



## **An Assessment of Work Related Factors on Clergy's Performance: A Case Study of ACK Diocese of Nakuru**

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### **Authors' contributions**

*This work was carried out in collaboration between all authors. Author AMM designed the study and wrote the protocol. Authors AS, NA and LA wrote the first draft of the manuscript. All authors managed the literature searches and analyses of the study. All authors read and approved the final manuscript.*

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### **ABSTRACT**

The purpose of this research was to assess the effect that work related factors have on the performance of the clergy in the ACK Diocese of Nakuru. The study sought to achieve the following objectives: To assess the effects of motivation on clergy work performance and service; to examine the effect that job satisfaction has on performance of the clergy; to investigate the influence that the reward system has on performance of the clergy; ACK Diocese of Nakuru. A descriptive research design was used in the study. The target population consisted of 70 employees but a sample size of 32 respondents was selected; these were clergy based at the A.C.K Diocese of Nakuru. Purposive Random sampling was used for the sample frame. Data was collected through administration of questionnaires. Data was adequately checked for reliability and verification and information was tabulated, coded and processed by computer using the SPSS software. The study found out that the clergy were generally satisfied with their jobs and were motivated by; salary, house allowance, adequate authority and sense of control and equal opportunities. The study

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recommends that the Diocese should design the following motivation policies that encourage the clergy performance; salaries increase, promotions, skills enhancements, opportunities for self advancement, integration and partnership.

*Keywords: Performance; clergy; assessment; effects; motivation; reward system; job satisfaction.*

## 1. INTRODUCTION

Improving work performance is among the most theoretically and practically important challenges in organizational development (OD) research. OD scholars and theorist have long recognized that job performance depends heavily on how employees perceive their jobs [1,2].

Building on this core insight, extensive OD theory and research has focused on increasing job performance by changing employees 'job perceptions'. Scholars have often argued that job performance can be enhanced through the cultivation of perceptions of task significance - judgments that one's job has a positive impact on other people. Task significance is thought to be particularly critical in the 21<sup>st</sup> century economy, as employees are increasingly concerned with doing work that benefits other people and contributes to society and as organizations are increasingly concerned with providing employees with these opportunities [3,4].

Anglican Church of Kenya Diocese of Nakuru was established in 1960 and it is headed by the diocesan Bishop and the diocesan synod. The ACK Diocese of Nakuru has 61 parishes and 71 clergy serving in different parishes and departments. The Diocese also operates Community Social Services (CSS).

According to Encyclopaedia Britannica [5], clergy is a body of ordained ministers in a Christian church. In the Roman Catholic Church and in the Church of England, the term includes the orders of Bishop, priest, and deacon. Until 1972, in the Roman Catholic Church, clergy also included several lower orders. It is necessary to change these policies from time to time to reflect changes in the workforce, employment trends, and economic conditions.

According to the ACK Management performance appraisal shall be regularly conducted on all members of staff. Objective of performance appraisal shall among other things be; create a forum where staff and their supervisors can discuss job performance with a view to promotion and job enrichment based on staff performance, objective evaluations and the organizations

professional staffing needs. The provincial terms of service commission shall approve the instruments of appraisal [6]. Based on a survey done [7], ideally ministry is like any other profession which requires years of training and education before the candidate enters into service to cope with the demands that the service requires.

According to the clergy record in the Diocese of Nakuru which is in the administrative secretary offices, filed reports between 2000-2012 indicated that, five clergy (5) out of the initial number of fifty (50) clergy have completely stopped working as clergy, while one (1) transferred to a Diocese that seemed to have good terms of services. According to the *complain files* in the administrative office, about twenty parishes have officially complained about the absenteeism of their clergy in their work place. Clergy works on Sunday only and thus neglecting all the other duties that they are expected to do.

