 10 leaders who assisted the researcher to have in depth understanding of conflict. These leaders were people in previous regime with prior knowledge of conflict.

3.7 Data Collection Instrument and Procedures

The study adopted a questionnaire with orderly questions that were either open or closed ended questions (Oso & Onen, 2009). It is easy to analyze, administer and economical in terms of time and cost (Nyandemo 2007, 89).Questionnaires were issued and collected the same day (Kombo &Tromp, 2006).Structured interviews were also issued to individuals that met the sampling criteria to have an in depth discussion with respondents and data was analyzed qualitatively. The research used interview schedules that helped the researcher to have a standardize tool to collect uniform information for all respondents and assisted in tabulation and analysis of data.

3.8 Pilot Testing

According to Patton, (1990), a pilot study ensures that all the research tools will function well. Pilot study was carried out prior to the actual study in order to prove

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the relevance of the instruments for the purposes of the research and the clarity of the instruments in particular the questionnaire items. This helped to do away with ambiguities in wording, identify unnecessary questions and misunderstood items and to get feedback on the validity of the instrument. The church under pilot study was not included in the sample that was used in this study. In the pilot study, one pastor and 5 church leaders were involved. The findings from the pilot study also assisted the researcher to fine tune all the instruments well in advance.

3.9 Validity and Reliability of the Research Instrument

3.9.1 Reliability

According to Kombo & Tromp (2006) reliability is a measure of how consistent the results from a test are. The researcher choose one local church to do a pilot study administer the questioners to see whether there is consistence in answering questions or the questionnaire and findings about the instrument was presented to the supervisors and their comments was incorporated to ensure that it is reliable.

3.9.2Validity

A pre-test to check on the validity of the study instrument was done by choosing AIC Njoro town using a sample size of 10 respondents and data collected was analyzed to be sure the instrument gave the intended result. According to (Kombo & Tromp 2006,97) Validity **"** is measure of how well a test measures what it is supposed to measure" In order for the data to be accurate, researcher administered a questioner then analyze to see whether data obtained represents the variables of the study. If research finds data is a true reflection of variables, then data is assumed to be valid (Mugenda 2008, 249).

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3.10 Data Analysis and Presentation

This research yielded data that required both qualitative and quantitative analysis. Thus, after data collection, the researcher checked, edited to eliminate inconsistencies and then coded all the quantitative data from the questionnaires. The coded data was then be entered into the computer for analysis with the aid of the Statistical Package for Social Sciences (SPSS) Version 22 As Martin and Acuna (2002) observe, SPSS is able to handle large amount of data, and given its wide spectrum of statistical procedures purposefully designed for social sciences, it is also quite efficient. Descriptive statistics involving frequencies and percentages will be used to determine varying degrees of response concentration. Qualitative data was organized according to the themes and concepts derived from research questions. (Mugenda & Mugenda, 2003) The study adopted the percentages and frequencies and present through tables, charts and graphs to ease summarizing, checking on the patterns (Henry 2010)

3.11Ethical Consideration

The researcher conducted the study independently and quoted the work of the other people appropriately to avoid plagiarism. Data collected from the respondent treated with a lot of confidentiality without disclosing the information to any unauthorised persons. The questionnaire was designed in such way that the respondent was expected to write his/her name to protect individuals from publication. The researcher wrote a letter seeking permission from the university and other relevant authorities of target population. The researcher highlighted the importance and benefits of the research and ensured respondent that the aim of the study was academic and information would not be used anywhere else except in the research (Henry, 2010 154).

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CHAPTER FOUR

DATA PRESENTATION INTERPRETATION AND DISCUSIONS

4.1 Introduction

This chapter presents the results and discussions of the finding, in relation to the objectives of the study. The presentation follows the order by which the specific objectives of the study were stated. After the questionnaires were collected from the field, the data was analyzed, summarized, and presented in form of tables and graphs to reflect statistics that accompany explanations for better understanding. The study tried to establish factors contributing to organization conflict in AIC Njoro DCC. The study sought to determine effects of democracy on organization conflict, establish the relationship between change adoption and organization conflict, establish the influence of succession plan on organization conflict, and determine the effects of leadership transition on organization conflict in Africa Inland Church, Njoro DCC, Kenya.

4.1.1 Response Rate

The study targeted a sample size 44 of respondents from which 40 filled in and returned the questionnaires making a response rate of 90.9 %.According to table 2 below the respondents reached was at 90.9 % return rate as indicated in Table 2

Table 2: Response Return Rate

Respondents	Administered	Returned	Percentage return rate
Pastors	2	2	100
Elders	14	14	100
Women leaders	14	11	78.6
Youth leaders	14	13	92.9
TOTAL	44	40	90.9

According to Kathuri (2007), 55% return rate is adequate for a study hence the total return rate of 90.9% respondents is representative enough for the study. Mugenda and

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Mugenda (1999), Indicated that a response rate of 50% is enough for analysis and coming up with conclusions; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the above percentages the response rate was considered to be excellent.

