

Factors Leading to Lowering of Dignity of Pastoral Ministry in Kenya: A Case of Chuka and Magumoni Presbyterian Churches

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Abstract: Ministers of religion are important for the success of any pastoral development system. A variety of factors contribute to poor performance among pastors/ministers of Religion in Kenya. They include heavy workload, large congregations, extensive areas of jurisdiction, rising cost of living, demise of religious dogma and emergence of spiritual competition. As a result pastors who feel dissatisfied with their work do not do their best in congregations to an extent of lowering the dignity of the pastoral ministry in Kenya. This study sought to establish the factors that influence job satisfaction/dissatisfaction of ministers of religion in Chuka and Magumoni Presbyterian Churches. The objective of the study was to estimate independent contributors of the factors to variation in pastors' job satisfaction. The study employed descriptive survey research design. Purposive sampling was used to select 20 pastors and 8 elders out of 33 elders who formed the respondents of the study. Questionnaires and an interview schedule were used to collect data. The study established that although a majority of the pastors were satisfied with the working environment, they were highly dissatisfied with the remuneration which includes salary, allowances and career advancement. The study recommends that the church comes up with strategies such as performance appraisal and merit rewarding to boost pastors job satisfaction.

Keywords: religion, ministry, Kenya, job satisfaction

INTRODUCTION

Employees' attitude towards their job is a pre-requisite for productivity. According to Okumbe [1] and Miskel [2] job satisfaction is that emotional state resulting from appraisal of one's job or experiences. It leads to employer perception of how well their job provides needs that they view important in their lives. Job satisfaction may be viewed either as an emotional response to a job situation, expectations arising out of the job such as pay, work itself, promotion opportunities, supervision and colleagues in the work.

Individuals join and stay in organizations based on the expectations of rewards from the job. These expectations are both extrinsic rewards like promotions and material benefit and intrinsic rewards such as relationships with fellow workers and supervisors [3].

In the USA, studies show that teachers for example perceive their needs and measure their job satisfaction with factors such as participation in decision-making, use of challenges, expression of creativity and opportunity of learning [3]. Sergivanni on the other hand found out that majority of administrators named three policies which affect their morale namely;

shared governance in service, reduction and systematic supportive evaluation.

Job satisfaction is important because people who are satisfied have positive feelings about their tasks and work environment. It is affected largely by the challenges and opportunities presented by the work. However, because groups tend to modify the assigned tasks to fit the group structure, job satisfaction is also affected by group factors. Middlemist and Hitt [4] states that people who are highly satisfied with their job tend to be better workers. They become more dependable, comply with the rules, have fewer complaints, are more co-operative and display less selfishness. On the other hand, dissatisfaction on the job generally involves negative attitudes and may cause excessive absenteeism, high turnover, sabotage and other factors that may influence organization effectiveness [4]. People are happy and satisfied if they are placed in jobs where skills and talents are needed. They are also comfortable when they work with others who understand the kind of work they are expected to do. A dissatisfied workman is alienated and alienation brings ineffectiveness in the place of work [5]. In the recent past pastors and ministers of religion within the

Presbyterian church of East Africa have expressed job dissatisfaction.

All organizations have to content with the fact that there is difference in performance of individual employees. The difference is determined by the behavior of the manager and the characteristics of the employees. Luthans [6] defines motivation as a process that starts with a Psychological or physiological deficiency that activate behavior or a derive that is aimed at a goal or incentive. Consequently, motivation starts with needs which set up drives and they help in acquiring incentives. Drives are evoked to alleviate needs. Okumbe [1] assert that, motivation is a direct cause of behaviour. Rewards motivate people only if the behavior is necessary in getting rewards. According to Nzube [7] motivation is the informal process that energizes, directs and sustains behaviour. Employees' performance is a product of both ability and motivation. Motivation is a complex subject because individuals usually have a variety of changing conflicting needs and expectations which they attempt to satisfy in different ways. Motivation starts with psychological or physical deficiency or needs that activate behaviour aimed at incentives.

This study sought to assess the relationship between motivation and job satisfaction among Ministers of Religion in the Presbyterian Church of East which has hitherto not been done because of the dichotomy between vocational calling and career as witnessed in most religious organizations.

Maslow's hierarchy of needs Theory is one of the motivation theories. According to behavioral scientists, effective working performance requires motivation ability and a reward system that encourages quality work. Therefore, a person's motive or motivation is characterized as a need based state of arousal since need deprivation increases as person search to reduce the deficit[8]. Maslow's hierarchy of need theory is triggered by a need deficit that drives the individual to reduce the tension it creates while tension leads to behavior that will potentially satisfy the need. Until the need is satisfied, the unmet need is said to influence behavior. Likewise, as soon as lower order need is satisfied, a higher order need emerges and demands satisfaction [8]. Accordingly human needs exist on multi-level hierarchy consisting of five stages ranging from the basic to the highest need of self-actualization. Figure 1 illustrates the hierarchy model.

