

## **Establishing How Church Leadership Affects Job Satisfaction among Church Workers in Nakuru West Sub County.**

**Shadrack Rotich**  
Kabarak University, Kenya  
Email address: [scrotich@kabarak.ac.ke](mailto:scrotich@kabarak.ac.ke)

### **Abstract**

The main purpose of the study was to establish how church leadership affects 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, it can be concluded that church leadership encourages teamwork among employee leadership. The study recommended that church leadership do more effort on teamwork so they may able to share and integrate individual ideas for the betterment of job performance.

**Key Terms:** Job Satisfaction, Church Leadership, Employees.

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## Introduction

Organizations today both public and private, and profit making and non-profit making are under considerable pressure to increase their competitiveness. The competitiveness result from the changes that are because of such factors as new ways of management, leadership styles and technological development. As a result, organizations experience continuous change in the way they are managed and the way they operate (Parvin, & Kabir, 2011). Hence, the concern of managers at different levels in organizations centres is effectiveness under a constantly changing environment. The effectiveness of organizations also depends on their employees 'commitment to their work and the organization. According to Agrawal (2010), the biggest challenge of the present day, human resource management is the motivation and retention of employees and motivation can only be effective if it is packaged to meet the employees 'expectations, which informs their job satisfaction.

Essentially, their mission first and foremost to provide pastoral care and spiritual nourishment to her members and the community at large, then where possible they provide interventions to local communities through carefully designed projects meant to empower them such as schools, vocational training institutions, recreation activities, health and water etc. This obviously entails a lot of decision making at different levels to ensure that the available resources are meted out in such a way as to ensure maximum efficacy (Bell, et al., 2010). As such, the church requires highly skilled employees to deliver their services competitively to continually gain the support of the community and their partners. However, attracting and retaining such employees especially in the present day and age remains the institutions greatest challenge notably due to the attitudes and expectations potential candidates have towards church work. Employee attitudes on such issues as, rewards, advancement opportunities, undefined job roles, work overload, fear of losing position, individualized work environment, failure to see vision,

and leadership may have a considerable bearing on their ability to derive satisfaction on their jobs and consequently affect their performance and commitment to the organization.

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 leadership on job satisfaction among church workers.

#### LITERATURE REVIEW

Job satisfaction is how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. (Spector, 1997). According to Evans (1999), job satisfaction is defined as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to being met”. A rather interesting definition of job satisfaction is given by Parvin and Kabir (2011) who say, “Job satisfaction describes how content an individual is with his or her job.” and further add that “It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person’s parent.” According to Man, Modrak, Dima and Pachura (2011) Job Satisfaction is a general expression of workers’ positive attitudes built up towards their jobs. For the purposes of this study, all these definitions will be adopted to provide a more holistic discussion of the subject since they encompass the two dimensions of job satisfaction namely cognitive and affective job satisfaction. Moreover, other theorists such as Rose (2001) however view job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and

intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

Employees maintain an attitude towards their jobs because of diverse features of their job, social status that they have gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job’s own specific characteristics and the job expectation employees hoped, are appropriate for employees’ desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction. Besides its answering the individual needs of physiology and security, if job also effects the person's feelings and values in positive way, then it can be said that there is a job satisfaction (Turner, & Brown, 2004). As it is known, job satisfaction has been a subject to scientific researches with “Hawthorne” studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state because of evaluation of the job or job experiences (Man, Modrak, Dima & Pachura, 2011). Churchill, Ford and Walker (1974) describe the term of “job satisfaction” for salesmen as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself (Locke, & Latham, 1990).

Church staff are most concerned with the character and competence of their leadership, specifically the spirituality of leaders and how they manifest the fruits of the Holy Spirit at work. Staff members expect church leaders to have authentic integrity with a willingness to be vulnerable, especially in today’s climate. The issues with the highest correlation to staff commitment included: A demonstrated fairness and integrity of the church’s leaders; A level of trust between senior leadership and staff; The effective management of church administration and programs; A perceived improvement of conditions in the church over the past

year; Prioritization of Christ's interests in daily decision-making; Exhibition of the Fruits of the Spirit by leadership (from Galatians 5:22-23).; Leaders' willingness to be open, authentic and humble. The issues that correlate least with staff commitment levels include: Satisfaction with levels of benefits and paid time off; Regular performance feedback or review; High focus on excellence among co-workers; Effective teamwork among staff members; The availability of the manager to help solve problems in the workplace.

Leadership is an important organizational element that plays vital role in business success. As it is a managerial function, characterized by social interaction, it can influence human resources in a firm to achieve organizational goals. More specifically, achieving organizational goals like creating a high-performing-work environment and sustainable competitive advantage depends on leadership style that its leaders adopt. There can certainly be a positive correlation between leadership style and job satisfaction. Job satisfaction, in turn, is a critical factor that helps an employee perform well, become highly productive, stay long in the same organization, improve working attitudes etc. A better leadership style thus results in a number of positive outcomes including high-performance, employee satisfaction and productivity. This research paper relates to the above mentioned correlation between leadership and job satisfaction. This paper is an attempt to explain what job satisfaction is and how this can positively be impacted by a better leadership method.