4.2. Gender of Respondents

The researcher first sought to establish the gender of the respondents for the study. Gender of the respondents determined how the organization appreciates gender related issues that may have an effect on organization conflict. The findings is indicated in Table 3

Table 3: Gender of Respondents

Respondents	Males	Respondents	Males	Respondents
Pastors	2	100	0	0
Elders	14	(Proportionate)	-	
Women leaders	-		11	(Proportionate)
Youth leaders	5	38.5	8	61.5%

Source: Author (2016)

The distribution of the respondents by gender showed that 100% of the pastor respondents were males and the majority (61.5%) of the youths was female. This finding agrees with Church demographics (2002), which found out that across the churches today, less than one 40% of men are likely to attend church service today while over 75% of church leadership is male dominated. It is also clear that, the church has not included lady pastors, an aspect that the study noted from the distribution of the pastors in the district church council. In future, this can generate conflicts.

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4.2.2 Age of the Respondents

The researcher also sought to establish the age of the respondents. The age of the respondents determined their level of experience and ability to give useful information concerning factors contributing to church organization conflict. Table 4 shows the distribution.

Table 4:Age bracket of the Respondents

AGE	Frequency	Percentage (%)
15 -18yrs	0	0
19-35years	9	22.5
36-50yrs	15	37.5
50 and Above	16	40%
Total	40	100

Source: Author (2016)

Table 4 on the age of respondents revealed that majority of the respondents were over 50years at 40 % followed by 36-50years at 37.5%.

4.2.3 Years of Fellowship in AIC church

The researcher also attempted to find out how long the respondents have been in AIC church. The study noted that all the respondents had been in the church for three years and above. Years of fellowship in a church would influence their experience and ability to give useful information concerning factors contributing to church organization conflict.

4.2.4 Years of Leadership

The researcher further examined how long the respondents had been in a leadership position hence the ability to influence change and comprehend factors contributing to church organization conflict in their church. The findings are shown in Table 6 and graph.

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Table 5 :Years of Leadership

Years of Stay	Frequency	Percentages
None	5	12%
1 Years	0	0%
2 Years	1	2.5%
3 Years	4	10%
4 Years	1	2.5%
5 Year	6	15.5%
Above 10 Years	23	57.5%
Total	40	100 %

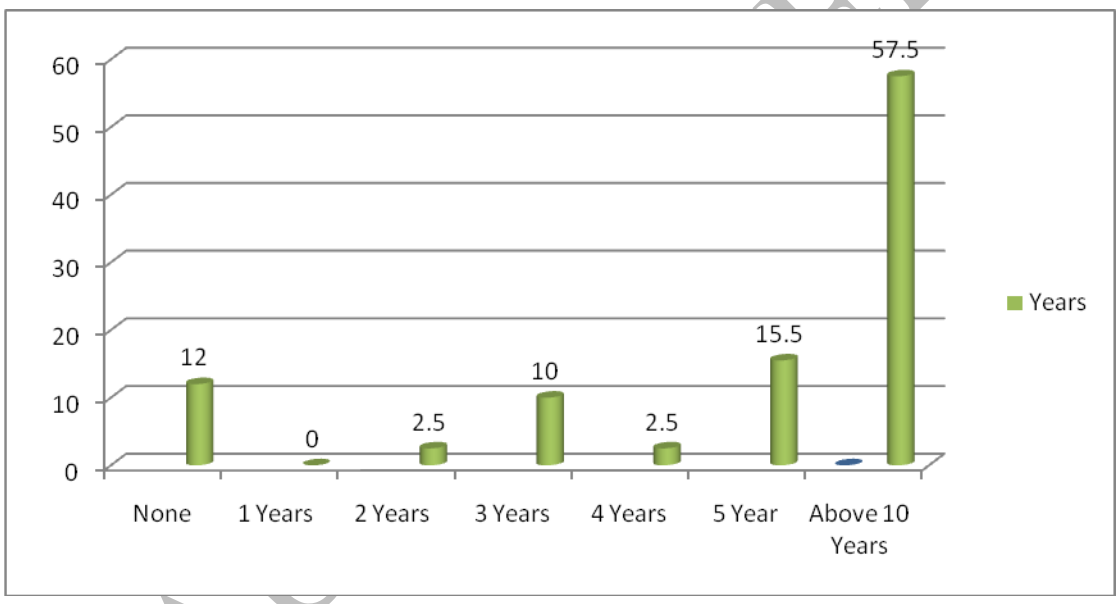


Figure 2: Years of Leadership

Source: Author (2016)

Majority(57.5%) of the respondents have been in leadership for over 10 years justifying the greater percentage found to be above 50 years as shown in Table 6 and table 2 . This is followed by 3 years at 10 percent and the minorities were 4 years and 2 years at 25% respectively.