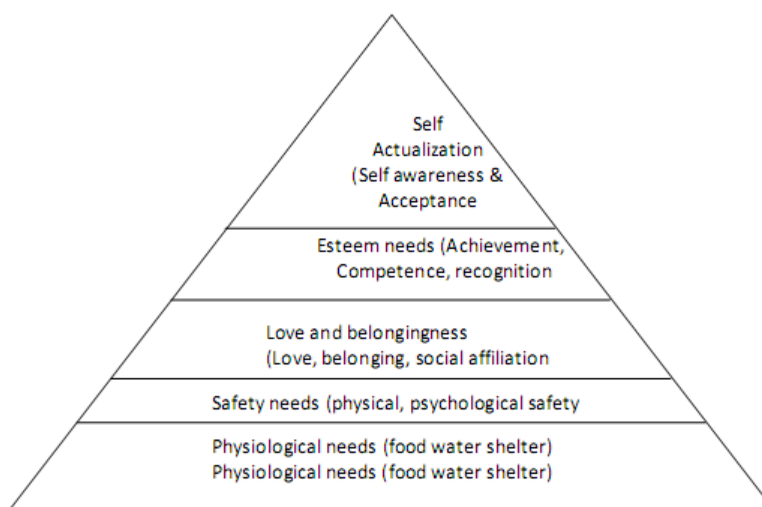


Fig-1 Maslow's hierarchy of needs model

Source: Etttinger, Crooks & Stein [13].

According to Maslow, a person starts life at the lowest level of motivation. These are the basic biological needs. The person is then motivated to look for safety needs to secure some control over the environment. Afterwards the person moves the third level where more complex psychosocial motives become important and can be satisfied by their family involvements and relationships they form with others outside the family. As people express their social-affiliation with others, they become motivated by esteem needs to achieve, be competent and recognized. This achievement eventually leads to the highest level of self-actualization which may become a dominant motivating force in their live. A self actualization

person is someone who is self-accepting striving to help others reach their goals, open to new experiences and challenges and engaging in activities that are commensurate with that individuals highest potential[13]. Therefore motivation that provides a motive to act in a desired manner must have meaning within the needs of subordinates and efforts to motivate should be related to human beings as wanting beings.

STATEMENT OF THE PROBLEM

Job satisfaction is critical in realizing an organization's objective. Religious institutes are now focusing more on social-economic and political aspects as compared to simply ecclesiastical and spiritual

matters. This calls for a professional staff that enjoys job satisfaction. In the Presbyterian church of East Africa, and specifically Chuka and Magumoni, stakeholders have continuously blamed poor church growth on the ministers of religion. This raises concern on the minister's level of satisfaction in their stations of work. This study therefore sought to find out the factors that influence ministers of Religion job satisfaction in the Presbyterian Church.

OBJECTIVE OF THE STUDY

The study was guided by the following objective

- To determine factors that influence pastor's job satisfaction/dissatisfaction
- Determine strategies adopted by churches to address job satisfaction among the pastors
- Determine strategies to enhance pastors' job satisfaction at their work stations.

LIMITATIONS OF THE STUDY

Job satisfaction is a relative and subjective concept and therefore the findings of the study may have been influenced by individual interests and differences.

METHODOLOGY

The study employed descriptive survey research design to investigate the influence of various factors on Ministers of Religion job satisfaction. This was appropriate for this study because according to Kothari [9] descriptive survey research design is concerned with describing, recording, analyzing and reporting conditions that exist or existed. Further, Mugenda and Mugenda [10] point out that descriptive survey research design is appropriate when the purpose of the study is to create a detailed description of an issue. Survey research design was considered for the study because it describes records and analyses the situation of job satisfaction in the study location as they manifested themselves.

The location was chosen because according to Singleton [11], the ideal setting of any study should be easily accessible to the researcher. The target population for this study was the Ministers of religion in Chuka and Magumoni presbyteries. There are 20 pastors and 173 elders in the region. All the 20 pastors were purposively selected to participate in the study. Stratified sampling procedure was used to select the elders to participate in the study. The region was divided into three status based on the administrative boundaries of Magumoni, Chuka and Igambang'ombe divisions. A sample size of 58 respondents was picked for the study.

The research instrument that was used for data collection was questionnaires. Questionnaires were useful since the respondents can read and respond to the items independently. According to Gall, Borg and Gay [12], questionnaires are appropriate for surveys because they collect information that is not directly observable as they inquire about feelings, motivation, altitude and accomplishment as well as experiences of individuals.

The researcher made use of independent experts in the area of Education Psychology and Management in establishment of instrument validity. In testing the reliability of the instruments the Split-Half method using Spearman-Brown Prophecy and Pearson Correlation Coefficient formula were used.

$$Re = \frac{2r}{1+r}$$

Where,

re = reliability for full test

R = reliability for half test

After computation, correlation coefficient of 0.759 and 0.708 for pastor and elder were obtained respectively. According to Mugenda and Mugenda [10] coefficient of at least 0.7 for the two halves is considered sufficient.

