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Factors Affecting Motivation of Presbyterian Church of East Africa Church Evangelists In Nairobi Region, Kenya

by

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A thesis presented to the School of Business and Economics

of

Daystar University

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In partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

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FACTORS AFFECTING MOTIVATION OF P.C.E.A CHURCH EVANGELISTS IN NAIROBI REGION, KENYA

by

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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of the requirements for Master of Business Administration degree

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DECLARATION

FACTORS AFFECTING MOTIVATION OF PRESBYTERIAN CHURCH OF EAST AFRICA CHURCH EVANGELISTS IN NAIROBI REGION, KENYA

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed: _____ Date _____

Jane Wambui Njoroge

(09-0561)

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LIST OF ABBREVIATIONS AND ACRONYMS

HR	Human Resource.
HRM	Human Resource Management.
IBEA	Imperial British East Africa Chartered Company.
LMX	Leader member exchange.
P.C.E.A	Presbyterian Church of East Africa.
POS	Perceived Organizational Support.
RS	Reward Systems.
TS	Trust in the supervisor.

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ABSTRACT

Employee motivation is an important subject that benefits both the employee and the organization that an employee works in. In motivating an employee, there are various factors that take part. This study analyzed the factors that affected the motivation of the Presbyterian Church of East Africa Church Evangelist. Factors of recognition, interesting work, job security, promotion and growth, policies and structures, rewards and remuneration, good working conditions and relation with superior were studied and used to assess the motivation of the Church Evangelists. This study sought to determine the level of motivation among the Evangelists of P.C.E.A. church in Nairobi region, what factors contribute to employee motivation and the effects that motivation have on job satisfaction of the employees. The study showed that over half of the Evangelists involved in this study felt that the church did not motivate them. This affected the job satisfaction of the Evangelists that many did not want to work as Evangelists the rest of their life. The study looked at various factors affecting employee motivation and found that if the factors discussed in the study were provided to the employees they would enjoy more job satisfaction. This therefore calls for the church as an employing body to come with clear systems on how to motivate employees. The study provides ways in which the church can address the dissatisfaction and ensure that the evangelists are motivated.

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DEDICATION

This thesis is dedicated to my daughters Jemimah and Eunice. I take great pride in you and your hard work in school. Learn from me and your father Samuel, the man I love and with whom I have come this far. God bless

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter gives a background to the study, defines employee motivation and look at the importance of motivation of the Presbyterian Church of East Africa (P.C.E.A) Evangelist. Factors affecting employee motivation studied in this study are outlined which are recognition, interesting work, job security, promotion and growth, company policies and structures, rewards and remuneration, good working condition and relationship with superior. The chapter also gives a brief history of the P.C.E.A Church that is followed by the purpose of the study, research objective, research questions, justification of the study, significance of the study, assumption of the study, scope of the study, limitations and delimitations of the study and definition of terms.

Background to the Study

The success of any working organization depends on the performance of the employees who are the resources that an organization uses to have their goals and objectives realized and therefore employees must be well motivated to perform in their respective duties (Gomez-Mejia, Balkian, & Candy, 2007). Employees are a valuable and sometimes irreplaceable resource of an organization.

The Bible also recognizes the importance of employees in accomplishing any planned efforts in any organization. According to 2 Chronicles: 13-14, King Hiram in his letter to King Solomon shows strong evidence that people are the ones that cause things to happen

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and not plans. Plans help people initiate, guide and evaluate the work they are doing, but the human beings make use of their God given skills and abilities to get things done.

The P.C.E.A Church Evangelist is an employee of the Church who works hand in hand with the Parish Minister who is an ordained employee of the Church. The Evangelist as an employee of the Presbyterian Church is a valuable asset that can be said to be sometimes irreplaceable (Gomez-Mejia et al., 2007) It is therefore important that the Evangelist as well as other employees of the Church, clergy or non-clergy be well motivated in their jobs so that they can perform well and lead to higher productivity of the Church organization as a whole.

Motivation

Motivation in any working environment is concerned with what energizes human behavior, what directs or channels that behavior, and how this behavior is maintained or sustained (Porter, Bigley, & Steers, 2003). These three components of motivation gives an understanding of human behaviour and especially in a work environment. According to Porter et al. (2003), energetic forces in an individual drives him or her to behave in a particular way towards environmental forces that mainly trigger the drive. Employee behavior is then directed towards something and this brings about the notion of goal orientation in the individual. Finally, motivation takes into consideration the forces in the individual and forces in the environment that guides the individual either to reinforce the intensity of the drive together with direction of energy used or to leave the course of action and redirect the effort to another area (Porter et al., 2003).

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Employees in any organization need to be motivated as they work as they have the energy to work that needs to be directed towards the goals that the organization need to achieve and this drive need be sustained through motivation. This will help the employee to perform well in their duties and the organization productivity would go up. However, various factors such as gender, race, education, affect employee's motivation and they need to be considered in planning on employee motivation (Islam, Zak, & Ismail, 2008). Employee motivation have been developing and changing as civilization keep changing on daily basis as it began with the traditional motivation model of Taylor (1911) in scientific management school whereby employees were viewed as machines that were paid for the work done. Employee motivation evolved to the Human relations model worked out by Mayo (1933, 1945) and Dickson(1939) that empasised on touching the whole person. Currently employee motivaton is in the Human Resource (HR) Model where employees are seen as important assets or resources of the organization and hence the need for management to know how to utilize these resources (Porter et el 2003).

Importance of Motivation to P.C.E.A. Evangelists

According to Muita (2003), the ordained clergy required to preach the gospel in the Presbyterian Church has never been enough. The work load has been more and this requires strong support from other Christians in the church. These men and women that are laity are usually sent out as evangelists and in other times they are known as catechists. It is very important for the Church to motivate these employees as their services are necessary services that the Church cannot do without. Muita's argument on

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shortage of personnel to preach the gospel shows that the Church needs the services of an Evangelist as an employee of the Church organization. It is therefore important for the Church organization to motivate the Evangelist to ensure that he or she performs well in the work. The work of an evangelist is to bring about the growth of the Church through bringing more members into the Church and teaching them to be able to understand what they believe in.

According to Practice and Procedure manual (1998), "An Evangelist is a communicant member of the Church who have a call to preach the word of God but who for some reason have not entered upon training for the ministry" (p. 113). The Evangelist has been very crucial since the beginning of the Church in Kenya and they are employed in parishes as assistants to the Parish Minister. The duty of the Evangelist is "to assist the Parish minister with Sunday services, catechumen classes, Bible schools, Sunday schools and visiting members of the congregation. They may conduct funerals and admit enquirers to the class leading to baptism and admission to the Holy Communion" (Practice and procedure, 1998).

According to Robbins and Judge (2010), employee motivation makes the employee confident and love what he or she is doing in his job. When the Evangelist is motivated, he or she will perform his duties with dedication from his heart and this brings about job satisfaction. The Evangelist is supposed to spread the gospel to the 'unchurched' as well as supporting the local congregation and the outreach of the congregation in very large parishes (Muita, 2003). They can be employed by the headquarter or the local parish and

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they work with and are under the supervision of the Parish Minister and the parish session they are working in.

Factors Affecting Employee Motivation

According to Psychologist Fredrick Herzberg Motivator - Hygiene theory, employees describe satisfying experiences at work place in terms of factors that are intrinsic to the job itself (Porter et al., 2003). These factors are called 'motivators' and include variables such as achievements, recognition, work itself, responsibility, advancement and growth. As for dissatisfying experiences, Herzberg called them hygiene factors and these are extrinsic factors that come from non-job related factors like company policies, salary, coworker relations and supervisory styles.

A study carried out by Lindner in in 1998 at the Ohio State University's Piketon Research and Extension Centre and Enterprise Center examined the ranked importance of motivational factors of employees. Lindner addressed ten motivating factors, namely job security, sympathetic help with personal problems, personal loyalty to employees, interesting work, good working conditions, tactful discipline good wages, promotions and growth in the organization, feeling of being in on things and full appreciation of work done. This study made use of both Herzberg's hygiene-motivator theory factors and the factors studied by Lindner (1998) to study the factors affecting motivation of Evangelists in the Presbyterian Church of East Africa. Therefore this study looked at factors of recognition; work itself, advancement, growth, company policies and structures, salaries co-workers relationship and supervisory styles.

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Recognition

This factor outlined by Herzberg (1959) is similar to full appreciation of work done that was studied by Lindner (1998). In order to recognize employees in any organization, a performance appraisal is done that gives the employee a chance to get a feedback on his or her performance in the job. Out of the results found, an employee receive praise and recognition for the good work and also an employee receive instructions about the areas that need to be worked on better (Noe, Hollenbeck, Gerhart, & Wright, 2009).

Interesting Work

Employee motivation requires the work itself be interesting as studied by Herzberg and is achieved through job design. According to Bloisi (2007), jobs can be designed to stimulate motivation of employees hence increase job satisfaction. Studies done by Herzberg when he asked the two questions 'What makes you feel good about your work?' and 'What makes you feel bad about your work?' showed that job satisfaction was one of the key elements of motivational job design. It is from Herzberg's work that models of job design were developed for example Hackman and Oldham (1980). Hackman and Oldham developed a job characteristic model which identified the motivational factors of a job that make work interesting, namely skill variety, task identity, task significance, autonomy and feedback.

Job Security

An employee is motivated by availability of advancement in the place of work and an assurance of job security. An employee's commitment to the organization he or she

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works in is determined by the treatment the employee receives from their managers. To retain an employee, managers need to identify high potential employees and make sure the organization makes use of their talents and let them know their value in the organization so they do not get dissatisfied and leave the organization (Noe et al., 2009). The managers therefore must provide employee development which will in turn prepare the employee to help the organization be able to meet its goals.

Promotions and Growth in the Organization

Different companies differ on how they carry out human resources function like promotion and growth. Some base promotions decisions on seniority, merit or other consideration as per the company strategy. According to Nyambegera (2008), employees should be prepared for their performance judgment day just as people ought to prepare for Christ return and judgment day. Those employees who have been consistent with excellent work, competence and diligence should be rewarded with promotions and not those who improve their performance when there is an opportunity for growth.

Company Policies and Structure

Policies are general guidelines that help form organizational behavior. Policies are set at the managerial level with constrains within which more planning activities can be done. According to Kast and Zweig (1974), a policy is a general plan of action that guides the members of an organization in accordance to the organization operations. Such policies would guide an organization on how to motivate employees and how to review the motivation systems. Organizational structure refers to the relatively stable and formal

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network of vertical and horizontal interconnections among jobs that constitute the organization. Organization structure helps to understand how a particular job in the organization relates to another job either above, below or at the same level at different functional area.

Rewards and Remunerations

Salary is the payment that is received for performing work (Nyambegera, 2008). It is a major component in compensating and rewarding employees for the work they do as well as motivating them to perform better. Employees in order to live well need to be paid adequately and equitably. This way, they are able to meet their daily needs so that they are energized to perform better in their work.

Good Working Conditions

In any working organization, there are two sets of people that affect an employee's job satisfaction. These are the co-workers and the supervisors who help an employee be satisfied with work through sharing same values, attitudes and philosophies, providing social support and help an employee attain some valued outcome (Noe et al., 2009).

Relationship with Superiors

In most organizations, HR activities are carried out by supervisors who are not necessarily HR professionals but specialist in their own lines of operation. In large organizations, the HR department is in every other line department and advises and supports the activities of the other department. However in small organizations, the HR

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specialist may be one and hence the HR activities are carried out by the line managers (Noe et al., 2009). The supervisor's responsibilities are related to all the functions of the HR functions like motivating employees, defining jobs, forecasting HR needs, providing training, interviewing candidates, communicating policies etc.