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.4.2.5 Level of leadership

The study finally examined which level of leadership respondents were in. The position of leadership would influence their ability to comprehend complex administrative issues such as organization conflict and they are in a position to effect the desired change. The findings are as shown in the Figure 3

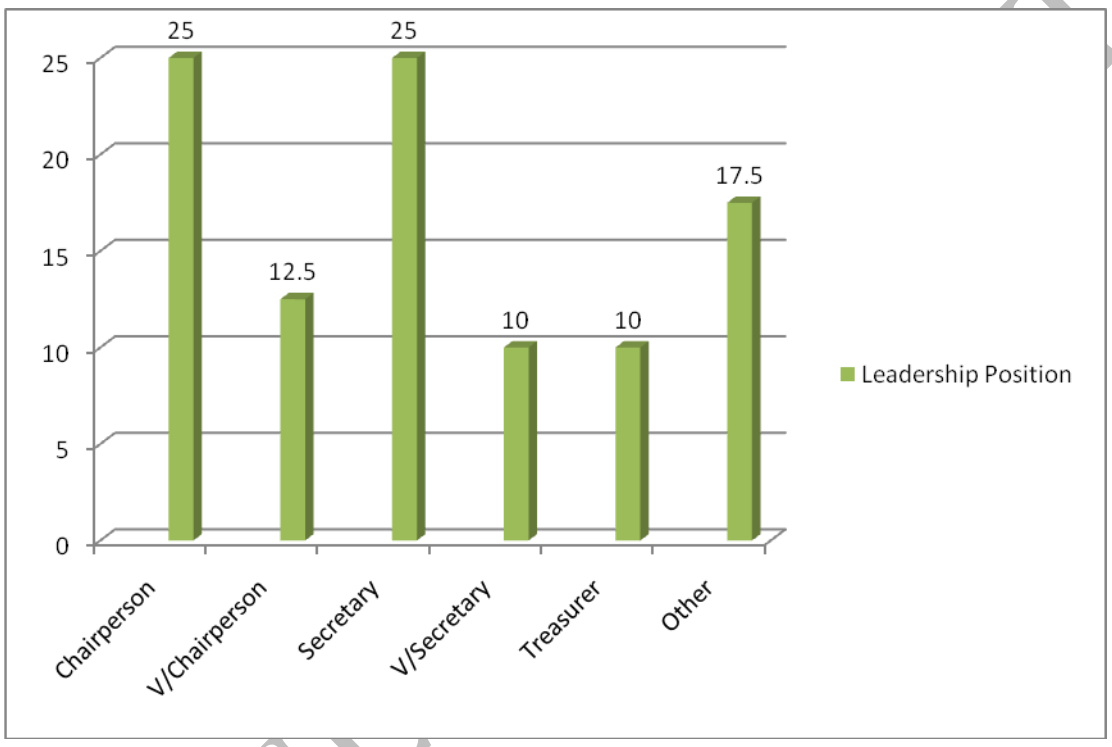


Figure 3: Leadership Position

Source: Author (2016)

The findings in figure 2 above revealed that the majority twenty (50%) of the respondents were either church or departmental chairpersons and secretaries .This was followed by another seven (17.5%), of the respondents who were either members or non-leaders. Additionally five (12.5%) of the respondents were V/Chairpersons while the final group four (10%) and another four (10%) of the sampled respondents V/secretaries and treasurers.

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4.3 Effects of Democracy on Organization Conflict

In the first objective, the researcher sought to determine effects of democracy on organization conflict in Africa Inland Church, Njoro DCC Kenya. The findings is indicated in Table 6

Strongly Agree (SA) Agree (A) Neutral (N) Disagree (D) strongly disagree (SD)

Table 6: Effects of Democracy on Organization Conflict

Statement	SA(1)	A(2)	N(3)	D(4)	SD (5)
In your church have you ever participated in any election	31%	47%	5%	14%	3%
Is there any transparency during and after election	50%	29%	3%	15%	3%
Everyone in the church is given an equal chance to elect people of their choice	44%	22%	0%	30 %	4%
Communication in the church is done early enough to prepare for election	59.8%	19%	1.1%	2.1%	18%

Source: Author (2016)

Table 6 indicates that the majority (78%, 79% and 66%) of the respondents agreed that in the church they have ever participated in an election, there is transparency during and after election and that everyone in the church is given equal chance to elect people of their choice. This implies that there is considerable democratic space during the election practiced in the church. Another majority (78.8%) agreed that communication in the church is done early enough to prepare for election .In the open-ended question majority of the members asserted the need for transparency in election. These could be enhanced through following of the church constitution, avoidance of biasness and attempts to solicit support through campaigns. These have affected the accuracy of people's opinion before and hence led to conflict in churches.

