

Effect of Rewards and Compensation on Job Satisfaction among Church Workers in Nakuru West Sub County

Shadrack Rotich

Kabarak University, Kenya

Email address: scrotich@kabarak.ac.ke

Abstract

The main purpose of the study was to determine how reward and compensation affect job satisfaction among church workers in Nakuru West Sub County. Herzberg's Two-Factor and the expectancy theories guided the study. The study employed descriptive survey research design. The target population for the study were the pastoral and other church employees in all the 4 mainstream churches in Nakuru West Sub County. These churches have combined staff population of 188 staff comprising of the pastors, evangelists, secretaries, administrators, caretakers and other staffs recruited depending on the needs and capability of the churches. The study used the primary data where questionnaires were used to collect data after being subjected to Cronbach test for reliability and judgmental test for validity. The study conducted a piloting study, Data was analysed using SPSS version and will initially be analysed using descriptive statistics, and thereon, inferential statistics such Pearson product moment correlation and multiple linear regression analysis. Results was presented in the form of tables and figures. From the research findings, the study concluded that, the study found that factors including salary, benefits, organisational policies, supervision, working conditions and relationships. On the other hand, motivators such as achievement, recognition, promotion, responsibility and work itself promote motivation and consequently satisfaction. The study concludes that employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

Key terms: Opportunities for advancement, rewards and compensation, job satisfaction, employees

How to cite this article in APA (6th Edition)

Rotich, S. (2021). Effect of Rewards and Compensation on Job Satisfaction among Church Workers in Nakuru West Sub County. *Editon Cons. J. Arts., Humanit. S. Stud.*, 3(01), 212-217. Doi:

[10.51317/ecjahss.v3i1.201](https://doi.org/10.51317/ecjahss.v3i1.201)

Introduction

A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job (Fink, 2009). Overall job attitude can be conceptualized in two ways. Either as affective job satisfaction, that constitutes a general or global subjective feeling about a job. Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer. Studies demonstrate that interrelationships and complexities underlie what would seem to be the simply defined term job attitudes. The long history of research into job attitudes suggests there is no commonly agreed upon definition (Fink, 2009).

There are both cognitive and affective aspects, which need not be in correspondence with each other. Job attitude is distinct from the broader term attitude, because attitude is defined as a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour, whereas job attitude is a particular instance as an entity. Consequently, the term "job" involves one's current position, one's work or one's occupation, and one's employer as its entity. However, one's attitude towards his/her work does not necessarily have to be equal with one's attitudes towards his/her employer, and these two factors often diverge.

Job satisfaction is described as the feelings that an employee has about his/her job. It can be formally defined "as the degree to which individuals feel positively and/or negatively about their jobs" (Steyn, & Van Wyk, 1999). Employees experience a feeling of accomplishment if their desired expectations are met, that will ultimately determine the degree of satisfaction. In other words, job satisfaction befalls when a job meets the, values, expectations and standards of an individual and will stimulate their commitment and performance (Gordon 1999). Higher will the level of job satisfaction if the degree

of the expectations being met is greater. The report reveals that from the worker's perspective, the level of job satisfaction increases when he finds his work more interesting and different (Dinler, 2008; Wright & Davis, 2003). The concept of job satisfaction is rapidly gaining attention in church administration nowadays. Job satisfaction is the backbone for an organization's success; the key to successful organization is the secret of satisfied workers. Like job attitude, Baron et al. (2003) assert that job satisfaction is an attitude towards one's job and it is the affective, cognitive and evaluative reactions towards their job. However, existing research has not yet established a cause effect relationship between the two.

Church work is largely regarded as sacrificial or borne out of a religious duty or simply a "call" to serve. However, over the last two decades, the church as an organization has evolved considerably from the traditional model and with it the expectations of its management and staff. For example, many churches find themselves relying heavily on their local resources to meet their needs as opposed to the past where they received some substantial support from some parent church overseas. This diminishing support has considerably affected job satisfaction of the church workers most of who feel they work for a local organization with limited resources and fewer opportunities for advancement. Consequently, local churches are finding it difficult to recruit and maintain highly qualified staff and the option of developing their own staff is greeted with the risk of turnover as the staff may opt to work for other institutions once they have been successfully trained. This can be attributed to the attitudes they have towards church work.