Presbyterian Church of East Africa

The Presbyterian Church of East Africa is a large Church organization that started operation in East Africa in the 1890's P.C.E.A Practice and Procudure Manual (1998). According to Muita (2003), when the first missionaries arrived in Kibwezi, Kenya, they started the mission work with a vision of establishing a school, a health center, vocational training, and a Church. Actually the people that started the Presbyterian Church of East Africa were not missionaries but businessmen and directors of the British East Africa Chartered Company (IBEA) (Muita, 2003).

The Presbyterian Church has grown to employing institution with many jobs that require various employees of various professions. The employees are grouped as the clergy and non-clergy employees whereby the clergy are the theologically trained and ordained employees and the non-clergy are the un ordained employees (Scheme of service, 2013). Among the un ordained professions in the Church is the Evangelist profession which is found in every Parish.

The church government is hierarchical flowing from the head office which is the national or the highest level, to the Presbytery level, then parish and congregation level. Several

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congregations make one parish which has various employees - a parish minister who is a clergy employee, a secretary, cleaners/caretaker and an evangelist. For ease of management, P.C.E.A church is structured into five regions. These are central, Mount Kenya Eastern, Rift valley and Nairobi region. The Nairobi region is composed of nine presbyteries, namely Nairobi East, Nairobi Central, Nairobi North, Milimani South, Milimani North, Ngong, Kajiando, Pwani and Tanzania mission area. There are seventy-seven parishes as shown in the table of Nairobi region presbyteries and parishes in appendix 1 (church directory).

The evangelist profession is as old as the Presbyterian Church of East Africa. Among the first people that started the Presbyterian mission work was Thomas Watson who arrived in Kenya in 1891 and was an evangelist (Muita, 2003). The work of an evangelist is to teach the church followers who are willing to be full members of the Church to understand what the P.C.E.A church is all about. According to Muita (2003), the evangelist work is to reach people for Christ, and plant new congregations, relating the new congregations to the larger Church and existing congregations in the enlarging parish. Evangelists may offer pastoral support for congregations in a large parish, or for a congregation or parish awaiting a new minister (p. 221).

The Parish Minister's work is to receive or admit the members of the church that have been taught by the Evangelist and have been confirmed by the Kirksession (parish church elders and the parish minister) as well taught and have knowledge of the church.

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Problem Statement

Motivation of employee is very important as it is through employees that an organization is able to meet its goals and objectives. A motivated employee is committed, productive, and easy to work with and helps an organization to grow. According to (Porter et al., 2003), employee motivation contributes to the success and performance of an organization. Well motivated employees give the organization they work for an added advantage over the other similar organizations that work in a similar field. Motivation of employee is rooted in human resource management, which according to Nyambegera (2008), is about managing people working in organizations for the good of the employees themselves, the company providing employment and the society at large.

The post of an evangelist in the P.C.E.A church is an important position in the Church organization that the Church cannot do without as it keeps growing as the parishes grow and get sub divided. The Evangelists have been and are still preachers and teachers that guide the people of the Presbyterian Church through catechism and understanding the Christian faith (Muita, 2003). The works of an evangelist continue to grow and this has led the evangelist to work in diverse areas with diverse people with different needs. According to Muita (2003), the skills, commitment and witness of the Evangelist were vital in establishing the Church in the beginning of the P.C.E.A church. It is out of the value of the evangelists work that a formal training program for Evangelists was established in one of the P.C.E.A institutions, the Lay training Centre at Zambezi, Kenya.

Muita (2003), looking back the history of the Presbyterian Church since 1891 states that

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the Church should be a guiding light and an instrument of hope to solve Africa's crisis of urbanization, unemployment and ethnic clashes. He adds that the Church as an institution has the moral duty to help bring peace and prosperity to finish poverty that encompasses the continent. He calls upon the pastors to be in the fore front in bringing change in the church and in the society. To bring change, Muita calls upon the Church to identify staffing needs in the Church at all levels of employees, among the lay people or the non-clergy, and clergy and set standards for all existing and incoming staff so they can be motivated in what they do.

There are various staffing needs that any company should meet for the well being of the employees. This study concentrates on the staffing need of employee motivation amongst the evangelist of the P.C.E.A church in Nairobi region. Since the evangelist is a crucial employee in the P.C.E.A church, there is need to determine the level of motivation among the holders of this career.

Purpose of the Study

The purpose of this study was to establish the factors affecting motivation of PCEA church Evangelists in Nairobi Region, Kenya, and the effects that this motivation had on the employee's job satisfaction.

Objectives of the Study

The study aimed at achieving the following objectives;

1) To determine the level of motivation of P.C.E.A Church Evangelists in Nairobi

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region.

2) To establish the factors influencing motivation of P.C.E.A Evangelists.

3) To assess the effects of motivation on job satisfaction of P.C.E.A Evangelists.

Research Questions

This study sought to provide answers to the following questions;

1) Were the P.C.E.A church evangelists in Nairobi region motivated?

2) What factors influenced motivation of P.C.E.A evangelists in Nairobi Region?

3) What were the effects of motivation on P.C.E.A Church Evangelists?

Justification of the Study

Employee motivation is important to both the organization and the employee in achieving the set goals and objectives of an organization (Bloisi, 2007). For an organization to achieve its set objectives there must be employees who work to achieve the expected results. It is therefore important for any organization to know the factors that affect employee motivation so that they can be addressed to ensure that the set objectives are achieved. Nyambegera argues that a motivated employee is a good performer, and hence there is need to assess the factors that affect motivation of P.C.E.A church Evangelists as this would help them to perform well in their duties and would lead to the growth of the church (Robbins & Judge, 2010).

Significance of Study

This study intended to get knowledge that would help the policy makers of the

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Presbyterian Church institution to make policies that assist in church employee's motivation as employees need to be motivated in order to perform well in their professions. The evangelist's position is also a necessary post in the Presbyterian Church that needs to give job satisfaction to the employees and make them want to work as evangelists the rest of their lives. The study therefore would seek to know how the church could develop the evangelist position to make it a motivating position. This study would seek to get new knowledge to add to the various studies done in employee motivation, the importance of motivating employees and the various factors that affect motivation of employees. The new knowledge provided by this study would form a base for other researchers to work on to get to more findings.

Assumptions of the Study

This study assumed that every parish had one evangelist but for parishes that had more than one, all the evangelists were involved in the study.

The study also assumed that all the respondents were able to read and understand the questionnaire.

Scope of the Study

The scope of this study was the Nairobi region of the Presbyterian Church of East Africa that comprised of nine presbyteries and seventy-seven parishes. The study involved all the evangelists in the Nairobi region except those that were not reached because of their distance from Nairobi city.

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Limitations and Delimitations of the Study

Various limitations were expected in the carrying out of this research work and the researcher came up with delimitation measures to overcome the limitations. There was a challenge of bias as the researcher's spouse had been an evangelist for many years. To avoid bias, the researcher ensured objectivity was considered through making use of research assistants to collect the data. There was not enough time to carry out the research in all the areas. The P.C.E.A church is a big institution that needs a research covering the whole organization. Due to this time constrain the researcher carried out the research work on motivation of Evangelists in the Nairobi region to represent the whole church in East Africa. The Nairobi region that comprises nine Presbyteries and seventy-seven parishes was a good representation of the whole Church.

Definition of Terms

Clergy: Ordained employees of the Church (P.C.E.A Manual, 1998).

Non – clergy: Non ordained employee of the Church (P.C.E.A Manual, 1998).

Evangelist: P.C.E.A. Church employee whose work is to reach out and educate church members that are not full members in order to make them full members of the Church (P.C.E.A Manual, 1998).

Kirksession: A P.C.E.A Church court that is made of the Parish Minister and the elders (P.C.E.A Manual, 1998).

Parish minister: Ordained employee of the church in charge of a Parish (P.C.E.A Manual, 1998).

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Parish: A number of church congregations put down together (P.C.E.A Manual 1998).

Congregation: One single gathering of members as a church (P.C.E.A Manual, 1998).

Summary

This chapter is an introduction on the researcher's expectation to study the factors that affect motivation of employee specifically the P.C.E.A church Evangelist. By the end of the study the factors will be outlined and the effect that the provision of such factors will have on employee job satisfaction.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter looks into what other authors have written on factors affecting employee motivation and theories that address employee motivation. Two theories of motivation Herzberg-Motivator theory and Equity theory are discussed in this study. Literature review was done that showed what other writers have said about this topic. According to Hart (2000), literature review is very important to a researcher carrying out a research on any discipline. It helps in informing the researcher on what other researchers have done and shows the gaps that have not been covered. This chapter also discusses theoretical framework, empirical literature review, and conceptual framework.

Theoretical Framework

There are various theories of motivation that describes the human being and motivation and the effects this has on an employee job satisfaction. These theories are classified as content and process theories (Porter et al., 2003). Content theories believe that the factors that energize a person are within an individual and they direct and sustain an employee's behavior. These theories are therefore concerned with identifying the internal elements within a person and seek explanations of how these elements are prioritized within the person. According to Kreitner and Kinicki (2008), content theories of employee motivation revolve around an employee's needs. To these writers, needs are physiological or psychological deficiencies that directs behavior. These needs are influenced by environmental factors and can be strong or weak (Kreitner & Kinicki,

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2008). Employee needs vary over time and place and any unmet needs motivate employees to satisfy them. Once the needs are achieved, the employee is not motivated to satisfy that specific need.

Process theories on the other hand attempt to show how behavior in a person is energized, directed, and sustained and therefore focuses on particular psychological processes within an action of a person. Process theories specifically deal with describing how a person makes decisions and how this relates to his or her behavior (Porter et., 2003). Process theories are cognitive in nature and are based in the premise that motivation is a function of an employee's perceptions, thoughts and beliefs (Kreitner & Kinicki, 2008)

The most prominent theories of content theories are Maslow's hierarchy of needs, Alderfer's existence-relatedness-growth (ERG), Herzberg's motivator-hygiene model and McClelland's learned needs theory. As for process theories, there are three most common types, namely equity theory, expectancy theory and goal setting theory (Porter et al., 2003). Maslow's hierarchy of needs theory is the first major theory of motivation that is used in describing motivation in a work place and was formulated in 1954 and developed more in 1968. It shows how an individual person grows from one period to another and the five needs that grow with the person. Motivation at work place would therefore require the satisfaction of the needs that an employee have. Once the lower needs are satisfied, an individual grows to higher needs and therefore employee motivation should help the individual to achieve the needs at hand.

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Alderfer's existence-relatedness-growth (1972) is an improvement of Maslow's theory of needs. It was developed to address motivation for work organizations specifically. This theory attempted to establish the human needs and how they relate to the organization settings. The theory combined the five needs of Maslow into three which are existence, relatedness and growth (Porter et al., 2003).

Herzberg's motivator-hygiene model (1959, 1966) came as a result of a study among accountants and engineers where the employees were asked to describe when they felt exceptionally good with their jobs and when they felt exceptionally bad with their jobs. According to Herzberg, employees described satisfying experiences through intrinsic factors found in the job called 'motivators' while they described dissatisfying experiences with extrinsic factors he called hygiene. To Herzberg (1959), for the employee to be motivated the employing organization needs to make use of 'motivators'. The other content theory is McClelland's learned needs theory that states that human beings acquire needs in the culture of a particular society through learning from experiences of the events they go through (Porter et al., 2003). For the purposes of this study, the author will make use of Herzberg's theory known as Herzberg's Motivator – Hygiene Theory (1959) and Adam's Equity theory (1963, 1964)

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Equity Theory

Equity Theory states that people often compare what they put into a job with what they get out of it. These comparisons affect employee motivation in that an input - output ratio

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is compared to that of other people. If the ratio is found to be equal with that of others, a state of equity is seen to exist and the situation is seen as better. If the ratio is seen to be unequal an employee experience equity tension that creates anger and if the ratio show over rewarding, an employee feels a tension of guilt. Employees compare themselves with their neighbors, coworkers, friends, other colleagues in other working organizations and even compare current jobs with former jobs (Robbins & Judge, 2010). Employees feeling over rewarded tend to work more to compensate for what they earn more than others and those who feel less rewarded tend to work less to cut on what they feel they are not compensated.