The clergy on the other hand have issues that are affecting them. This leads to work absconding and absenteeism. Lack of performance measurement can also lead to effects on job performance. Factors affecting clergy's performance have not been researched on as compared to factors affecting performance in other commercial sectors. Key factors that influence performance like motivation, job satisfaction, reward system and other moderating variables like age, level of education and health are key in designing an effective performance appraisal system which is the research gap that necessitated an assessment of work related factors on clergy's performance. Therefore, the study aims at investigating work related factors that affect clergy's performance in ACK diocese of Nakuru.

## 2. RESEARCH METHODOLOGY

The study used a descriptive research design to obtain a picture of clergy' opinions of work related factors and how they affected the Clergy performance with a view to advice the ACK Nakuru Diocese on how to motivate the Clergy

for more improved performance. ANOVA was also used to analyse the effects of work related factors on clergy's performance. The target population for the study was 70 clergymen and clergywomen of the ACK diocese of Nakuru. Data was collected from a sample size of 32 clergy selected randomly using simple random sampling. The sample size was determined as prescribed by [8]. The author states the formula to determine the sample size as;  $n = \frac{N}{1+N(e)^2}$  Where; n is the sample size, N is the population in Nakuru Diocese and e is the desired precision. In this study, a precision of 15% was desired. This led to;  $32 = \frac{70}{1+70(0.13)^2}$ .

The study made use of primary data, collected by the use of questionnaires. Questionnaires were semi structured and were randomly distributed among clergy in ACK diocese of Nakuru. Data collected will be analysed using both descriptive and inferential statistics. ANOVA was used to determine the effect or work related factors on clergy's performance.

### 3. RESULTS AND DISCUSSION

#### 3.1 Demographic Characteristics of the Respondents

The study established that the majority of the respondents 89% were male compared to 11% who were female. Although gender representation in the church setup is a delicate and fluid issue, it is important for the diocese to mainstream the female gender by encouraging more women to take up the clergy work as a way of providing practical examples that can encourage gender representation as per the requirement of the Kenya constitution.

The study established that the majority of the clergy working in the Nakuru Diocese 44.4% had age bracket of 42-49 years, 40.7% had age bracket of 34-41 years and 14.8% had age bracket of 26-33 years. This finding indicated that the Diocese of Nakuru employed middle age and still energetic clergy who should be able to steer such the Diocese operations to a high performance and success.

The study established that all the respondents (100%) affirmed that the clergy working in Nakuru Diocese had satisfactory performance in both the pastoral visits and preaching. Majority of the respondents 85.2% agreed that the Clergy working in Nakuru Diocese had satisfactory

performance in reference to training and evangelism compared to 14.8% whose performance on training and evangelism was not satisfactory.

#### 3.2 Effect of Motivation on Work Performance

The study sought to assess the effects of motivation on clergy work performance and service in the ACK Diocese of Nakuru. The study used the following variables to assess the effect of motivation on work performance; salary, house allowances, promotion, adequate authority sense of control, and equal opportunities.

The study established that majority of the respondents 37.0% agreed that salary motivated their performance to a larger extent, 33.3% agreed that salary motivated their performance to small extent and 29.7% agreed that salary motivated their performance to small extent. Majority of the respondents 37.1% agreed that house allowance motivated their performance to large extent, 37.0% agreed that house allowance motivated their performance to small extent and 25.9% agreed that house allowance motivated their performance to small extent.

Majority of the respondents 44.4% agreed that promotion motivated their performance to some extent, 29.9% agreed that promotion motivated their performance to small extent and 25.8% agreed that salary motivated their performance to large extent. The majority of the respondents 44.4% agreed that adequate authority and sense of control motivated their performance to large extent, 33.3% agreed that authority and sense of control motivated their performance to small extent and 22.3% agreed that authority and sense of control motivated their performance to some extent. Majority of the respondents 59.3% agreed that adequate equal opportunities motivated their performance to large extent, 25.9% agreed that equal opportunities motivated their performance to small extent and 14.8% agreed that equal opportunities motivated their performance to some extent.