Attitudes affect morale. For instance, when workers feel that they are working much harder than others are with similar or comparable qualifications in other sectors of the economy but are receiving fewer rewards; they will most

likely feel dissatisfied with their jobs and form attitudes about them. Furthermore, a person may be satisfied with one aspect of his job and dissatisfied with another. Attitudes can also vary with the individual circumstances and can be collective when there are crosscutting issues among the staff such as pay, promotion opportunities and supervision and this may considerably affect the morale of the staff. When morale falters in an organization such as a church, the management can expect high quality work to diminish and negative attitudes among staff members working areas, which are the first point of contact for members, and other potential members. Furthermore, the management can expect their employees to engage themselves in other income generating opportunities or voluntary turnover, which can be detrimental since replacing some staff, can be quite an uphill task. Continuity of a mature, knowledgeable, technically competent, satisfied staff is key to helping the church fulfil its organizational mission. This research focused on the effect of rewards and compensation on job satisfaction among church workers.

LITERATURE REVIEW

According to Byars et al. (2003), organizational rewards come as a result of one's employment in a given organization and may be intrinsic or extrinsic. Further, Byars states that intrinsic rewards are internal to an individual and are derived from participation in certain tasks or activities from which the individual derives much satisfaction, e.g. status, personal growth, achievement, feeling of accomplishment and are tangible. These may include pay, all kinds of benefits, recognition for jobs well done, promotion, social relationships, work environments, etc. Flippo (1984) defines compensation as the adequate and equitable remuneration of personnel for their contribution to organizational objectives. All compensation programs are designed to do three things, they are to attract capable employees into the organization, motivate them towards

superior performance and retain their services for long periods.

No job search is a walk in the park, and advancement searches can be particularly tricky given the imbalance of supply and demand within the profession-the market for qualified advancement leaders is exceptionally strong, but that can often lead people to make hasty career decisions based on opportunity rather than prudence. As a search consultant, I have worked with many exceptional advancement officers and leaders who have thrown their hats into the ring as candidates only later to discover it wasn't in their best career interests or that they didn't go about the process in a thoughtful, productive way.

Every person, situation, and search is different, and we all certainly make career missteps. What follows, however, are some rules of thumb for how to handle yourself when your opportunities to pursue advancement positions come along.

Take your time. The supply and demand curves in the advancement market are way out of whack. They have been this way for many years, and there seems to be no point of stasis on the horizon. Thus, there are many more jobs out there than there are people for those jobs. This means that you will likely be tempted with career opportunities earlier and more often than might be the case were you in another profession. This can be seductive. In fact, search consultants like me go to great lengths to make it so, but we also rely on you to govern your own career. Do your best to know when you are ready and when you are not. My colleagues, competitors, and I will respect that, as will employers.

Stay within your bounds. An unbalanced market like this one leads to much of what we used to call "Peter Principle." This is what happens when someone rises to the level of his or her own incompetence. Do not go there.

Stretch yourself, but always stay within the bounds of your experience and your immediate potential. It does neither you nor your institution any favours to perform at less than an outstanding level.

Find the right institutional fit. It is not enough to want to move up the advancement ladder. You have to want to lead an institution with which you resonate, one about which you can be sincere and passionate. Our clients want to know that you wish to serve them, specifically. Understand that this is your responsibility, not ours. Recruiters may call you about any number of different types of places. It is your role to focus your aspirations on the sorts of places that float your boat.

Keep your ego in check. Finally, allow me a moment of venting. To my mind, the most insidious and discouraging aspect of the unbalanced marketplace in advancement is the attitude of some of the people that I encounter in my various searches. I understand and applaud that the pay scale in advancement has risen precipitously in recent years. Nonetheless, the money, the opportunities, and the demand in the marketplace have also led to a lot of unpleasant and inappropriate behaviour on the part of some advancement officers.

There is an epidemic of egocentrism out there that undermines the esteem in which the profession is held. It manifests in many ways, the most egregious of which are: short tenures and constant movement from institution to institution; and 2) outrageous arrogance on the part of candidates and potential candidates, not only when negotiating the terms of engagement but even when deigning to discuss or to interview for an opportunity. It is my observation that the regard with which this profession is held within the academy has never been lower in my 37 years in higher education.

This sort of behaviour reflects poorly on both the profession and the individual, and both will suffer for it. Karma will assert itself. People in my profession have long memories and very comprehensive databases; we will remember. Much more importantly, the leaders of institutions - their presidents, deans, and boards - will also remember.

Today's advancement leaders hold in your hands the key to the way your profession will be viewed in the future. I plead with you to respect your position, your craft, your colleagues, and the higher education sector that you serve and to manifest that respect by acting with class, with intelligence, with dignity, and with humility.