Herzberg Motivator – Hygiene Theory

This theory proposed by Psychologist Fredrick Herzberg states that employees describe satisfying experiences at work place in terms of factors that are intrinsic to the job itself. Herzberg called these factors "Motivators" and they include variables such as achievement, recognition, work itself, responsibility, advancement, and growth (Porter et al., 2003). On the other hand, dissatisfying experiences that he called "Hygiene" are factors that come from extrinsic, non-job related factors like company policies, salary, coworker relations and supervisory styles. Employees get motivated when the motivators are available in the work situation.

This study is looking at the factors that affect the motivation of the Evangelist in the P.C.E.A Church Nairobi Region. Various factors affect employee motivation but for the

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purposes of this study, the researcher is concentrating on some of the factors outlined by Herzberg in his Hygiene- motivator theory together with studies done by James R. Linda that examined the ranked importance of ten motivational factors of employees at the Ohio State University's Piketon Research and Extension Center and Enterprise Centre. In his ranking, he studied Job security, sympathetic help with personal problems, personal loyalty to employees, interesting work, good working conditions, tactful discipline, good wages, promotions and growth in the organization, feeling of being on things and full appreciation of work done (Lindner, 1998). These factors are similar to Herzberg's factors. Therefore factors being studied in this study are recognition, interesting work, job security, promotions and growth, company policies and structures, rewards and remunerations, good working conditions and relationship with superiors.

Recognition

The factor of recognition was outlined by Herzberg and is similar to full appreciation of work done that was studied by Lindner (1998). Every employee is a human being that needs appreciation and recognition even as shown by Maslow's hierarchy of needs theory, the need for acceptance and recognition by others is rated third in the hierarchy. This means it is a natural and an intrinsic need that needs to be satisfied even in the place of work. In order to recognize employees in many organizations, there is always need to carry out a performance appraisal. A performance appraisal gives the employee a chance to get a feedback on his or her performance in the job and out of the outcome of the exercise, the employee receive praise and recognition for the good work and also receive

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instructions about the areas that need to be worked on better (Noe et al., 2009).

According to Nyambegera (2009), employees are talented with different gifts and managers ought to recognize these gifting's. This comes along with respecting and understanding the diversity of gifts that are given to different people. When an employee gifting is recognized, he feel appreciated and is motivated and hence increases his performance. Employees are also recognized through salary and wage increments and especially for those employees that performs well throughout and not just when a performance appraisal is about to be carried out.

Interesting Work

For an employee to be motivated, the job itself need be interesting. The job itself is the actual work that an employee does. Work is made interesting through job design whereby the job is designed specifically to stimulate the motivation of the employee (Bloisi, 2007) Jobs can be designed to stimulate motivation of employees hence increase job satisfaction. Studies done by Herzberg when he asked the two questions 'What makes you feel good about your work?' and 'What makes you feel bad?' the answers given according to Herzberg showed that job satisfaction was one of the key elements of motivational job design. It is from Herzberg work that models of job design were developed for example Hackman and Oldham (1980) which is a job characteristic model which identified the motivational factors of a job that make work interesting which are skill variety, task identity, task significance, autonomy and feedback.

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Skill variety means the different kinds of skills needed to accomplish a specific job that an employee should have. In task identity the employees have ownership of the products they have worked on and is happy with the outcome. Task significance is involved in reaching out to others. It's good to ask whether the work being done is impacting on the life of others.

Job Security

An employee is motivated by availability of advancement in the place of work and an assurance of job security. An employee's commitment to the organization he or she works is determined by the treatment the employee receives from their managers. To retain an employee, managers need to identify high potential employees and make sure the organization makes use of their talents and let them know their value in the organization so they do not get dissatisfied and leave the organization (Noe et al., 2009). The managers therefore must provide employee development which will prepare the employees to help the organization be able to meet its goals.

According to Mathis and Jackson (2004) an organization need to know the talents of the employees and match them with the goals and objectives of the organization. The organization therefore develops the employee to gain the needed skills that the organization need as well as the talents in the employee.

Promotions and Growth

Different companies differ on how they carry out human resources function like

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promotion and growth. Some base promotions decisions on seniority, merit or other consideration as per the company strategy. According to Nyamnegera (2008) employees should be prepared for their performance judgment day just as people ought to prepare for Christ return and judgment day. Therefore employees who have been consistent with excellent work, competence and diligence should be rewarded with promotions and not those who improve their performance when there is an opportunity for growth.

According to Bloisi (2007), promotion and growth should be a strategy that an organization uses to promote the existing employees. In job design, every organization should plan for how promotion and growth will be taking place in any position in the organization. The policies addressing promotion and growth need be clear to all the stake holders. When positions arise in any department decision is made whether to fill internally or to get from outside the organization. If they are filled from within organization in the form of promotion, it should be done in a way that will not divide the organization. Opportunities for growth and development help employees to expand their knowledge skills and abilities which they apply in their places of work (Bloisi, 2007).

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Company Policies

Policies are general guide lines that help in organizational behavior. Policies are set at the managerial level with constrains within which more planning activities can be done. According to Fremont and James (1974), a policy is a general plan of action that guides the members of an organization in accordance to the organization operations. Such

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policies would guide an organization on how to motivate employees and how to review the motivation systems.

Policies depend with the size of an organization whereby in large organizations, there are wide varieties of policies that cover its most important functions and are regularly formalized and written in organization or policy manuals. In organizations where policies are not written down, the policies should be understood clearly and known by all workers even though they are not formally established (Kast & Zweig, 1974). In many instances, informal policies become established due to habitual patterns of decisions which results when an organization is confronted with a series of similar problems.

Organizational structure is the established pattern of relationships that exists between the components or parts of an organization (Kast & Zweig, 1974). It shows how the components of the organization are related to one another. In the Presbyterian Church, the structure is hierarchical from the national level the General Assembly, the presbytery, the parish and the smallest component is the congregation. According to Kast and Zweig, the structure of an organization cannot be looked at as completely separate from its functions but as a whole component.

Company Structure

Organizational structure refers to the relatively stable and formal network of vertical and horizontal interconnections among jobs that constitute the organization. Organization structure helps to understand how a particular job in the organization relates to another

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job either above, below or at the same level at different functional area. The management looks into this structure relationship to see where it can be redesigned to improve the job in order to benefit the whole organization. Through redesigning the organizational structure, an organization is able to get competitive advantage over other similar organizations (Noe et al., 2009). The Presbyterian Church has both hierarchical and vertical relationships amongst same level functional areas.

Rewards and Remunerations

Reward is the compensation that is given to an employee for the work he or she does in an organization. Reward can be monetary or non-monetary and is meant to be an exchange for the services the employee has offered. Remuneration is the monetary aspect of rewarding an employee for the work done (Bloisi, 2007). Rewards and remuneration can link to the organization's strategic goals directly and are an important part in the HR function. In most organizations, compensation is viewed as the strategy that drives their business and therefore it is used to attract and retain employees and also as a motivating tool which leads to increased competitiveness, profitability and competitive advantage (Bloisi, 2007).

According to Nyambegera (2008), salary is the payment that is received for performing work. It is a major component in compensating and rewarding employees for the work they do as well as motivating them to perform better. Nyambegera also stresses that salaries paid to employees should be adequate and equitable. This way, the employees are

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able to meet their daily needs so that they are energized to perform better in their work.

Good Working Conditions

In any working organization, there are two sets of people that affect an employee's job satisfaction. These are the co-workers and the supervisors who help an employee be satisfied with work through sharing same values, attitudes and philosophies, providing social support and help an employee attain some valued outcome (Noe et al., 2009).

According to Armstrong (2012), for an organization to improve job engagement of the employees, the organization will need to have a strategy of work environment that is concerned with having a culture that encourages positive work attitudes, increasing interest and excitement in the jobs the people do minimizing stress and recognizing the important role played by social interactions. In the post of an evangelist, the social environment play a major role as he or she is surrounded by the church member that look upon the evangelist to teach them the doctrines of the church and also the leaders of the church who are the employers (Armstrong, 2006).

Relationship with Superiors

In most organizations HR activities are carried out by supervisors who are not necessarily HR professionals but specialist in their own lines of operation. In large organizations, the HR department is in every other line department and advises and supports the activities of the other department. However in small organizations, the HR specialist may be one and hence the HR activities are carried out by the line managers (Noe et al., 2009).

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The supervisor's responsibilities are related to all the functions of the HR functions like motivating employees, defining jobs, forecasting HR needs, providing training, interviewing candidates, communicating policies etc. According to Ferrel, Fraedrich and Ferrel (2008), the relationship of an employee to a superior is seen in obedience to authority. There are some employees who follow the superiors' instructions without questioning especially in organizations that emphasize respect for superiors. If the instructions happen to be wrong or unethical, the employee will defend him or herself that it was only following orders from above. A motivated employee will not just follow instructions just because they are ordered. He or she will be driven by an internal force of motivation to follow the orders in an ethical manner and also explain to the boss why the order is wrong for their organization. This is because a motivated employee believes in the organization vision and mission and will ensure the organization performs for the good of the employees and the organization as a whole (Nyambegera, 2008)

The evangelist work is to reach out Church members for Christ, assist in planting new congregations that are related to the larger Church and the existing congregations (Muita, 2003). They offer pastoral support in parishes with large congregations or parishes that do not have an ordained minister. They work with and are directly supervised by a parish minister. In earlier years of personnel management, employees were seen just as one of the factors of production like capital. Scientific management as propagated by Frederick Taylor for instance mostly put emphasis on efficiency of the labor provided by the employees. The employer employee relationship did not matter much. Today, the human

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resources approach puts emphasis on this relationship. Government legislation has also been introduced that to a large extent influence how employers will manage their employees. Employer and employee relations include system, employee relations, health and safety and welfare (Armstrong, 2006). It is noteworthy to note that the employer employee relationship is managed by the Human Resource Policy, Procedure and Human Resource Information Systems.

Job Satisfaction

Job satisfaction is a pleasant feeling that an employee feels that results from the perception that an employee's job fulfills ones important job values (Noe et al., 2009). It is related to an employee's values that are defined as what a person consciously or unconsciously desires to obtain. Values differ from one employee to another and thus the same work environment can produce different levels of job satisfaction. This is because Job satisfaction is actually a result of perception and not an objective measure of the situation.

In order for employees to experience job satisfaction organizations need to address the sources of job dissatisfaction which are personal disposition, job tasks and roles, supervisors and co-workers, and pay and benefits. Personal dispositions are personal qualities that are associated with job satisfaction such as affectivity. If an employee have dissatisfaction with other facets of life, it may spill over into the place of work for example an employee having problems with family members may attribute the negative

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feelings at home to the organization. Therefore the organization should look for evidence whether an employee is predisposed to being satisfied. The nature of the task itself also determines job satisfaction and especially in the complexity of the work itself, the degree of physical strain and exertion required to accomplish the task. For the organization to improve on job satisfaction, the jobs need to be made more complex and meaningful.

Job satisfaction also comes about due to relationship with supervisors and co-workers. An employee gets satisfied with these people because of sharing the same values attitudes and philosophies. According to Noe et al. (2009), these people may also provide social support which is about sympathy and caring. When an employee feel cared for in a place of work, job satisfaction increases and helps a job holder retain a job (Bloisi, 2007).