Table 4,  $R^2$  indicates 64.6% of the variation is in Number of years worked as explained by the model. The p-value  $0.02 < 0.05$ , since the f is less than the sig value we conclude that the model is statistically significant hence the number of years worked by the clergy is affected by the reward and motivational factors.

**Table 1. Respondents' age bracket**

| Age         | Frequency | Percent |
|-------------|-----------|---------|
| 26-33 years | 4.0       | 14.8    |
| 34-41 years | 11.0      | 40.7    |
| 42-49 years | 12.0      | 44.4    |
| Total       | 27.0      | 100.0   |

Source: Field data (2013)

Table 5 shows the output of the ANOVA analysis. The significance level is 0.020 which is below 0.05 and therefore, there is a statistically

significant difference in the means for reward and motivational factors of the clergy.

Table 6, the dependent variable is number of years worked as a clergy (performance) while the regressed variables are the reward and motivational factors and motivational factors. All the regressed variables are statistically significant (opportunity for advancement, salary, equal opportunities, adequate opportunity, skills,) p-Values<0.05 other than housing benefits whose significance value 0.062>0.05.

**Table 2. Clergy performance in relationship to specific tasks**

| Performance areas | Not satisfactory (%) | Satisfactory (%) | Very satisfactory (%) | Total (%) |
|-------------------|----------------------|------------------|-----------------------|-----------|
| Pastoral visits   | 0                    | 74.1             | 25.9                  | 100.0     |
| Preaching         | 0                    | 77.8             | 22.2                  | 100.0     |
| Training          | 14.8                 | 63               | 22.2                  | 100.0     |
| Administration    | 11.1                 | 70.4             | 18.5                  | 100.0     |
| Evangelism        | 14.8                 | 77.8             | 7.4                   | 100.0     |
| Average           | 8.14                 | 72.62            | 19.24                 | 100.0     |

Source: Field data (2013)

**Table 3. Elements of motivations**

| Motivators          | NA (%) | SM (%) | SME (%) | LE (%) | VLE (%) | Total (%) |
|---------------------|--------|--------|---------|--------|---------|-----------|
| Salary              | 11.2   | 18.5   | 33.3    | 18.5   | 18.5    | 100       |
| House allowance     | 0      | 37     | 25.9    | 14.8   | 22.3    | 100       |
| Promotion           | 7.7    | 22.2   | 44.4    | 22.2   | 3.5     | 100       |
| Authority           | 0      | 33.3   | 22.3    | 29.6   | 14.8    | 100       |
| Equal opportunities | 11.1   | 14.8   | 14.8    | 29.6   | 29.7    | 100       |
| Average             | 6      | 25.16  | 28.14   | 22.94  | 17.76   | 100       |

Source: Field data (2013)

**Table 4. Elements of job satisfactions**

| Elements                     | NA (%) | SM (%) | SME (%) | LE (%) | VLE (%) | Total (%) |
|------------------------------|--------|--------|---------|--------|---------|-----------|
| Supervisor relationship      | 7.7    | 44.4   | 14.8    | 18.5   | 14.6    | 100.0     |
| variety of responsibilities  | -      | 25.9   | 44.4    | 29.7   | -       | 100.0     |
| environment                  | 11.1   | 11.1   | 40.8    | 22.2   | 14.8    | 100.0     |
| Job security                 | 11.1   | 11.1   | -       | 59.7   | 18.1    | 100.0     |
| Social simulation            | 3.7    | 14.8   | 37.0    | 25.7   | 18.8    | 100.0     |
| Recognition and appreciation | 6.9    | 12.4   | 11.1    | 45.6   | 24.0    | 100.0     |
| Average                      | 6.8    | 20.0   | 24.7    | 33.6   | 15.1    | 100.0     |

Source: Field data (2013)