RESULTS AND FINDINGS

Table 1: Reward and Compensation

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	X ²	P-value
Our church management recognizes our performance and rewards us accordingly	0	11(44)	6(24)	5(20)	3(12)	45.116 ^a	0.077

I am content with the salary am being paid by my church as I feel it is enough for my needs	2(8)	5(20)	4(16)	7(28)	7(28)	52.054 ^a	0.189
The allowances are so small that they don't have any motivational effect	5(20)	8(32)	3(12)	7(28)	2(8)	55.466 ^a	0.115
Our medical and life insurance cover are adequate	3(12)	8(32)	2(8)	5(20)	7(28)	43.559 ^a	0.490
What we earn cannot enable us to contribute meaningfully to retirement pension schemes	5(20)	10(40)	2(8)	4(16)	4(16)	44.479 ^a	0.451

From the results, majority of the respondents agreed ($\chi^2 = 45.116$, $P=0.077$) that their church management recognizes their performance and rewards them accordingly. The findings also indicate that majority of the respondents both disagreed and strongly disagreed ($\chi^2 = 52.054$, $P=0.189$) that they are content with the salary that they are paid by their church and felt it was enough for their needs, while majority of the respondents agreed ($\chi^2 = 55.466$, $P=0.115$) that their allowances were so small that they didn't have any motivational effect, while majority of the respondents agreed ($\chi^2 = 43.559$, $P=0.490$) that their medical and life insurance cover were adequate. The findings also established that majority of the respondents agreed ($\chi^2 = 44.479$, $P=0.451$) to the fact that whatever they earned cannot enable them to contribute meaningfully to retirement pension schemes. In consideration of the above outcomes, there is high likelihood that reward and compensation spur a major response to employee job satisfaction.

Ho: There is no Significant Relationship between Rewards and Compensation and Job Satisfaction among Church Workers in Nakuru West Sub County

The hypothesis was to test if there is a relationship between rewards and compensation and job satisfaction among church workers in Nakuru West Sub County. The null hypothesis was that there is no significant relationship between rewards and benefit and job satisfaction among church workers in Nakuru West Sub County. The results reveals a p-value of .023 which is less than 0.05 ($p < 0.01$). The hypothesis was therefore rejected and concluded that there is a significant relationship between rewards and compensation and job satisfaction among church workers in Nakuru West Sub County

Reward system was indicated as one of the bottleneck for staff not to remains in the organization. 93.4% from existing employee indicated that employee who work more and have higher performance was not rewarded with better pay and was not get promotion or career development opportunity. Thus, 64% intended to leave the organization because of unfair reward system.

The study found that factors including salary, benefits, organisational policies, supervision, working conditions and relationships. On the other hand, motivators such as achievement, recognition, promotion, responsibility and

work itself promote motivation and consequently satisfaction. Once hygiene factors are met, the motivation factors will promote job satisfaction. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviour and they are motivated by the need at the next level up the hierarchy. Based upon this theory, employees will seek to fulfill self-actualization needs whenever their other' low-level needs have been met. Finally, Remuneration and Benefits should reflect the expectations of the position.

Fair and clear employee promotion program based on employee's performance and ability increase staff morals. In the meantime, it confirms employee trustworthiness to their organization. Thus, employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

CONCLUSION AND RECOMMENDATION

Conclusion: The study found that factors including salary, benefits, organisational policies, supervision, working conditions and relationships. On the other hand, motivators such as achievement, recognition, promotion, responsibility and work itself promote motivation and consequently satisfaction.

Recommendation: Fair and clear employee promotion program based on employee's performance and ability increase staff morals. In the meantime, it confirms employee trustworthiness to their organization. Thus, employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

References

- Baron, R. A., Dietz, J., Robinson, S. L., Folger, R., & Schulz, M. (2003). The impact of community violence and an organization's procedural justice climate on workplace aggression. *Academy of Management Journal*, 46(3), 317-326.
- Byars et. Al. (2003). Human resource management Irwin/McGraw-Hill, USA.
- Dinler, D. (2008). Job satisfaction; Dispositional and situational influence, international review of industrial and organizational psychology 59-83.
- Fink, S. L. (2009). High commitment workplaces. New York, NY: Quorum Books.
- Flippo, E. B. (1984). Personnel Management, Publisher McGraw-Hill.
- Gordon, M. E., & Fryxell, G. E. (1989). Workplace justice and job satisfaction as predictors of satisfaction with union and management. *Academy Management Journal*, 32(4), 851-66.
- Steyn, G. M., & Van Wyk, J. N. (1999). Job satisfaction: Perceptions of principals and teachers in urban black schools in South Africa. *South African Journal of Education*, 19(1), 37-44.
- Wright, B. E., & Davis, B. S. (2003). Job satisfaction in the public sector. *The American Review of Public Administration*, 33(1), 70-90.