Pay and benefits also determines job satisfaction in that an employee can be satisfied with the job structure which is how an organization assigns different pay levels to different levels and job category. There is also the expectation of pay rise that adds to job satisfaction that need be communicated well especially when pay rise fall short of expectations. Employees should be informed the reasons behind their organizations pay structures and pay rises.

Satisfaction with job is determined by the job situation and is moderated by employee values and job expectations. Factors in the job situation are involved in the scope of the job, the responsibility level expected and decision making (Torrington, Hall, & Taylor, 2008). Job satisfaction on the other hand is moderated by the values and expectations that an employee have that are shaped by personality and personal characteristics and life

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experiences that can change in the course of an employee's life. An organization that is a high performer has its employees experiencing job satisfaction. Employees feel their jobs are fulfilling as they allow them to fulfill important values in life. High performance starts at the individual level and it contributes to high performance for the organization as a whole Noe et al., (2009).

Relationship of Factors of Motivation with Job Performance and Job Satisfaction

Job performance is expected in every working organization and it is provided by the employees that work in the given organizations. For these employees to perform they need to be motivated by the organization through motivational factors that are both intrinsic and extrinsic. Porter argues that a combination of both extrinsic and extrinsic factors are common but a primary intrinsic motivation is more conducive to creativity than a primary extrinsic motivation (Porter et al., 2003).

Job satisfaction is a feeling that an employee gets when the job he or she is working in provides the value the employee have. A satisfied employee is a good performer and benefits him or herself and also benefits the organization he or she is working for. For the employee to attain job satisfaction, the employer has to design the job inorder to ensure that the job has the satisfaction that the employee requires. This will be done through the use of motivational factors (Bloisi, 2007).

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Empirical Literature Review

Empirical framework shows the studies that have been done in relation to the study being done. Various studies have been carried out to assess employee motivation. This study makes use of a study done by Conway in 2012 that looked at the relationship of a superior with an employee and how this relationship affect the employees performance in the job.

Relations with Superiors and Motivation

Employee performance in the job is an important factor for ensuring increasing productivity of an organization. Employee performance in a job is defined as the extent to which an employee finishes the work required in order to achieve a given position in the organization he or she works in. One of the responsibilities of the supervisor is to delegate duties and advice the subordinate. It is the duty of a supervisor to make sure that the performance of the employee under him is at maximum and so any supervisor in any organization should understand the employee supervisor relationship that is related to employee job performance. This would help an organization to implement effective systems for management and better productivity for the organization through increased performance in the job (Conway, 2012).

The Bible encourages the supervisor to work with the subordinate with cooperation and not competition. In 1st Corinthians 3:5-8, Paul urges people to work together without seeking credit for themselves. He emphasizes that cooperation efforts results in greater achievement than what an isolated individual would get. The supervisor therefore should

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encourage cooperation with the subordinate so that together they can achieve more.

An assessment of written literature on effects of supervisor- employee relationship on job performance done by Justin Conway study brought about an understanding in the relationship between four dimensions of employee-supervisor relationship namely perceived organizational support (POS) trust in the supervisor (TS), leader-member exchange (LMX), and reward systems (RS)]. Research on these variables showed different results but this was due to difficulty in ruling out extraneous variables at the work place. But generally it was found out that Perceived Organizational Support acts as a foundation on which the other variables develop from. Perceived Organizational support (POS) is the extent to which an individual believes that his/ her work organization cares and appreciate the work they do in the organization (Conway, 2012).

Employees in this case measure their relationship with their superior as either positive or negative. The supervisor's actions are seen as the face of the organization and therefore give feedback and guidance on behalf of the organization. When an employee feels desired perceived Organizational Support is high as favorable treatment from the supervisor is taken as support from the entire organization. Increased POS is achieved by having better treatment of employees in areas such as fairness, rewards support and favorable job conditions. When employees feel appreciated and receive rewards for their service, their motivation increases and so is their level of their job performance. According to Conway, the effects of POS goes high when employees feel that the reward or support given to them is given voluntarily but POS go down if employees feel it was

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given as a matter of policy.

Other benefits of POS are positive relationship of POS with organizational commitment, in role performance, organizational and citizen behavior, and a negative relationship with absenteeism. This assessment concluded that high POS is a predictor of happier, more productive employees (Conway, 2012).

Trust is an important factor in an employee to accept duties and information given by the supervisor. When an action is performed on an employee's own will or from the supervisor's direction, an employee is expected to behalf in ways that are favorable to the organization he or she works in. If an employee would feel the supervisor is not giving correct information, he or she will take precaution and this may result in slower completion of tasks. In such a case the employee productivity would be lowered and as a result the whole organization losses. For a supervisor to establish trust with subordinates, he or she needs to show competence (Conway, 2012).

The supervisor is supposed to ensure that the work done by the subordinate adds to the organization productivity and if the subordinate fails, the supervisor also fails. When trust in an employee increases, the supervisor respond in providing the employee with job enlargement with increased duties and responsibilities. When responsibility is increased, and more work assigned to an employee, the employee is likely to see appreciation and trust in his or her performance and this would boost self-esteem in the employee and this is a motivation to perform better. Trust accumulates over time through the events that

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takes place in an organization. Such events allow the parties involved evaluating and reevaluating each other as per the ongoing events and trust is built or broken (Nyambegera, 2008). The supervisor's goal is to keep the employee interested in what he or she does and so remain in the system while the employee goal is to gain more power within the system.

According to Conway, hierarchical structured organizations keep power in the individuals who are in higher ranking. Therefore when a superior feels that the subordinate can be trusted with more responsibility, he assigns more duties to the subordinate and this empowers the subordinate with the authority accompanying the responsibility. This improves the employee's motivation and also the organization productivity.

Leader member exchange (LMX) is the feeling an employee have on how he or she is accepted by the supervisor and thus given preferential treatment. When a manager trusts an employee, he gives that employee special treatment which is in the form of information and a level of autonomy. Employees are made part of managerial in groups based on the manager's assessment of the skills, motivation and level of trust that he has on the employee (Bloisi, 2007). When leader member exchange grows, the supervisor delegates more responsibility to the subordinate and this is associated with empowerment of the employee. When employees are empowered, they become more innovative in their organizations as they feel responsible and have rights to control certain aspects of their organizations (Conway, 2012).

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Reward systems (RS) are organized responses that are planned in an organization to give benefits to employees who performs what was specified by their superiors or the organization employing them. A reward system is a form of supervisor-employee relationship in that a reward is created by the manager to be given to the employee and the employee responds concerning the reward verbally or behaviorally. Conway argues that most Reward System methodology has a positive relationship with job productivity in employees. Employees are rewarded in various ways in order to stimulate their intrinsic and extrinsic desires and therefore an effective Reward System would be made of a combination of knowing the rewards that are effective to the employees and to distribute them in a proper manner. Rewards are both a way of an organization showing gratitude to the work done by the employee and also a motivational factor to help the employees produce more. An assessment by Conway showed that all the four variables, perceived Organizational Support, Trust, Leader Exchange and Reward System have a positive relationship with employee job performance. Therefore the supervisors who maintain a high level of positive support and interaction with their subordinates enjoy working together (Conway, 2012).

Biblical Perspective on Employee Motivation

Many working organizations do realize that human resource management (HRM) is a good practice in working out business and in the long run it pays. It is good for an organization to be ethical through treating employees and customers properly and in a fair manner. According to Cohn and Friedman (2002) the productivity of employees

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increases when the employers treat employees with respect. As for the employees, they also realize that increased ethical behavior will lead to higher pay from the organization or employer they work for (Corn & Friedman, 2002).

The Bible has precepts of business ethics and hence it can be used by organizations that are interested in having good relations among the employer and the employee. The knowledge and wisdom in the Bible provide insights that cut across religious denominations. Cohn and Friedman (2002) assert that though the Bible was written in a time of agricultural society, most of the ideas in the Bible can be applied to HRM in today's workplace industry.

The Bible discourages unethical behavior amongst both the employee and the employer. In motivating an employee and stopping him or her from stealing from the employer, the Bible in Deutronomy 23:26-27 allows the farm worker the right to eat the produce he/she is working on. However, the worker was not allowed to carry the produce away so that the worker does not exploit the owner or the employer of the produce they are manufacturing. Corn and Friedman (2002) argue that this law was put because most farm owners were very poor and it would have been cruel to stop them from eating the produce they were producing. But they were to eat in moderation in order for the employer to also make a profit (Corn & Friedman, 2002).

Conceptual Framework

A conceptual framework is a diagrammatic representation of the variables involved in the study. In this study, motivating factors are the independent variables. These are

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recognition, interesting work, job security, promotion and growth, company policies and structures, rewards and remuneration, good working conditions and good relationship with superiors. These independent variables contribute to the dependent variable of job satisfaction in that when available in the work place, the employee gets motivated and if not there is dissatisfaction in the employee. The intervening variables are organizational factors namely organizational policies and structures and these are factors that are not controllable by the employee.

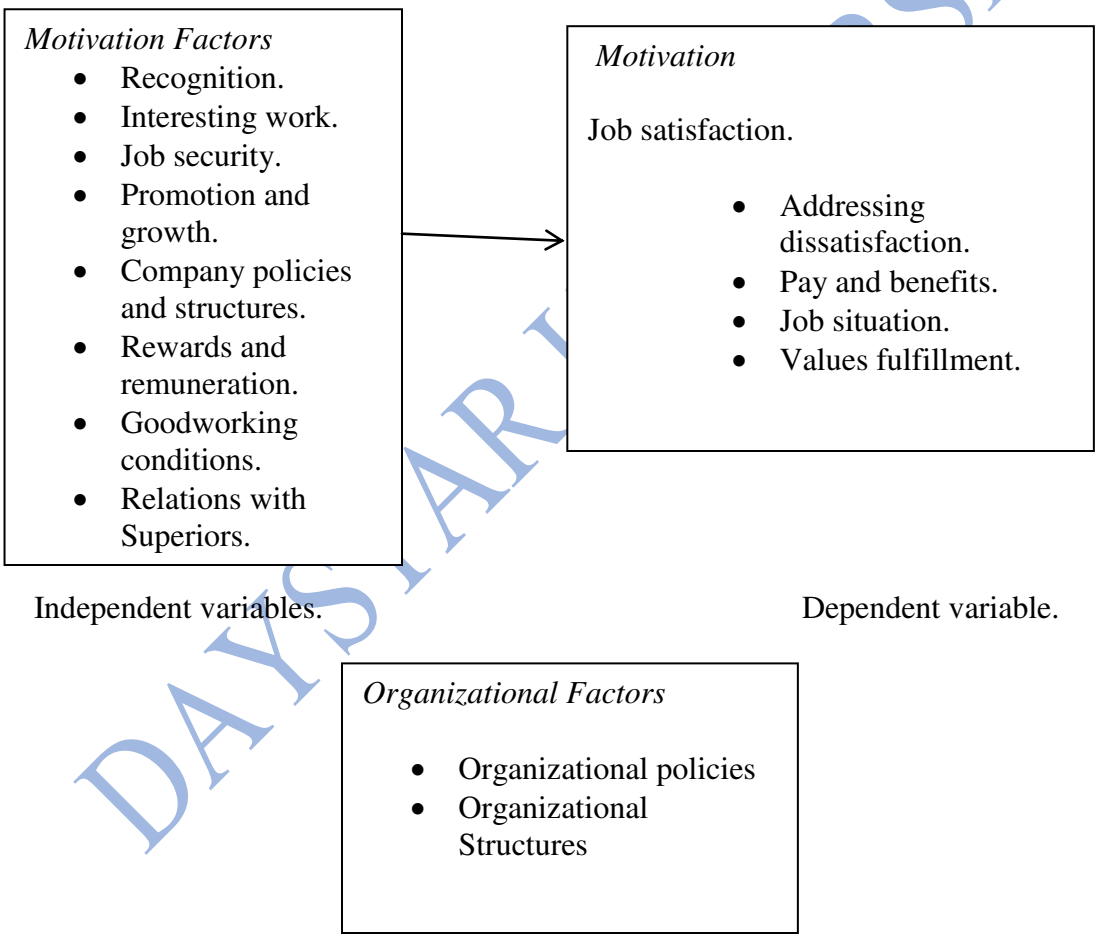

Figure 2. 1: Conceptual Framework.