**Table 5. Reward systems elements**

| Elements                      | NA (%) | SM (%) | SME (%) | LE (%) | VLE (%) | Total (%) |
|-------------------------------|--------|--------|---------|--------|---------|-----------|
| Salary                        | 11.1   | 11.1   | 37.0    | 14.9   | 25.9    | 100.0     |
| Promotion                     | 7.4    | 18.5   | 37.0    | 22.3   | 14.8    | 100.0     |
| Internal equity               | 3.8    | 18.5   | 44.4    | 11.1   | 22.2    | 100.0     |
| Skills                        | -      | 33.3   | 25.9    | 25.9   | 14.9    | 100.0     |
| Opportunities for advancement | 3.7    | 14.8   | 33.3    | 37.0   | 11.1    | 99.9      |

Source: Field data (2013)

**Table 6. Model summary**

| Model | R                 | R square | Adjusted R square | Std. error of the estimate | Change statistics |          |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|
|       |                   |          |                   |                            | R square change   | F change |
| 1     | .893 <sup>a</sup> | .744     | .63               | 1.01620                    | .244              | 0.352    |

**Table 7. ANOVA**

| Model |            | Sum of squares | df | Mean square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 6.981          | 5  | 1.396       | 1.352 | .032 <sup>b</sup> |
|       | Residual   | 21.686         | 21 | 1.033       |       |                   |
|       | Total      | 28.667         | 26 |             |       |                   |

This finding showed that clergy motivation on job performance was influenced by; salary, house allowance, adequate authority and sense of control and equal opportunities. The implication of this finding was that if the Diocese strategically put in more efforts to not only motivate the employees through promotion, salary, house allowance, adequate authority and sense of control and equal opportunities but also explore more modern motivators then the Clergy would be much more motivated to increase their job satisfaction which would lead to higher performance. These findings were consistent with findings by [9] that found out that pay and promotion were the most important factors of motivation that led to improved work performance.

### 3.3 Effect of Job Satisfaction on Work Performance

The study also sought to examine the effect that job satisfaction has on performance of the clergy in the ACK Diocese of Nakuru. The study used the following variables to analyze the effect of job satisfaction on work performance; relationship with supervisors, variety of responsibilities performed, work environment, job security, social simulation, recognition and appreciations.

The study established that majority of the respondents 52.1% agreed that supervisors relationships affect their job performance to small extent, 33.1% agreed that supervisors relationships affect their job performance to large extent, 14.8% agreed that supervisors relationships affect their job performance to some extent. Majority of the respondents 44.4% agreed that variety of responsibilities affect their job performance to some extent, 29.7% agreed that variety of responsibilities affected their job performance to large extent, 25.9% agreed that

variety of responsibilities affect their job performance to small extent. Majority of the respondents 40.8% agreed that environment affect their job performance to small extent, 37% agreed that environment affected their job performance to large extent, 22.2% agreed that environment affect their job performance to small extent.

Majority of the respondents 77.8% agreed that job security affects their job performance to a large extent and 22.2% agreed that job security affects their job performance to a small extent. Majority of the respondents 44.5% agreed that social simulation affect their job performance to great extent, 37% agreed that environment affected their job performance to some extent, 18.5% agreed that job security affect their job performance to small extent. Majority of the respondents 69.6% agreed that recognition and appreciation affect their job performance to large extent, 19.3% agreed that recognition and appreciation affected their job performance to large extent, 22.2% agreed that recognition and appreciation affect their job performance to small extent.

In Table 8 the dependent variable is number of years worked as a clergy (performance) while the regressed variables are the reward and motivational factors. All the regressed variables are statistically significant (opportunity for advancement, salary, equal opportunities, adequate opportunity, and skills,) p-values<0.05 other than housing benefits whose significance value 0.062>0.05.