These findings study agrees with previous studies by Chapman (2000) who measured democracy in terms of the participation, communication, transparency, and

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competition. Chapman (2000) asserted that competition is an element of democracy whereby every individual is given an equal chance to compete for a position without any barrier preventing him or her from achieving the goal. However, Awojobi(2011) in a study in Nigeria found that churches are facing the challenge of conflict and in most cases it is manifested during the change of leadership because church conducts election without exercising democracy. After the leaders end their terms they are unwilling to relinquish their leadership positions engaging in exchange battles at all costs to retain these leadership positions. To achieve their ambitions they can blackmail, destroy any one who seems to be an obstacle, manipulate, intimidate, assault, and bribe people to vote in their favor. Awojobi(2011) further concluded that churches in Nigeria are still going through difficult times because of the wrong leaders getting into church leadership through undemocratic and unfair election increasing church conflicts that has contributed to many churches to fail to achieve their missions.

4.4 Change Adoption and Organization Conflict

In the second objective, the researcher sought to establish the relationship between change adoption and organization conflict in Africa Inland Church, Njoro DCC, in Kenya.The findings are as indicated in Table 7 .Key: Excellent (E)Good (G) Fair(F) Poor(P) Very poor (VP)

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Table 7: Change adoption and organization conflict

Statement	E(1)	G(2)	F(3)	P(4)	VP 5)
What can you say about preparedness of the people to elect their leaders in AIC?	24%	43%	15%	11%	7%
How is the leaders' cooperation in AIC church to solve any emerging conflict?	34%	43%	3%	10%	10%
	YES	NO	NOT	SURE	
Does the expectation of the people contribute to church conflict?	44%	39%	17%		
Is the AIC church stable enough for members to stand against church conflict?	60%	29%	11%		

Source: Author (2016)

Table 7 indicates that 67% of the respondents said that the congregants of AIC are usually well prepared to elect their leaders. However, 17% of the respondents felt that the church is usually poorly prepared with 7% asserting that the church is usually very poorly prepared to elect leaders. On the second item as the majority (77%) of the respondents, felt there were adequate leaders' in the cooperation in AIC church to solve any emerging conflict. Important to note however, that there were 20% of the respondents who felt that leader's cooperation in AIC churches to solve an emerging conflict was poor or very poor respectively.

Additionally the study inquired whether the expectation of the people contributed to church conflict at which a majority (44%) of the respondents agreed,39% said no while the other 17% was not sure. Finally, a majority (69%) of the respondents agreed that the AIC church was stable enough for members to stand against church conflict. However, 29% of the respondents said no while 11% of them were not sure about this item. As observed in wood (2005) for a church to hold election it must be prepared to

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deal with challenges that come with change adoption. Failure to address the preparedness conflict would emerge because people are not ready to accommodate that change. Church conflict can be solved if people can address the root cause of conflict other than concentrating on the symptom of the problem church conflict arises as result of the leadership, when their expectations are not met.

4.5 Effect of Succession Plan on Organization Conflict

The researcher also sought to establish the influence of succession plan on organization conflict in Africa Inland Church, Njoro DCC, in Kenya. The findings are as shown in Table 8

Table 8: Effect of succession plan on organization conflict

Statement	SA(1)	A(2)	N(3)	D(4)	SD (5)
Africa inland church has included succession planning in the strategic plan or other planning processes.	37%	16 %	1%	26%	20%
The formal and informal groups in the AIC contribute to church conflict.	35%	55%	1 %	8%	1%
AIC church has well planned process of Handing over.	33 %	33 %	11%	10%	13%
Africa Inland church evaluates and checks employee performance.	29%	19%	6%	20%	26%
Africa Inland church identifies potential talent and develops staff at all levels of leadership.	30 %	39%	1 %	13%	17%
Pastors have access to opportunities to develop their leadership potential (i.e. coaching, education, experiences).	20 %	19%	8 %	33%	20%
Team leaders held accountable for coaching and developing subordinate staff.	18 %	23%	12%	20%	27%

Source: Author (2016)

Table 8 indicates that 53% of the respondents agreed that Africa inland church has included succession planning in the strategic plan or other planning processes. It also

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indicated that the formal and informal groups in the AIC contribute to church conflict (90% in agreement), and that AIC church has a well panned process of handing over (66%in agreement).On the other hand, 46% of the respondents disagreed with the statement Africa Inland church evaluates and checks employee performance while 69%agreed that Africa Inland church identifies potential talent and develops staff at all levels of leadership. However, a majority 53% and 47% of the respondents disagreed with the statements that Pastors have access to opportunities to develop their leadership potential (i.e. coaching, education, experiences) and that team leaders are held accountable for coaching and developing subordinate staff respectively.

Sande (2013) equally observed that the best way to handle conflict is through awareness and education to equip people with necessary skills. Sande (2008) further asserted that communication in churches could be one of the causes that have brought conflict in churches. Sometimes leaders feel uncomfortable to tell members what is happening thus keeping secrets to themselves. Rogers (2004) also found that communication bridge the gaps and allow people to go through a process that encourages adoption of the change.