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Summary

This chapter has looked at what other authors have said about employee motivation. Theories of motivation classified as content and process theory have been discussed and Equity theory and Herzberg motivator theory have been used. The chapter introduced the variables that were researched on to determine the level of motivation of the evangelist in the P.C.E.A Church.

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CHAPTER THREE

RESEACRH METHODOLOGY

Introduction

This chapter is concerned with how the study will be carried out and includes the research design that will be used, the population and the sample size to be used, the tools of research and the ethical consideration that will be needed in carrying out this study.

Research Design

According to Kumar (2005), a research design is the plan that a researcher chooses in order to answer questions in a valid, objective and accurate manner. It is the arrangement of conditions to be followed in collection and analysis of data (Kumar, 2005). According to Kothari (2004), a research design is the conceptual structure in which a research is conducted. A research design guides on how to collect data, measure and analyze it. A research design therefore helps in the identification and development of the procedures and arrangements needed to carry out a study (Kothari, 2004).

There are various research designs that are used in carrying out research work. Examples are correlational, causal, experimental, longitudinal, exploratory, qualitative, cross section and descriptive research. Correlational research establishes whether there is a relationship between variables. It does not show what variable affects or causes what. It just determines that there is a relationship between the variables. Causal describes a relationship where one variable causes another variable to behave in a certain way.

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Descriptive research is a design that describes the characteristics of variables just as they are in a situation (Kothari, 2012). The researcher does not have control over the variables but can only report on what is happening or what has happened. In descriptive research, a researcher attempts to discover what causes variables to behave the way they behave even though he is not in a position to control what happens to the variables. The most preferred method of gathering information in descriptive design is a questionnaire (Kumar, 2005). This study used descriptive research design whereby factors concerned with employee motivation among Evangelists in the Presbyterian Church were investigated.

Population of the Study

According to Mugenda and Mugenda (2003), a population is a complete set of individuals, cases or objects with some common observable characteristics. The Presbyterian Church of East Africa evangelists are found in every Parish. However some parishes have greater work load and hire two or more evangelists. In total there are fifty one presbyteries and four hundred and seven parishes. The population of evangelists assuming that every parish has one Evangelist is therefore four hundred and seven (Church Directory, 2013).

Target Population

Target population is the population that the researcher is targeting to work with (Kumar 2005). In this study, the target population is the Evangelists working in the Nairobi region of the P.C.E.A. The Nairobi region has nine presbyteries and seventy seven parishes.

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Most parishes have one Evangelist and others have more than one. The total number is eighty nine which the target population is.

Sample Population and Sampling Technique

Sampling is a process of selecting a few from a bigger group to work with to estimate the prevalence of unknown information, situation or outcome of the bigger group (Kumar, 2005). A sample is a small group selected from the bigger group that a researcher is interested in. Census method was used since the number of the evangelists in the Nairobi region was eighty-five and not all were reachable. Only fifty-eight were reached and given questionnaires.

Types of Data

Data is processed information. There are two main types of data Primary and secondary. Primary data is that data which is collected a fresh for the first time and is original in character. Secondary data is that data that have been collected by another person and it is statistically passed (Kothari, 2012). Knowing the type of data that a researcher wants to collect determines the data collection tools to use as the methods of data collection differs according to the type of data that is to be collected.

Data Collection Methods

The data collection method depends on the type of data being gathered. If the data is from primary source, the methods used are observation, interview, questionnaire and schedule. Observation method of collecting data is mainly used in studies that relate to behavior

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sciences. According to Kothari (2012), observation method is concerned with scientific observation whereby observation serves a formulated research purpose, is planned systematically, recorded and is subjected to checks and controls to ensure validity and reliability. Interview method of data collection is involved with presenting verbal stimuli and also getting responses in verbal responses (Kothari 2012). It is one person talking and seeking information and receiving the information through a response from another person also talking back.

Questionnaire method of data collection is popular when big enquiries are needed. A questionnaire is sent to the person who is expected to give information and he or she is requested to answer the questions and send back the questionnaire to the researcher. Secondary data is collected from already established sources. These include government or semi government publications, earlier research, personal records and mass media (Kumar, 2005). Since there are many methods of data collection, a researcher in deciding which method to use takes into consideration the nature of research, availability of funds, time factor and precision required (Kothari, 2012). When deciding the data collection method to use, a researcher must know these two types of data ie Primary and secondary data and understand the data he or she want to collect. By knowing which data to collect, a researcher is able to know the data collection methods to make use of.

Data Collection Procedure

This study collected data through the use of questionnaires. The questionnaire had questions that were structured and open ended. The questionnaires were distributed to

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fifty eight Evangelists. The Evangelists were requested to answer the questions and return back the filled the questionnaire to the research assistants. The Evangelists were expected to be able to read the questionnaires and understand the questions in order for them to write down the answers on their own. The questionnaire method was used in order to reach out to a big number of Evangelists in the Nairobi region. This is very important as the study is intended to inform the whole of the Presbyterian Church on the importance of employee motivation, hence a big enquiry was needed (Kothari, 2012).

The questionnaire method was also used as is a low cost method that reaches out to a large population even if the study population is widely spread geographically. Questionnaire method is free from bias since the answers given are in accordance to the respondents own words and not according to the researcher's opinion. This method of data collection gives the respondent adequate time to give answers that are well thought since the respondent gets the questionnaire and has time to answer and then send back the questionnaire. According to Kumar (2005), the use of a questionnaire enables a researcher to reach to respondents that are not easily approachable and those respondents that are not reached conveniently.

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Pretesting

Data collection instruments are the tools that a researcher uses to collect data (Kothari, 2004). This study used the instrument of a questionnaire because a questionnaire is able to reach out to many respondents even when they are far apart. Since the Nairobi Region is spread over many areas, a questionnaire was needed and was distributed to the

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Evangelists that were spread apart in the Nairobi region. The questionnaire is also an instrument that allows the respondent to answer the questions freely without the influence of the researcher.

The questionnaire was pretested using five evangelists from the neighboring central region to test the weakness of the questionnaire. Pretesting the questionnaire pointed out questions that would not have been understood by the respondents and this was corrected before the questionnaires were distributed to the respondents. Pretesting is also known as a pilot study which (Kothari, 2004) says that is a replica and rehearsal of the main survey. There is need to test a data collection instrument in order to ensure validity and reliability of the data collected. Test of validity is a test of the degree to which the data collection instrument is able to measure what it is supposed to measure. When a questionnaire is pre-tested, a researcher is able to know the differences that will differ among the respondents and hence structure questions in a way that all respondents will understand them in a similar manner. Reliability tests the consistency of the results gathered. A questionnaire is tested to see if the actual survey will be consistent to all the respondents.

Data Analysis Plan

Data analysis is the process of transforming the raw data that have been collected into a useful data that can be used to make decisions (Kothari, 2004). It involves systematic application of statistical and logical techniques to interpret, describe and illustrate the meaning of the data collected.

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The data collected in this study was qualitative and it was checked and edited to make sure it is complete and consistent. The data is descriptive data and was analyzed through the use of descriptive statistics and content analysis. The questions were analyzed through the use of Statistical Package for social Science (SPSS) which is computer software for assigning numbers to responses for analysis of qualitative data (Kumar, 2005).This analysis is efficient as it gives straight formal analysis. Data was also analyzed through percentages, frequencies, tables and bar graphs.

Ethical Considerations

Ethical consideration is involved in doing things in the right way or in an ethical manner. However what is ethical to one person can be unethical to another. According to Kothari (2012), ethical consideration helps participants to participate in the research work on their own without being coerced.

Confidentiality and anonymity was assured to the respondents. A letter of authorization was sought from Daystar University that proved that this study is being carried out for academic purposes only. The researcher also ensured that the respondents participated in the research on their own consent. No person was forced to give information that he or she was not willing to give.

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Summary

This chapter has looked at the methods and procedures that were used in carrying out this research. Descriptive research design was used and a sample size of fifty-eight was selected to search about employee motivation among Presbyterian Church Evangelists.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the findings of the research starting with the response rate and the data collected. This information is presented in tables and figures and is also interpreted for easier understanding. The chapter ends with a summary of key findings of the research work.

Response Rate

The research was carried out among P.C.E.A Church Evangelists in the Nairobi Region which comprises of nine presbyteries and seventy seven parishes. Not all parishes had an Evangelist and other parishes had more than one Evangelist working. The Nairobi region spreads in various parts of Kenya and Tanzania, namely Nairobi, Mombasa, kajiando Ngong and parts of Makueni. Because of this distance it was hard to reach the Evangelists in Tanzania Mission Area, those in the Pwani presbytery, and few in some Nendeni areas that are far as shown in the table of presbyteries and parishes. 58 questionnaires were distributed and 37 questionnaires were returned which is a response rate of 64%. According to Wimmer and Dominick (2006), a response rate of between 21-70 % is acceptable for self-administered questionnaires. This information is shown in table 4.1 below.

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Table 4. 1: Response Rate

Response Rate	Frequency	Percentage
Response	37	64
Non response	21	36
Total	58	100

Gender of Respondents

The study sought to know the gender of respondents, which is shown in table figure 4.1 below. The study found out that majority of the respondents were male with a percentage of 79% (27) and the female had a percentage of 21% (10). This shows that the Evangelist job was mainly a job that was dominated by the male gender.

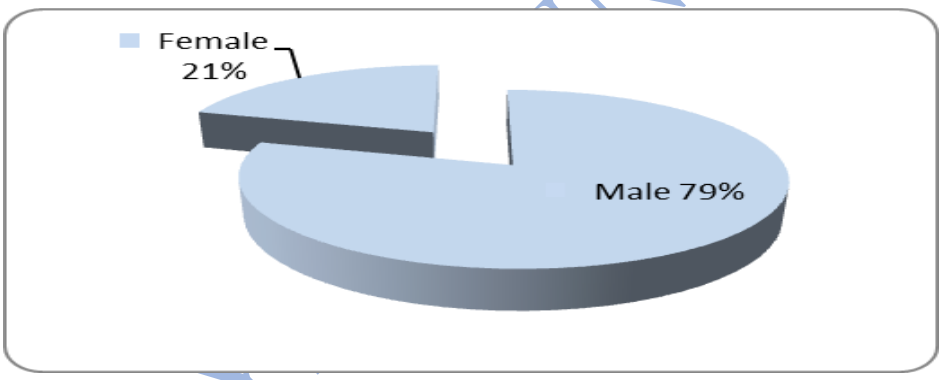

Figure 4. 1: Gender

Age Distribution

The study sought to establish the age bracket of the respondents and from the research findings, 14% (5) were aged between 26-30 years. 16% (6) of the respondents were aged between 31- 35 and 38% (14) were aged between 36–40 years. 22% (8) aged between 41-45 years, 8% (3) aged between 46-50 and only 2% (1) aged between 51- 55. This

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information is shown in table 4.2 below that shows that the highest number of respondent are aged between 36 – 40 years.

Table 4. 2: Age Distribution.