DEMOGRAPHIC DATA OF RESPONDENTS

Data for the study was collected from 50 pastors. The study indicated that 70% of the pastors were male while 30% were female. Consequently, the studies revealed that majority of the pastors were male. The study established that 15% were aged between 25-29 years, 40% between 30 – 39 years, 40% were aged between 40-49 years while 5% were over 50 years. As far as work experience is concerned, 30% had work experience of between 1 – 5 years, 25% had work experience of above 16 years. The study indicted majority of the respondents had experience of 1 – 5 years. Majority of the pastor indicated that they were extremely dissatisfied with their job and had high expectation.

RESULTS OF THE STUDY

A question sought to know the factors that influence pastors' job satisfaction in the Presbyterian Church. Items related to working conditions included, remuneration, interpersonal relations, promotion and administration. A five point likert scale ranging from extremely satisfied to extremely dissatisfied was used. Table 1 presents data on the extent to which pastors were satisfied or dissatisfied with various aspect of working conditions.

Table 1: Pastor satisfaction with working conditions

Working conditions	ES		S		MS		D		ES	
	N	%	N	%	N	%	N	%	N	%
Accommodation	1	10	3	30	2	20	1	10	3	30
Relating	2	20	7	70	1	10	0	0	0	0
Physical facilities										
Available	0	0	5	50	5	50	0	0	0	0
Involvement										
With stakeholders	0	0	4	40	4	40	2	20	0	0
Personal satisfaction										
from work	0	0	8	80	2	20	0	0	0	0
career development	0	0	0	0	8	80	2	20	0	0
Recognition										
by community	1	10	6	60	3	30	0	0	0	0

ES – Extremely satisfied
 S – Satisfied
 MS – Moderately satisfied
 D – Dissatisfied
 ED – Extremely dissatisfied

The study revealed that 40% of the pastors were satisfied with the accommodation facilities given, 90% were satisfied with their relationship with the elders, 50% were satisfied with the physical structures such as sanctuary, office, 40% were satisfied with involvement of stakeholder 70% from the way society recognizes them. The studies revealed that majority of

the pastors were satisfied with extrinsic factors more than intrinsic factors.

Career Advancement and Job Satisfaction

The study sought to assess the level of satisfaction or dissatisfaction in relation to job advancement. Table 2 present job satisfaction aspects which give extent of their satisfaction or dissatisfaction.

Table 2 : Career Advancement and Job Satisfaction

Career Advancement	ES		S		M		D		ED	
	N	%	N	%	N	%	N	%	N	%
Opportunities of higher	0	0	9	10	1	90	0	0	0	0
Current terms of service	0	0	5	50	4	40	1	10	0	0
Seminars and in-service courses	1	10	3	30	5	50	1	10	0	0
Job security	0	0	6	60	3	30	1	10	0	0

The study revealed that 90% of the pastors were not satisfied with opportunity to career advancement, 50% were satisfied with the current terms of service, 40% were satisfied with seminars n service course organized by the church and 60% satisfied with the job security. The study reveals that most of the pastors are not satisfied with the opportunities for career

advancement. However, they were satisfied with their job security.

Remuneration and job satisfaction

The study sought to establish the pastors level of satisfaction with remuneration. Table 3 presents information on pastor levels of satisfaction or dissatisfaction with remuneration factors.

Table 3 :Remuneration and satisfaction of pastors.

Remuneration	ES		S		MD		D		ED	
	F	%	F	%	F	%	F	%	F	%
Amount of pay got	2	20	6	60	1	10	1	10	0	0
Equivalent salary if elsewhere	0	0	2	20	3	30	4	40	1	10
Yearly increment	0	0	1	10	4	40	3	30	2	20
Allowances given (Medical, commuter)	0	0	0	0	2	20	2	20	6	60

The responses indicate that 80% of the pastors were satisfied by the amount of pay they get from their work, 20% were satisfied by the salary compared if they worked in another sector based on their qualification, 10 were satisfied with yearly increment and % were satisfied with the allowances given. The study revealed that pastors were dissatisfied with the remuneration factors. This dissatisfaction is a major cause of poor performance and productivity.

CONCLUSION

Masters of religion were dissatisfied with their working conditions. Unless the pastors are satisfied with the stated conditions, it emerges that their performance of duty could be affected. The working environment needs to be addressed. The environment should be viewed broadly to include physical, social economic, interpersonal and emotional environment. The study concluded that the expectations of pastors in their working environment are not a priority to the church. Pastors were dissatisfied with the way career advancement was carried out. Majority of them were dissatisfied with the transfer made posting of pastors, promotion, elections and warding opportunities for advancement. The study concluded that there existed a big relationship between career advancement factors and pastors. Satisfaction in their jobs which should be addressed to make pastors job more satisfying. The study concluded that remuneration factors are the major factors that influence pastors job satisfaction. The amount of pay they get from their work, their salary with equivalent to that of other sectors with same academic qualification, yearly increment and allowances given were some of the factors that influence pastors job satisfaction. These factors are major issues which the church should address in order to make pastors job more satisfying.

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