Additionally Sande, (2013) found that most congregations have not been properly equipped to deal with conflicts and this is the reason why there is conflict in churches because no one seems to have the conflict management skills. Sheffield et al (2007) also concurred and noted that a well structure church plan an organization minimizes conflict during transitions.

4.6 Effects Leadership Transition on Organization Conflict

The researcher sought to determine the effects of leadership transition on organization conflict in Africa Inland Church, Njoro DCC, Kenya. In assessing this item, the

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researcher established how many training sessions the respondents attended in the church to adapt change before or after election. The researcher further established whether the respondents felt that lack of adaptability in the church was the major hindrance to accepting change. The findings are as indicated in the Tables 9 and 10.

Table 9: Change Adaptation Training Sessions Attended.

AGE	Frequency	Percentage (%)
None	37	92.5
One	3	7.5
Two	0	0
Three	0	0
Above Four	0	0
Total	40	100

Source: Source: Author (2016)

Table 9 indicates that a significant majority (92.5%) of the respondents have never attended any training sessions in the church to adapt change before or after election. This is a major problem as was found by Sande (2013) that the best way to handle conflict is through awareness and education to equip people with necessary skills

Table 10:Lack of Adaptability and Change

AGE	Frequency	Percentage (%)
Yes	36	90%
No	2	5%
Not Sure	2	5%
Total	40	100

Source: Source: Author (2016)

As indicated in Table 10, the majority (90%) of the respondents agreed with the item that lack of adaptability in the church is the major hindrance to accepting change. Furthermore, on an open-ended question, majority of the respondents asserted that the church leaders have not been flexible enough to help the church to go through

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leadership transition with minimal conflict. There has been resistance in adoption of the new laws as enacted by the AIC church on of the election procedure and positions especially on the requirements on age, qualifications, and the provision that the chairperson is not an elective position but a preserve for the local church senior pastor. There has also been resistance by old guards relinquishing leadership position power in favor of the young upcoming and more effective leaders.

These findings agree Parker (2006) who found that power is another cause that cannot be ignored some leaders compete for position to a point of using undiplomatic means to get into position. Support conflicts come as result of people struggling for power. Thompson (1990) also found that conflict could emerge because of the Change of leadership as people fails to identify the gaps created. Change of leadership can be a source of conflict when people assume leadership to fill gaps to oppose others. Therefore, leadership change must have a transition to ensure that gaps filled without leaving any vacuum.

4.7 Organizational Conflict

Finally, the researcher examined the presence of organisational conflict in the churches. Various items were examined as follows; how the leaders deal with a conflict in church, types of conflicts their church come across with, consequences members' faces whenever conflict arises within the church and finally the major sources of conflicts in the church. The findings are shown in the Tables 12& 13

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Table 11: How leaders deal with a conflict in church

AGE	Frequency	Percentage (%)
By imposing decisions	6	15
By compromising	12	30
Avoiding the conflict	22	55
Total	40	100

The Table 11 indicates that a majority (55%) of the respondents said that church leaders usually avoid a conflict situation when it arises in the church. Another 30% deal with conflict situation by compromise, while 15% impose decisions in times of conflict. Other methods cited as used by leaders in dealing with conflict in the church included solving the problems as they come, talking it over, through diplomacy, listening keenly while others sadly settle conflict through blame game .Dick (2009) asserted that Church conflict managed prevents unresolved conflict can increase disagreement that can polarize the work of the church. Additionally Sande, (2004) stated that trust is eroded as when people disagree openly and others use undiplomatic mean to solve the conflict.

Table 12: Types of Conflicts

AGE	Frequency	Percentage (%)
Leadership conflicts	13	32.5
Groups conflicts	12	30
Personal conflicts	15	37.5
Total	40	100

Source: Author (2016)

Table 12 indicates that all the major kinds of conflicts have been felt in church. The leading are personal conflicts (37.5%), followed by leadership conflicts (32.5%) and finally group conflicts (30%).According to (Powel, 2009) conflict is so sensitive that no one wants to talk about it. People remain quiet and cannot report it to the relevant

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bodies for address. If all conflicts between pastors and leaders can be reported the percentage can increase because some of conflicts are hidden or denied.

Table 13 :Consequences of Conflict

AGE	Frequency	Percentage (%)
Members running from the church	20	50
Growth of the church stops	14	35
Effect on the church's working environment	6	15
Total	40	100

Source: Author (2016)

Table 13 indicates that the major effect of church conflict was members turn over (50%) followed closely by stoppage of church growth(35%) as well as effects on church working environment.(15%). These finding agree with Miller (2013)who found that unwise management of conflict has resulted to the split of the churches, people who had worked together becoming enemies, family struggle to remain united and people doubting the church as relevant in their lives. Sander (2004) further conquered and found that conflict is a hindrance in accomplishing that mission in church setting. Conflicts can be personal, intra groups, intergroup and between churches. Church conflict relates to the low motivation of the people, pastors abandoning the flock, loss of members to other upcoming churches, divorce, and loss of focus to achieve the goals.