Age	Frequency	Percent
20 – 25	0	0
26 – 30	5	14
31 – 35	6	16
36 – 40	14	38
41 – 45	8	22
46 – 50	3	8
51 – 55	1	2
Total	37	100

Length of Service

There was need to know how long the respondents had worked as evangelists as this would establish if the evangelist job provided job satisfaction to an employee and encourage the employee to retain the job. Bloisi (2007) argues that satisfied employees tend to work in a particular job for a longer period of time. In this study, no respondent had worked for less than an year and the greatest percentage of 41% (15) had worked between two and five years. The study showed that 32% (12) of them had worked between six and ten years while 27% (10) had worked for over ten years. This shows that the highest populations of the respondents had worked for less than five years as illustrated in table 4.3 below and the percentage of the years worked went down as the respondents continued to work. This can be attributed to many Evangelists moving away to other areas where they find more satisfying occupations as they responded.

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Table 4. 3: Length of Service.

No of years	Frequency	Percent (%)
Less than one year,	0	0
Two to five years	15	41
Six to ten years	12	32
Over ten years	10	27
Total	37	100

Evangelist as a Career

The researcher wanted to know how motivated the Evangelists were to be able to work as evangelists the rest of their lives. This was also meant to measure job satisfaction which is a pleasant feeling that an employee has when his values are met in the job he or she is doing (Bloisi, 2007). Figure 4.2 below on Evangelist as career shows that most of the respondents 57% (21) did not want to work as Evangelists through their lives and only 43% (16) would embrace the career through life. This information is shown in figure 4.2 below.

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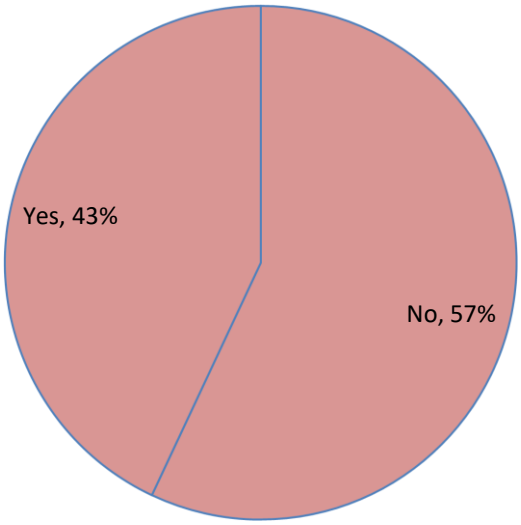

Figure 4. 2: Evangelist as a Career

The respondents gave various reasons for either embracing or not embracing the Evangelist career. Those who embraced the profession said it was a job that was a call from God of spreading the gospel far and wide and it needed to be taken with care. Some wanted to remain as evangelists in order to accomplish the great commission as commissioned by Jesus in the Bible in Mathew 28:16 – 20. Some said that they enjoyed working with people in the ground and introducing them to the word of God as they taught the catechism classes. In these duties of an evangelist, the respondents felt that they were doing what Jesus Christ did when he was on earth and it brought about job satisfaction.

These responses described the work itself factor discussed in this study as interesting

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work which is an intrinsic motivation factor. According to Armstrong (2012), Herzberg's two-factor theory thrives because it is based on real life and it puts emphasis on the positive value of the intrinsic motivating factors. Other respondents said that evangelists were soul winners and the evangelist post had an anointing that drew people to the employee and helped them to work with people of different status. They expressed the fact that being directly connected with people on the ground gave a lot of satisfaction as the evangelist reached out and assisted to manage people problems before such problems became unmanageable.

The respondents that did not embrace the post of an evangelist which was the greatest number cited many reasons why they did not want to remain as evangelists the rest of their lives. Most of them said that they wanted to move to higher levels of church hierarchy specifically be promoted into being ordained as ministers. Some felt that it was more fulfilling to work as an ordained minister and they asserted that they were trusting God to move them to this higher level. According to Equity theory, an employee looks at the inputs he puts in the job and also looks at the outcome he or she gets from the job and also compares the outcome with other employees' outcomes. This causes the employee to behave in a way related to the satisfaction or dissatisfaction the employee senses (Porter et al., 2003). From the responses, the evangelists who worked under the direct supervision of the parish minister compared their job outcomes with those of the parish minister and get dissatisfied and therefore the evangelists sought growth in terms of being ordained like their supervisors. Some respondents had personal reasons like wanting to retire early and get involved into self-employment and have more time with family and

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also be able to make more money than what they earn as evangelists.

Employee Motivation in the P.C.E.A Church.

The respondents were asked their understanding of employee motivation and they described employee motivation in many ways. According to Lewis et al. (2003), employees tend to behave in the way that they feel they will get rewards of what they value. Therefore, motivation is more an individual affair. What motivates one person is not what motivates another. And again what motivates an employee in one particular time may not motivate in another time of the employee's life. Some respondents said that employee motivation was feeling that you were needed at your place of work and this helped you perform well in your duties with a positive attitude. Other respondents felt that employee motivation was both intrinsic and extrinsic drive that led one to do well in the duties assigned to one in an organization. This agrees with Porter's understanding of motivation as both intrinsic and extrinsic drive (Porter et al., 2003).

Motivation to most of the respondents meant a boost to the employee so that both the organization and the employee could achieve good results through the employer appreciating the employee through even simple ways like saying a simple 'thank you' even without money as this increased an employee's morale. Employee motivation was also said to be the encouragement that an employee received from the employer to work harder and be more productive and having good working conditions, good relationships between employee and employers and having rewards of recognition, better remuneration and bonuses and having a heart of mission. All this would encourage building of team

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spirit among the people working together. Employee motivation was also said to be a predisposition to act in a specific goal oriented way. This agrees with Nyambegera's understanding of employee motivation as having good relations at the work place. (Nyambegera, 2008)

The respondents were asked whether according to their understanding of employee motivation, if they thought the church motivated employees to which 54% (20) of the respondents said the church did not motivate while 46% (17) responded that the church motivated its employees. This information is shown in figure 4.3 below.

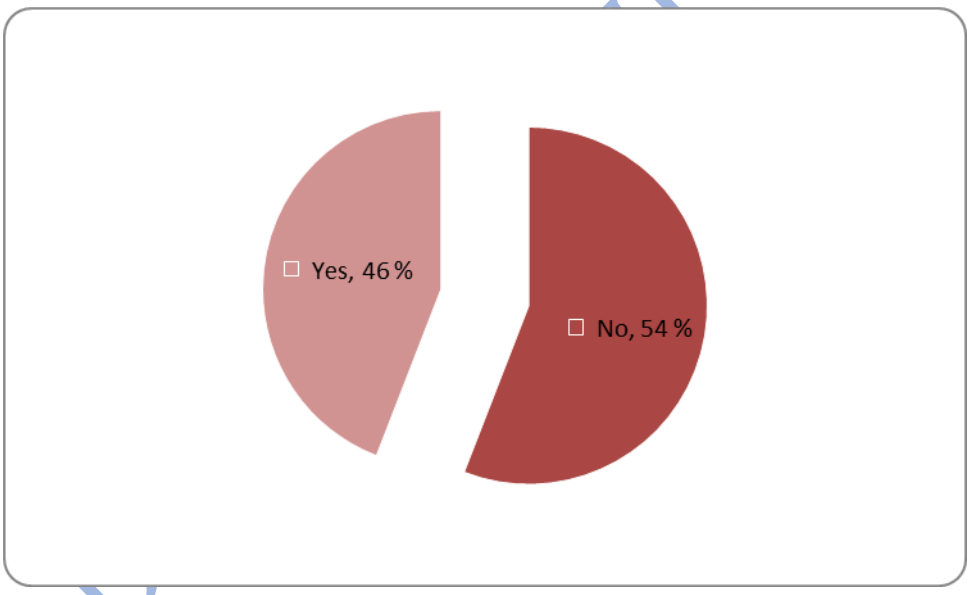

Figure 4. 3: Church Motivation on Employees

The respondents that agreed that the church motivated employees, were asked to rate employee motivation in the church and their responses are tabulated in table 4.4 below.

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Table 4. 4: Employee Motivation in P.C.E.A Church

Rating	Frequency	Percent (%)
Poor	3	18
Fair	5	29
Neutral	0	0
Good	9	53
Excellent	0	0
Total	17	100

Among the respondents that agreed there was motivation in the church, 18% (3) rated employee motivation in the church as poor, 29% (5) rated it fair while a large percentage of 53% (9) rated it as good.

Motivation Factors that the Church has for the Evangelists.

The respondents were asked the factors that were available in the P.C.E.A church and were asked to choose from the factors discussed in this study, namely recognition, interesting work, job security, promotion and growth, company policies and structures, rewards and remuneration, good working conditions and relations with superiors. From this list, they were to tick as many as possible the factors they had been experiencing in their work as evangelists in the Nairobi region. The respondents had different responses with some saying that all the factors were available and yet others saying that none of these factors existed in the post of an evangelist. This response is shown in table 4.5 below.

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Table 4. 5: Motivation Factors Provided by the P.C.E.A. Church.

	Frequency	Percentage (%)
Recognition	11	30
Interesting work	14	38
Job security	34	92
Promotion and growth	7	19
Company policies and structures	13	35
Good salaries wages and bonuses	16	43
Good working conditions	15	41
Good relations with superiors	10	27

The result shows that 30% (11) of the respondents said that the church had recognition as a factor to motivate the evangelist and 38% (14) said that the evangelist job was an interesting job. Many respondents at 92% (34) said that the church provided job security in the evangelist post while only 19% (7) said there was promotion and growth. Company policies and structures were cited by 35% (13), good salaries, wages and bonuses by 43% (16) and good working conditions was cited by 41%(15). As for the factor of good relations with the superior, it was cited by 27% (10).

The respondents were also asked to list any other motivation factor that the church provided. Some evangelists listed paid trainings opportunities and gave specifically an example of mission and evangelism course that takes 8 months, retreats, seminars, visitations by church leaders, annual salary increment, ordination of evangelists, team

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building activities, provision of enough facilities needed for the evangelist office for example a car, motorbike for easy transports, laptops etc. Other factors mentioned were counseling, off days, employee of the year certificate, medical cover and leave allowance. However, there were few respondents that responded that there was no other factor that the church provided other than the ones listed and studied in this study.

Asked of any other factor that the church could use to motivate the employees, they listed establishing an office in the head office that would look into the Evangelist position in the church and have representation in all church courts. They also cited provision of an office in every parish and facilities for effective service for example a vehicle or a motor bike with maintenance allowances. Assurance of promotion to the post of an ordained minister was mentioned by many and the need to have performance appraisal. The respondents would also be motivated by increased remuneration, opportunity for higher education in the evangelist post and its recognition without necessarily moving to the ordained ministry, and a uniformed vestment that would identify them just like the parish ministers. The respondents also cited the need to establish a human resource office in the head office to look after all the church employees' welfare. This agrees with the recommendations of the committee reviewing the terms of service of the church employee (Scheme of service, 2013).

And when asked whether the motivation offered by the church helped an employee to perform well, they had mixed feelings as some felt that it did and others felt otherwise while still a big number of respondents left the question un-answered.

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Effects of Motivation on Employee Performance

The researcher wanted to know the effects of motivation in the performance of the employee and the respondents were asked to rate the factors discussed in this study. Table 4.6 below show a summary of the responses they gave.

Table 4. 6: Rating Motivational Factors

	Poor		Fair		Neutral		Good		Excellent	
	F	%	F	%	F	%	F	%	F	%
Recognition	10	27	15	41	3	8	6	16	3	8
Interesting work	1	3	7	19	7	19	16	43	6	16
Job security	3	8	6	16	8	22	10	27	10	27
Promotion and growth	11	30	10	27	6	16	7	19	3	8
Company policies and structures	3	8	5	14	3	8	20	54	6	16
Good salaries wages and bonuses	3	8	18	49	7	19	7	19	2	5
Good working conditions	5	14	14	38	10	27	6	16	2	5
Good relations with superiors	1	3	19	51	6	16	7	19	3	8

Recognition as an intrinsic factor of motivation had 8% respondents rating it as excellent, 16% ranked it as good, while another 8% rated it as neutral. 41% of respondent rated recognition as fair while 27% rated recognition as poor. These results show that higher percentage of evangelists felt that the church did not recognize its employees. This can be attributed to lack of performance appraisal as was suggested by some respondents that it can be used as a factor of motivation. Also these results may be out of individual people understanding employee motivation differently (Armstrong, 2006).