This finding showed that the clergy in Nakuru Diocese were satisfied with their jobs based on the following elements; job security, social simulation, recognition and appreciation. The implication of this finding was that when the Diocese put more efforts on other elements like;

**Table 8. Coefficients**

| Model |                                       | Unstandardized coefficients |            | Standardized coefficients | t      | sig  |
|-------|---------------------------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                                       | B                           | Std. error | Beta                      |        |      |
| 1     | (Constant)                            | -.033                       | 1.253      |                           | -.026  | .09  |
|       | Supervisor relationship               | .286                        | .220       | .341                      | 1.299  | .08  |
|       | Variety of responsibility Environment | .115                        | .307       | .083                      | .374   | .12  |
|       | Environment                           | -.433                       | .250       | -.486                     | -1.732 | .008 |
|       | Social stimulation                    | .306                        | .201       | .343                      | 1.522  | .043 |
|       | Recognition and appreciation          | .275                        | .198       | .303                      | 1.390  | .019 |

increased supervisory relationship, enriching the jobs by creating variety in the job and improving the clergy working environment then the motivation level will increase leading to better job performance. These findings were contrary to findings by [10] that revealed that the relationship between job satisfaction and salary had a small positive relationship which was not significant.

**3.4 Influence of Reward Systems on Work Performance**

The study sought to investigate the influence that the reward system has on performance of the clergy in the ACK Diocese of Nakuru. The study in its design used the following variables to analyze this objective; salary, promotion, internal equity, skills, and opportunity for advancement. The study sought the respondents' opinion on the extent to which the above elements relating to reward system influenced their performance. Table 5 was used to analyze this objective where data was coded as follows; NA – Not at all response, SM – small extent response, SME – some extent, LE – large extent and VLE – very large extent.

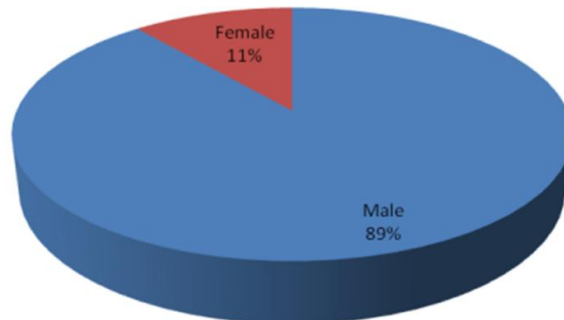
Majority of the respondents 40.8% agreed that salary influenced their job performance to a large extent, 37% agreed that salary influenced their job performance to some extent, 22.2% agreed that salary affect their job performance to small extent. Majority of the respondents 37.0% agreed that promotion influenced their job performance to some extent, 35.1% agreed that promotion influenced their job performance to large extent, 25.9% agreed that salary affect their job performance to small extent. The majority of the respondents 44.4% agreed that internal equity influenced their job performance to some extent, 33.3% agreed that internal equity influenced their job performance to large extent, 22.3% agreed that internal equity affect their job performance to small extent.

The majority of the respondents 40.8% agreed that skills influenced their job performance to large extent, 33.3% agreed that skills influenced their job performance to small extent, 25.9% agreed that skills affect their job performance to small extent. The majority of the respondents 48.1% agreed that opportunities for advancement influenced their job performance to large extent, 33.3% agreed that opportunities for advancement influenced their job performance to some extent, 18.5% agreed that opportunities for advancement affect their job performance to small extent. These findings were consistent with findings by [11] which found out that in terms of rewards ministerial satisfaction was related to significantly decreased odds of being anxious. Implying that rewards led to job satisfaction. This finding was also in agreement with findings by [12] among catholic priests which found out that ministry satisfaction was related to less anxiety. Further, it was found that both intrinsic and extrinsic rewards positively influenced employee performance [13].

**3.5 Respondent's Gender**

Fig. 1 reveals that 11% of the respondents were females while 89% were males. There is gender imbalance in recruitment of clergies.

**Performance of the Clergy at Nakuru Diocese**



**Fig. 1. Respondent's gender**  
Source: Field data (2013)

#### 4. CONCLUSION

This finding showed that the following reward systems influence the clergy's' job performance; salary, promotion, skills and opportunities for advancement. The implication of this finding was that if the Diocese designs policies that encourage the clergy's; promotions, skills enhancements and opportunities for self advancement then their morale will be positively motivated towards much better performance.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

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