Reports from Lutheran churches in America indicated that pastors had serious conflict in their churches and this has affected their health. In fact there are many pastors admitted in hospital because of mental and physical problems as result of going through conflicts (Halaas , 2002).

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Table 14 :Major sources of conflicts in your church.

AGE	Frequency	Percentage (%)
Leadership conflicts	28	70
Management conflicts	8	20
Employees conflicts	4	10
Total	40	100

Source: Author (2016)

Finally, the study examined the major cause of conflicts in the church. Table 15 indicates that leadership conflict is the major cause of church conflict as asserted by a majority (70%) of the respondents. This followed by management conflicts at 20% and the minority was employee's conflict at 10%.Other courses of conflict as mentioned by the respondents included Conflict in decision-making, misunderstanding among members, rumour mongering and finely mistrust.

4.8 Summary of Interview Responses

The pastors were issued an interview schedule. The results are as shown in Table 16

Table 15: Summary of Interview Responses.

Themes	**Responses**
Effects of democracy on organization conflict.	There no democracy in your church in electioneering period.
Relationship between change adoption and organization conflict.	Most old members of the church are resistant to change while young people are consistently in search for change.
Influence of succession plan and organization conflict	Most churches have no formal succession plan and procedure. This attracts conflict during change of leadership.
Effects of leadership transition on organization conflict.	Lack of experience makes the new leaders unable to take up responsibilities effectively. The ex leaders also sabotage the ides being proposed by new leaders.
Effects of leadership transition on organization conflict	Lack of proper welfare policy for retiring leaders as well as reluctance in relinquishing power.

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4.9 Chapter Summary

Chapter four presented the results and discussions of the finding, in relation to the objectives of the study. The study realized a response rate of 90.9%. The respondent's demographic characteristics were discussed on the basis of age, gender, years of service and leadership position. Responses on the research objective presented and analyzed under the themes Effects of democracy on organization conflict effect of succession plan on organization conflict change adoption and organization conflict, effect of succession plan on organization conflict, effects leadership transition on organization conflict organizational conflict and finally the summary of interview responses. Analysis was done in a five point Likert scale structure ranging from *strongly Agree (SA) =1*, *Agree (A) = 2*, *Neutral (N) = 3*, Di*sagree (d) =4* and *strongly Disagree (SD) = 5*.Literature was also used to assert the findings of this research. The following chapter five focused on the summary, conclusions and recommendations of the study.

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CHAPTER FIVE

SUMMARYCONCLUSIONS AND RECOMMENDATIONS,

5.1 Introduction

This chapter presents the summary of the findings, conclusion and recommendations of the study; based on the research objectives. Suggestions for further research are also given at the end of the chapter.

5.1.1 Summary of the Study

This study set out to understand the factors contributing to organization conflict in AIC Njoro DCC.A brief overview of the background was discussed. The theoretical framework, on which this study was based, was expounded. A descriptive research design was used as the preferred research design and data collected using questionnaires. The participants included 2 Pastors, 14 Men, 11 Women, and 13 youths in Africa Inland Churches, Njoro DCC in Kenya. The depended variable of the study were organization conflict and the independent variables were democracy, change adoption, succession plan and leadership transition. Data was presented using tables and graphs.

5.2 Summary of the Findings

Findings on the respondent's demographic characteristics showed that; all the pastor respondents were males. Majority (61.5%) of the youths was female, Majority (40%) of the respondents were over 50 years of age, All the respondents had been in the church for three year and above, Majority (57.5%) of the respondents had been in leadership for over 10 years and majority (50%) of the respondents were either chairpersons or secretaries. Based on the data analysis, the following is a summary of the findings in this study:

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5.2.1 Effects of Democracy on Organization Conflict

The study found that majority of the respondents have participated in church election, there is transparency during and after election and everyone in the church has equal chance to elect people of their choice. Another majority (78.8%) agreed that communication in the church done early enough to prepare for election. These findings show that democracy has an effect on organization conflict.

5.2.2 Effects of Change Adoption on Organization Conflict.

In the second objective, the study found that a majority but not all of the congregants of AIC are usually well prepared to elect their leaders with 7% asserting that the church is usually very poorly prepared to elect leaders. The study also found that there was adequate leaders' cooperation in AIC church to solve any emerging conflict (77%). Important to note that 20% of the respondents felt that leader's cooperation in AIC churches to solve an emerging conflict was very poor. Further, the study found that the expectation of the people contributed to church conflict (44%) but only 69% of the AIC church were stable enough for members to stand against church conflict. The study found that change adoption had an effect on organization conflict.