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As for rating interesting work which is also an intrinsic factor, 16% of the respondents rated the evangelist work as excellent. 43 % rated it as good and 19% rated it as neutral. Another 19% however rated interesting work as fair while 3% rated it as poor. This shows that most respondents were happy with the evangelist work itself and it motivated them to work well (Bloisi, 2007).

On job security 27% rated this factor as excellent and another 27% rated it as good. Other respondents 22 % rated job security as neutral while 16 % rated it as fair. A smaller percentage of 8% rated it as poor. This shows that in P.C.E.A church most employees felt secure in their job as the rating above neutral was above 50%. This tells that the church was offering their employees assurance of their job and this increased efficiency and effectiveness in their work (Armstrong, 2006). As for the factor of promotion and growth, 8% rated it as excellent, 19 % rated it as good while 16% rated it as neutral. On the other hand a higher percentage of 27% rated it as fair and 30% rated it as poor. This indicates that there was no clear way of being promoted in the post of the evangelist. Respondents felt that promotion happens only when an evangelist get ordained as a minister which according to them is not certain.

Policies and structures play a vital role in any working organization, in this study the policies and structure of the church were rated as excellent by 16% a big number of respondents 54% rated this factor as good and 8% rated it as neutral. Another 14% rated it as fair while a small number of 8% rated policies and structure as poor. This rating of policies and structures show that the respondents are happy with this factor.

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Good salary, wages and bonuses is an extrinsic factor that is very important in motivating employees (Nyambegera, 2008). Salary in the P.C.E.A church was rated excellent by only 5% and 19% rated it as good. However a big number of 49% rated it as fair while another 8% rated it as a poor motivator. Employees work to earn a salary so they can meet their bills and other needs and so it is a sensitive subject (Bloisi, 2007).

Good working condition should be embraced in each and every organization as employees feel motivated when they work in a good environment (Armstrong, 2012). In this study, 5% rated the factor of good work environment as excellent, 16% rated it as good and another 27% rated it as neutral. A big percentage of 38 % rated it as fair while 14% rated it as poor. A big number of respondents felt that working conditions were not good among the employees. The final factor that was rated was relationship with superiors which was rated excellent by 8% and 19% rated it as good while 16% rated this factor as neutral. Over half of respondents 51% rated their relationships with their superiors as fair and 3% rated it as poor.

When respondents were asked to describe when an Evangelist enjoyed job satisfaction, they responded when recognized by the church leadership for the work they did, when given autonomy to do their work, and when given a chance to air their views, when inducted into the ministry and the church members given an opportunity to thank them by giving them gifts. The evangelist also enjoys job satisfaction when preaching in the church service and during other church ceremonies. Most of the respondents mentioned that the most satisfying time was when after teaching members of the church, they

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witnessed them being confirmed, baptized and especially accepting Jesus as their savior. To assess the effects of these factors of motivation on job performance, the respondents were asked to agree or disagree with the statement that availability of these factors made Evangelists perform well in their duties. The responses are as shown in table 4.7 below.

Table 4. 7: Effects of Motivational Factors on Job Performance

	S/Agree		Agree		Neutral		Disagree		S/Disagree	
	F	%	F	%	F	%	F	%	F	%
Recognition	16	43	16	43	5	14	0	0	0	0
Interesting work	13	35	15	41	8	22	1	2	0	0
Job security	15	41	16	43	6	16	0	0	0	0
Promotion and growth	14	38	15	40	8	22	0	0	0	0
Company policies and structures	12	32	14	38	9	24	2	5	0	0
Good salaries wages and bonuses	15	41	18	48	4	11	0	0	0	0
Good working conditions	13	35	14	38	8	22	2	5	0	0
Good relations with superiors	12	32	14	38	10	27	1	3	0	0

With the factor of recognition, 43% of the respondents strongly agreed that they would perform well in their duties and another 43 % agreed they would do well. Only 14% were neutral in this factor of motivation. As for interesting work, 35% strongly agreed while 41% agreed that this factor helped an employee to perform well, 22% were neutral and 2% disagreed. Provision of job security had 41% strongly agreeing and 43% agreeing that it was an important factor that contributed to job performance and 16% were neutral, 38% strongly agreed that promotion and growth factor helped in job performance, 40%

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agreed and 22% were neutral.

Company policies and structure was a necessary factor in an employee job performance (Armstrong 2012). For this factor, 32% strongly agreed and 38% agreed that it contributed to job performance, 24 % were neutral and only 5% disagreed. Fourty one per cent strongly agreed that good salaries, wages and bonuses contribute to job performance, 48% agreed and only 11% were neutral. Good working conditions had 35% strongly agreeing while 38% agreed that it was a factor that contributes to job performance, 22% were neutral and only 5% disagreed. As for good relationship with superiors, 32% strongly agreed and 38% agreed that it was a factor that contributed to job performance while 27% were neutral and 3 % disagreed.

From table 4.7, it is evident that the respondents agreed that when factors of motivation were available, they did perform well in their duties. One of the roles of evangelists is to reach out to the church members and teach them the doctrines of the church. They do teach with enthusiasm and the church members get to understand what the church is all about. This is confirmed by the Kirksession when the taught members are tested on what they have learnt after being taught by the Evangelist (P.C.E.A Manual, 1998).

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Summary of Key Findings.

The study found that:

1. The P.C.E.A church in Nairobi region had employee motivation to some extent. The findings had 46% of respondents saying that there was employee motivation

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in the P.C.E.A church while 54% felt that the church did not provide employee motivation.

2. The majority of the respondents had worked for less than five years and the number continued to decline as the number of years increased. This showed that the evangelist position was not a long-term career that an employee can hold on to for life. They moved from the profession of an evangelist to other satisfying occupations and hence there was no job satisfaction in the post of an evangelist. Despite the church providing job security that was recognized as one of the factors of motivation by 92% of respondents and over half of the respondents rating it as good and excellent, most respondents did not get satisfied with the evangelist profession.
3. The respondents from different presbyteries had different feelings about employee motivation in the P.C.E.A church. Some presbytery respondents felt the church motivated their employees while other presbyteries felt the church did not motivate its employees at all. This indicates that there were differences on how specific presbyteries motivated their evangelists.
4. The study showed that all the factors of motivation discussed in this study were available in the church and also other factors that were both intrinsic and extrinsic. However, different respondents rated them differently which was associated with how different presbyteries had put motivational factors for the evangelists.

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CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gives a discussion of the findings, conclusions and proposed recommendations on factors affecting motivation of P.C.E.A Church Evangelist and suggestions for further research.

Discussion of the Findings

This study was carried out to assess the factors that affected motivation of P.C.E.A. church Evangelist who was an important non-clergy employee of the Presbyterian Church of East Africa. The Evangelist as an employee needed motivation in order to achieve the church's goals and objectives and also benefit the employee (Armstrong, 2006). Through administering a questionnaire the respondents were requested to answer to the best of their knowledge and the following findings were noted.

Employee Motivation in the Post of Evangelist

The first objective was to establish whether there was employee motivation in the post of an Evangelist. The question on what the respondents understood by employee motivation showed that they did understand what employee motivation was. The answers they gave included making an employee work harder, parting an employee on the shoulder for job well done, and raising the morale of an employee which agree with the definitions of motivation by different scholars.

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The study also enquired from the respondents if the church motivated its employees and over half (54%) of the respondents felt that the Church did not motivate employees, while 46% of them felt that the church did motivate its employees. This can be associated with how every respondent understood employee motivation. Armstrong argues that motivation is taken differently by different employees, as what motivates one person is not what motivates another (Armstrong, 2012).

Factors Affecting Motivation of Evangelists in Nairobi Region

The second objective was to identify the factors that affected motivation of the evangelist in the Nairobi region. Various factors were outlined from Herzberg motivator theory and James Lindner's study. Factors of recognition, interesting work, job security, promotion and growth, company policies and structures, good working conditions and relationship with supervisors were studied.

Most of the respondents felt that the evangelist position was not recognized as over half of the respondents rated it as fair and poor. This can be as a result of not having a performance appraisal that were cited by the respondents where the employee was rated on how he or she performed and then was advised where improvement was needed. The employee also had a chance to air views on what the expected (Armstrong, 2006).

Most respondents said that the evangelist work was an interesting job with over half rating it as excellent and good. This is an intrinsic motivation factor and most people are motivated intrinsically though in many cases both intrinsic and extrinsic motivations work together (Torringtonet al., 2008).

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The factor of Job security was found to be a motivator that the church provided in the post of the evangelist. Most respondents rated it as excellent and many agreed that it contributed to job performance. What was of concern was that even with provision of job security, the respondents were not motivated to take evangelist work as a long - term career.

Promotion and growth factor was rated fair and poor by over half of the respondents, and 35% of respondents rated it as poor. This means most of the respondent did not see a chance of growing or being promoted. The profession was an end in itself and the only way to promotion was seen in moving from the profession of an evangelist and becoming an ordained minister which was not certain. Since the church policies and structures were good, the church needed to come up with policies that looked on how to improve the evangelist post and make room for growth. According to Kast and Zweig (1974), good policies and structures contributes to an employee's performance.

Concerning the Church policies and structures, most respondents felt that they were good. Over half of the respondents agreed that they contributed to the performance of an evangelist. This shows the church had good systems where policies concerning employee motivation could be based. The respondents cited that there was need to establish a HR department in the head office that would agree with what the committee on schemes of service had advised. Establishment of a HR office would ensure that policies addressing evangelist motivation and other employees would be addressed

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properly. Things to do with good salaries wages and bonuses would also be handled well in a well-developed HR department.

Effects of Employee Motivation.

The third objective was to know the effects of motivation to an Evangelist performance and job satisfaction. The respondents were posed with the question of agreeing or disagreeing whether availability of motivation factors in the Evangelist position made them perform well. Over half agreed that a motivated employee was a good performer. According to Armstrong (2012), for an employee to perform there has to be employee motivation.

As for job satisfaction, the respondents were asked a career question as to whether one would like to be an Evangelist for the rest of one's life. The results showed that more than half of the respondents were not satisfied with the job and looked forward to a higher level in the P.C.E.A Church hierarchy mainly to be ordained as a minister.

Conclusions

The main objective of this study was to assess the factors affecting employee motivation specifically the P.C.E.A. Church Evangelist. The study looked at the respondents' understanding of employee motivation based on their understanding to test whether the Church motivated its employees. The results indicated that less than half of the respondent felt that the P.C.E.A Church motivated its employees while more than half felt that the Church did not motivate its employees. This can be as a result of the

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respondents understanding of motivation as argued by Armstrong, that people have different understanding of motivation as what motivate one person is not what motivates another. (Armstrong, 2006).

The research questions were all answered and this forms a base for further research on employee motivation in the church. There is need for the Church as an employing organization to motivate its employees for better performance. However, since there are many parties involved in the work of an Evangelist, further study would need to look into other parties involved in the work of an evangelist and compare their opinions with the responses received in this study.

Recommendations

The findings in this study show that the church as an employing institution needs to do something to motivate the Evangelists. In the area of recognizing the Evangelist, the church needs to come up with policies that embrace employee appraisal whereby the employee gets to discuss his or her performance and get advised on where to improve on his or her performance and where to change for the growth of the church institution.

Through appraisal the Evangelists will get an opportunity also to give their views on other factors affecting their motivation as discussed in this study and this will help the Church to know how to motivate the Evangelists and help them perform well. The respondents felt there is need to establish an office in the head office that would look into the Evangelist profession and know how to develop it as a career.

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There is also need to establish a HR department that would look at the welfare of all church employees as well as ensure proper implementation of the policies that the church has . An HR office would also be advising the church on how to develop the Evangelist post to make room for promotion and growth.

Suggestion for Further Research

This study was done among the Evangelists only. The researcher realized that there are many people that are contributors to the motivation of the Evangelist also. These are the Church members who are beneficiaries of the work an Evangelist do. The other coworkers, the parish minister, the secretary and the caretakers in the respective parishes need be involved in carrying out further research in this area. Further research needs to be done that will include all the other people involved in the Evangelist work in order to assess their opinions also.

There is a need to review the policies and structures that are concerned with employee motivation in the P.C.E.A church. Since most respondents felt the policies and structures are good, there is need for further research on how the good policies of the Church are implemented and how they affect the employees' performance and job satisfaction. The gender imbalance should be studied to know why the Evangelist job has very few women. More studies need to be done to assess why even after the church has offered to the evangelist position the factor of job security most evangelists are not willing to work in that position for life.

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APPENDICES

Appendix I: Table of Presbyteries and Parishes in Nairobi Region

	PRESBYTERY			PARISH	Evangelists	Parish unreached
1	Kajiando	1	1	Mbagathi	1	
		2	1	Baraka	1	
		3	1	Eserian	1	1
		4	1	Olooseos	1	
		5	1	Olooloitikoshi	1	1
		6	1	Kajiando OutReach	2	1
		7	1	Oloitok-tok OutReach	1	1
		8	1	Magandi N/A	1	1
2	Milimani North.	1	1	St andrew's parish	2	
		2	1	Ever Green	2	
		3	1	Mashuru N/A	3	3
		4	1	Kangemi	1	
		5	1	Kibera	1	
		6	1	Loresho	1	
		7	1	Namanga N/A	2	2
3	Milimani South	1	1	Riruta	1	
		2	1	Dagoretti	1	
		3	1	Langata	1	
		4	1	Nairobi West	1	
		5	1	Waithaka	1	
		6	1	Karen	1	
		7	1	Mutu-ini	1	
4	Nairobi Central	1	1	Bahati	2	
		2	1	Buruburu	1	
		3	1	Eastleigh	1	
		4	1	Athi River	1	
		5	1	Makandara	1	
		6	1	Neema	1	
		7	1	Machakos	1	1
		8	1	Kibwezi N/A	5	2
		9	1	Kitengela	2	
5	Nairobi East	1	1	Umoja	1	
		2	1	Kariobangi South	1	
		3	1	Dandora	1	
		4	1	Embakasi	2	
		5	1	Kayole	1	
		6	1	Ruai West	1	

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		7	1	Ruai Central	1	
		8	1	Ruai East	1	
		9	1	Kangundo N/A	1	1
		10	1	Tena	1	
		11	1	Unity	1	
6	Nairobi North	1	1	Mukinyi	1	
		2	1	Kahawa Farmers	1	
		3	1	Kahawa West	1	
		4	1	Sukari	1	
		5	1	Githurai	1	
		6	1	Ruaraka	1	
		7	1	Kasarani	1	
		8	1	Kimbo	1	
		9	1	Mbooni N/A	1	1
		10	1	Gateway	1	
		11	1	Zimmerman	1	
		12	1	Thome	1	
7	Ngong Hills	1	1	Ololaiser	1	
		2	1	Ngong	1	
		3	1	Kibiko	1	
		4	1	Kerarapon	1	
		5	1	Ntashat Parish	1	1
		6	1	Kiserian	2	
		7	1	Ewuaso Kedong O/reach	1	1
8	Pwani	1	1	Makupa	1	1
		2	1	St Margaret's	1	1
		3	1	Mtwapa	0	0
		4	1	South Coast	1	1
		5	1	West Coast	1	1
		6	1	Voi	1	1
		7	1	Malindi	1	1
		8	1	Kilifi Outreach	1	1
		9	1	Mpeketoni	1	1
		10	1	Kisauni	0	0
		11	1	Sagalla Mission Area.	0	0
9	Tanzania M Presbytery	1	1	St Columbus	1	1
		2	1	Arusha Mjini	1	1
		3	1	Arusha Nendeni Area	1	1
		4	1	St Johns Kinondoni	1	1
		5	1	Mbeya Nendeni Area	0	0

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77	87	29	58

Adopted from P.C.E.A Church Directory.

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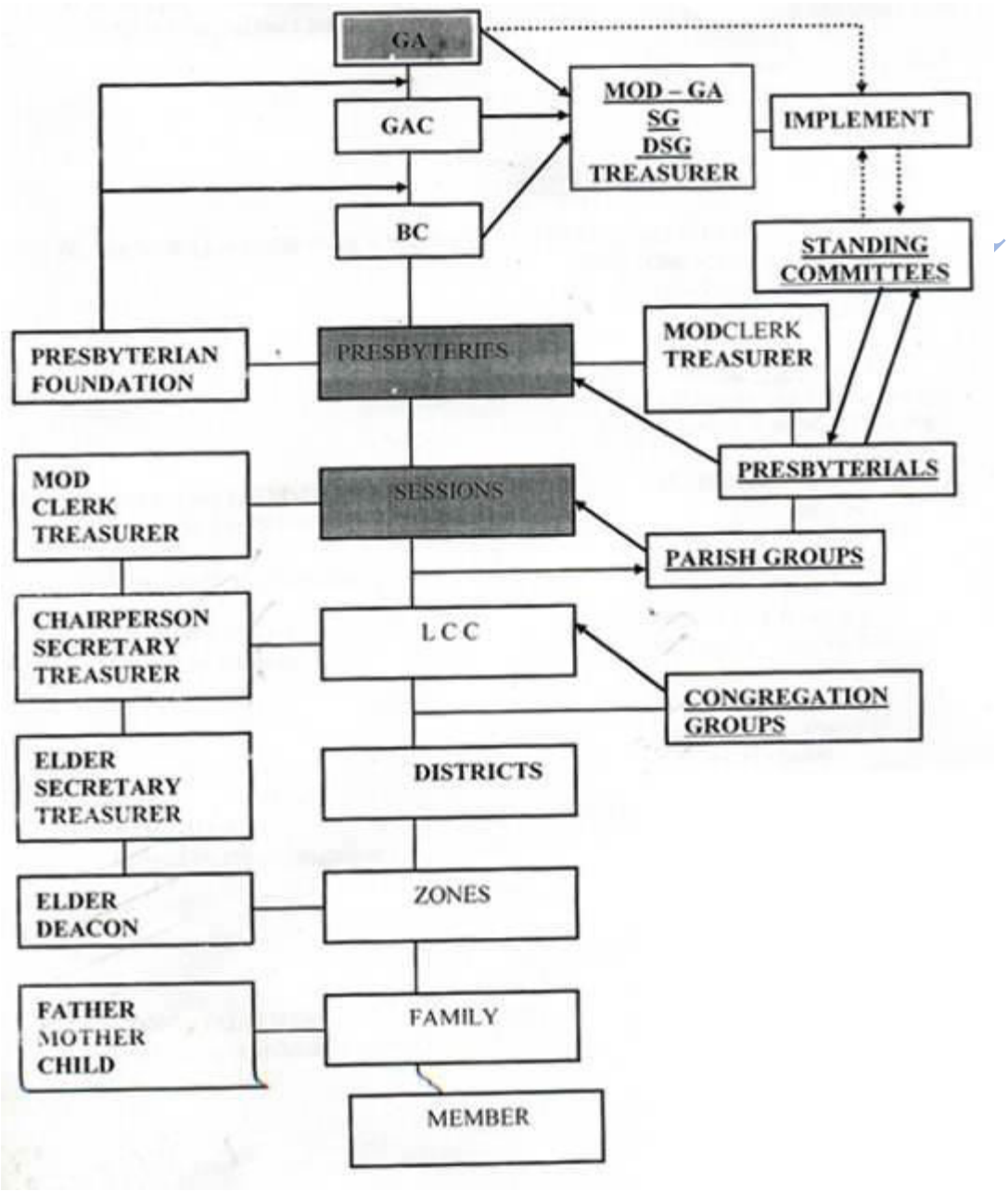
Appendix 2: Structure of Presbyterian Church



The structure of the P.C.E.A Church

Adopted from the P.C.E.A website.

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Appendix 3: Questionnaire

Dear Respondent,

My name is Jane Njoroge an MBA student at Daystar University. I am carrying out a study on factors affecting the motivation of PCEA Church Evangelists in Nairobi Region. This research is basically an academic exercise and all confidentiality will be kept. Kindly fill this questionnaire and respond to the questions to the best of your knowledge and understanding.

SECTION A: PERSONAL INFORMATION

1. Gender information male ( ) Female ( )
2. Your age bracket

   20 - 25 ( ) 26 -30 ( ) 31 – 35 ( )

   36 – 40 ( ) 41 – 45 ( ) 46 – 50 ( )

   51 – 55 ( ) 56 – 60 ( )
3. How long have you worked as an Evangelist?

   Less than one year ( ) Two to five years ( )

   Six to ten years ( ) Over ten years ( )
4. Would you like to work as an Evangelist the rest of your life?

   Yes ( ) No ( )
5. Please give reasons for your answer in question 4

   above._____

   _____

   _____

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SECTION B: EMPLOYEE MOTIVATION IN THE P.C.E.A CHURCH.

1. What is your understanding of the term employee motivation?

   _____

   _____

   _____

2. Considering your answer in number (1) above, do you think the Church motivates its employees?

   Yes ( ) No ( )

   Please give reasons for your answer

   _____

   _____

   _____

3. If your answer in question 2 is (Yes), how would you rate employee motivation in the P.C.E.A. Church?

Excellent	Good	Neutral	Fair	Poor

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SECTION C: MOTIVATION FACTORS THAT THE CHURCH HAS FOR THE EVANGELIST.

1. What motivation factors listed below does the Church provide for the post of the Evangelist? (Tick as many as apply to you.)

   a. Recognition. ( )

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b. Interesting work. ( )

c. Job security. ( )

d. Promotion and growth. ( )

e. Company policies and structures. ( )

f. Rewards and remuneration. ( )

g. Good working conditions ( )

h. Relations with Superiors. ( )

2. Is there any other motivation that the Church provides that is not listed above? (Please list as many as possible)

_____

_____

_____

3. What other motivating factors or methods do you think the Church can use to motivate the Evangelist?

_____

_____

_____

4. In your opinion, do you think the motivations offered by the Church help an Evangelist to perform well?

_____

_____

_____

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SECTION D: EFFECTS OF EMPLOYEE MOTIVATION IN P.C.E.A.CHURCH.

1. How would you rate the following motivation factors in the P.C.E.A Church?

	Excellent	Good	Neutral	Fair	Poor
Recognition					
Interesting work.					
Job security.					
Promotions and growth in organization					
Company policies and structures.					
Good salary, wages and bonuses.					
Good working conditions.					
Good relations with Superiors.					

2. When do you think an Evangelist is most motivated?

_____

_____

_____

3. Among the factors listed below do you agree with the statement that "Availability of these factors of motivation in the post of an Evangelist makes him/her perform well in his/her duties"?

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State in the table whether you strongly agree, Agree, Neutral, Disagree, strongly disagree.

	Strongly agree.	Agree.	Neutral	Disagree	Strongly disagree.
Recognition					
Interesting work.					
Job security.					
Promotions and growth in organization					
Company policies and structures.					
Good salary, wages and bonuses.					
Good working conditions.					
Good relations with Superiors.					

Thank you for your cooperation.

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