5.2.3 Influence Of Succession Plan On Organization Conflict

On the third objective the study found that only 53% of the Africa inland church had included succession planning in the strategic plan or other planning processes. Formal and informal groups contribute to church conflict (90% in agreement) but church has well planned process of handing over (66% in agreement). The study further found that Africa Inland church does not adequately but identifies potential talent and develops staff at all levels of leadership. Finally, the study found (53%) Pastors had no access to opportunities to develop their leadership potential (i.e. coaching, education, experiences) and that team leaders are not held accountable for coaching

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and developing subordinate staff (47%). This imply that the succession plan contributed to church organizational conflict management where if succession plan were increased, conflict management would have as well increased at strong positive relationship.

5.2.4 Effects of Leadership Transition On Organization Conflict

The study found that a significant majority (92.5%) of the respondents have never attended any training sessions in the church to adapt change before or after election. It also found that that lack of adaptability in the church is the major hindrance to accepting change (as agreed by 90% of the respondents). The church leaders have not been flexible enough to help the church to go through leadership transition with minimal conflict. There has been resistance in adoption of the new laws on election especially the requirements on age, qualifications, and the provision that the chairperson must be the local church senior pastor. There has also been resistance by old guards relinquishing leadership position power in favor of the young upcoming leaders.

5.2.5 Organization Conflict in the Church

The study finally found evidences of conflict in the churches. Church leaders were usually avoiding a conflict situation when it arises in the church. Another 30% deal with conflict situation by compromise. The leading kinds of conflicts felt in church are personal conflicts (37.5%), leadership conflicts (32.5%), and group conflicts (30%).The study further found that the major effect of church conflict was members turn over (50%) stoppage of church growth(35%) as well as effects on church working environment.(15%).Finally, the study found that the major cause of conflicts in the church were leadership (70%), management conflicts at 20% and the minority

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was employee's conflict at 10%. Other causes of conflict as mentioned include conflict in decision-making, Misunderstanding among members and mistrust.

5.3 Conclusions

The study was successful in addressing its objectives. Given the foregoing, the study arrived at the following conclusions;

As much as majority of the respondents have participated church election the level of transparency needed to be improved. Church leadership was found to require team work and consultation before executing any plan to encourage democracy. The study concluded that improved democracy in churches predicted reduced organization conflict in the churches.

The church was found to be poorly prepared to elect their leaders and there was need to improve leaders' cooperation to solve any emerging issues. This resulted to conflict hence the study concludes that increased change adoption predicted reduced organization conflict in the churches.

As much as the Africa inland church has included succession planning in the by-laws, the implementation becomes problematic in some churches leading to conflict. It was therefore concluded that improved succession plan predicted reduced organization conflict in the churches.

Leadership wrangles among some AIC Churches has resulted into court battles and in some incidences closure of the church. It is therefore concluded that improved leadership transition predicted reduced on organization conflict in the churches.

5.4 Recommendations

The following factors provides recommendations emanating from the analysis results and findings of the study,

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There is need for transparency in election. These have affected the accuracy of people's opinion before and hence led to conflict in churches. The study recommends that democracy and transparency enhanced through following of the church constitution, avoidance of biasness and attempts to solicit support through campaigns.

The study also recommends that the church congregation trained on change adoption and preparedness to allow smooth transitions of programs and leadership.

It further recommended that churches should include succession plan in the strategic plan or other planning processes describing the Handing over procedures.

The study finally recommends that church leaders trained on flexibility to accept leadership transition with minimal conflict. Penalties should be clear and stipulated by law on consequences of resistance and election malpractices.

5.5 Suggestions for Further Studies

From the findings of the study, further investigations can be conducted. Therefore the following are suggested for further research.

i. It is recommended that further studies be done to establish the effectiveness of organizational conflict management skills used in churches.
ii. The concluded study is among African Inland Churches in Njoro DCC, Kenya. The study recommends similar studies in other counties among other churches, because the study could be bias.

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APPENDICES

Appendix (i) :Questionnaire

Instructions

Please take a few minutes to fill out this questionnaire. Kindly answer all questions and don't write your name.

Part A: Demographic Data (tick appropriate box)

1. Please indicate your gender

Male [ ] Female [ ]

2. Age Over 50 [ ] 36-50 [ ] 19-35 [ ] 15-18 [ ]

3. Kindly indicate the number of years you have been in AIC church
Above 3 [ ] 2 [ ] 1 [ ] Less than 1 [ ]

4. How long have you been in leadership?
Above 10 [ ] 5 [ ] 4 [ ] 3 [ ] 2 [ ] 1 [ ] None [ ]

5. Which level of leadership are you?
Chairperson [ ] Vice Chairperson [ ] Secretary [ ] Vice Secretary [ ] Treasurer [ ]

Others [specify]…….

6. Which group do you represent?

Pastors [ ]Men[ ] .Women [ ]Youth [ ]

Section (A) Democracy

7. In your church have you ever participated in any election? Yes ( ) or No ( )
8. Is there any transparency during and after election? Yes ( ) No ( )
9. Everyone in the church is given equal chance to elect people of their choice? Yes ( ) No ( )
10. Communication in the church is done early enough to prepare for election? Yes ( ) No ( )

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11. In your church what can you say about democracy during and after electing leaders?

……

……

……

Section B. change adoption

12. What can you say about preparedness of the people to elect their leaders in AIC?

Excellent [ ] Good [ ] Fair [ ] Poor [ ] Very poor [ ]

13. How is the leaders' cooperation in AIC church to solve any emerging conflict?

Excellent [ ] Good [ ] Fair [ ] Poor [ ] Very good [ ]

14. Does the expectation of the people contribute to church conflict?

Yes [ ] No [ ] Not sure [ ]

15. Is the AIC church stable enough for members to stand against church conflict?
Yes [ ] No [ ] Not sure [ ]

Part C; Succession plan

16. Africa inland church has included succession planning in the strategic plan or other planning processes. Yes [ ] No [ ] Not sure [ ]

17. The formal and informal groups in the AIC contribute to church conflict.
Yes [ ] No [ ] Not sure [ ]

18. AIC church has well planned process of Handing over. Strongly Agree [ ] Agree [ ] Neutral, [ ]. Disagree, [ ] strongly disagree [ ]

19. Africa Inland church evaluates and checks employee performance. Strongly Agree [ ] Agree [ ] Neutral, [ ]. Disagree, [ ] strongly disagree [ ]

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20. Africa Inland church identifies potential talent and develops staff at all levels of leadership. Strongly Agree [ ] Agree [ ] Neutral, [ ]. Disagree, [ ] strongly disagree [ ]

21. Pastors have access to opportunities to develop their leadership potential (i.e. coaching, education, experiences). Strongly Agree [ ] Agree [ ] Neutral, [ ]. Disagree, [ ] strongly disagree [ ]

22. Team leaders are held accountable for coaching and developing subordinate staff. Strongly Agree [ ]Agree [ ] Neutral, [ ]. Disagree [ ] strongly disagree [ ]

23. What can church do to ensure there is always workers to cater for the emerging needs?.....
.....
……
.....

24. What consequences can the AIC suffer in future for lack of succession planning**?**……
……
……

Part D. Leadership transition

25. How many training sessions have you attended in the church to adapt change before or after election.

None [ ] one [ ] two [ ] three [ ] above four [ ]

26. Lack of adaptability in the church is the major hindrance to accepting change?
Yes [ ] No [ ] Not sure [ ]

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27. Has the flexibility of the church leaders helped the church to go through leadership transition and minimize conflict? Briefly explain how?

……

……

……

SECTION (E) ORGANIZATION CONFLICT

28. How do leaders deal with a conflict in church?

□ By imposing decisions
□ By compromising
□ Avoiding the conflict
□ If others (please specify)……
.

29) What types of conflicts your church often comes across with?

□ Leadership conflicts
□ Groups conflicts
□ Personal conflicts
□ If others (please specify)……..……..

30) What are the consequences members' faces whenever conflict arises within the church?

□ Members running from the church
□ Growth of the church stops
□ Affect on the church's working environment
□ If others (please specify)…….

31**) What are the major sources of conflicts in your church?**

□ Leadership conflicts
□ Management conflicts
□ Employees conflicts
□ Others (please specify)……..

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.....Thanks For Your Support In Filling This Questionnaire GodBless.....

Appendix (ii) In Depth Interview Guide

1. How long have you been a member of Africa inland church?
2. Have you ever witnessed church conflict, if yes, how was it?
3. What are the effects of church conflict on overall growth of the church?
4. According to you what is the causes of conflict in your church?
5. When church conflict emerged in your church, how is it dealt with?
6. Is there democracy in your church in electioneering period? If yes how is it practiced? If no, what are the effects of democracy on church conflict?
7. What can you say about problems arising from change of leadership?
8. What is the relationship between change adoption and church conflict?
9. How is the process of leadership succession planning done in your church?
10. According to you, is there any problem when leaders are taking over leadership?
11. What do you think has hindered leadership transition in your church?

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Appendix (iii) Consent Letter

To Chairman

Africa Inland Church Njoro,

P.O. Box 110-20107,

Njoro.

Date…….

Through,

St. Paul's University,

Nakuru campus

Dear Sir/Madam,

RE: AUTHORITY TO CONDUCT RESEARCH

I am a student in the above referred university undertaking a course in Masters in Development Studies (Organization Development option); as part of course requirement, I am required to conduct a research on the evaluation into factors contributing to organization conflict in AIC Njoro.

I humbly request you and your office to fill the attached questionnaire. The information obtained will be treated in confidence and will be used for academic research purposes only.

Thanks in advance.

Yours faithfully,

DAVID NGURE KAMAU

MDS/NKRD2337115

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