Leadership is a process of guiding the behaviour and attitude of others towards organizational objectives. A person with leadership quality would be able to influence his subordinates to behave in a particular way and manner and to follow some specific instructions due to his guiding. According to a definition, given by Daft (2007) in his work, "leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes" (p. 4). Leadership is basically influence that occurs among people. Rost (1993) emphasized that every words in the

above mentioned definition of leadership were carefully considered and selected to convey very specific meanings that include certain values and assumptions (p. 102). Leadership necessarily involves influence, intention, followers, change, shared purposes, personally responsibility and integrity. The main two variables, namely leadership and job satisfaction are closely related. To come to the core of the research, it is important to outline various styles of leadership and to draw how they each affect employees or their attitudes. Leadership influences the level of employee's job-satisfaction. What leadership style influences job satisfaction positively and what styles influence them negatively are quite unknown.

There are different types of leadership styles like transformational, charismatic, participative, situational, transactional, the quiet leader and servant leadership (changingminds.org, 2010). Charismatic leadership is the ability of leader who derived leadership authority through some unknown and God-given gift to him, and his ability seems to be divine (Sashkin, p. 56). Charismatic leaders make an emotional impact on subordinates as they appeal of their both hearts and minds (Daft, 2007).

As Daft and Lane (2009) pointed out, transformational leadership is similar to charismatic leadership, but they are distinguished by their special ability to develop innovative ideas and bring changes to the organization by recognizing subordinate's needs and concerns, by helping them solve old issues in newer strategies and encouraging them to question the status quo (p. 424). Griffin and Moorhead (2009) viewed that transformational leadership mainly focuses on differences between leading for change and leading for stability (p. 335). More specifically, a transformational leader will be a good visionary who inspires his followers and injects enthusiasm and energy to others to get them do things. Their style is that they develop vision and put passion and energy in to things they would like to do through others.

Transactional leaders are those who clarify the roles and tasks-related requirements of their followers, provide appropriate rewards and try to meet their social needs as well (Daft, & Lane, 2009, p. 424). Participative leaders are those who indulge in decision-making and they understand issues more clearly and work with others to accomplish joint goals. Rather than being autocratic, he thinks to become involved in decision making as well as

helping others to do things. Situational leaders are those who act appropriately according to the best situations. Quiet Leader is one who is strongly task-oriented and therefore gives credit on others rather than feeling of his own ego.

### RESULTS AND FINDINGS

**Table 1: Leadership**

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	X <sup>2</sup>	P-value
I do not find our church leadership very engaging	0	12(48)	4(16)	7(28)	2(8)	41.128 <sup>a</sup>	0.256
Our church leadership does very little to encourage us to grow	4(16)	10(40)	0	7(28)	4(16)	41.080 <sup>a</sup>	0.258
We don't experience any strive among church leaders	2(8)	4(16)	9(36)	7(28)	3(12)	66.034 <sup>a</sup>	0.043
I am a times assigned responsibilities which enable me to develop my leadership skills	2(8)	16(64)	6(24)	1(4)	0	39.472 <sup>a</sup>	0.317
Most of our leaders provide clear directions on how they expect things to be done	4(16)	9(36)	5(20)	5(20)	2(8)	67.116 <sup>a</sup>	0.035
Our church leaders often delegates responsibility	5(20)	13(52)	0	5(20)	2(8)	48.777 <sup>a</sup>	0.076
Our church leaders often recognises hardworking employees	1(4)	10(40)	2(8)	8(32)	4(16)	59.970 <sup>a</sup>	0.115
Our church leaders often involves us in church activities	5(20)	15(60)	2(8)	2(8)	1(4)	64.306 <sup>a</sup>	0.058

Source: Research data, 2016

Table 1 shows that most of the respondents agreed ( $\chi^2=41.128$ ,  $P=0.256$ ) that they do not find their church leadership very engaging. The findings also revealed that majority of the respondents agreed ( $\chi^2=41.080$ ,  $P=0.258$ ) that their church leadership does very little to encourage them to grow. Majority of the respondents were undecided on whether they experienced any strife among church leaders ( $\chi^2=60.034$ ,  $P=0.043$ ) while majority of the respondents agreed ( $\chi^2=39.472$ ,  $P=0.317$ ) that a times they are assigned responsibilities which enable them to develop their leaderships skills. The findings also revealed that most of the respondents agreed ( $\chi^2=67.116$ ,  $P=0.035$ ) that their church leaders provide clear directions on how they expect things to be done. The findings also revealed that majority of the respondents agreed ( $\chi^2=48.777$ ,  $P=0.076$ ) that their church leaders often delegates responsibility, while majority of the respondents agreed ( $\chi^2=59.970$ ,  $P=0.115$ ) that their church leaders often recognizes hardworking employees. Lastly, majority of the respondents agreed that their church leaders often involves them in church activities ( $\chi^2=64.306$ ,  $P=0.058$ )

**Ho: There is no significant relationship between leadership and job satisfaction among church workers in Nakuru West Sub County**

The hypothesis was to test if there is a relationship between leadership and job satisfaction among church workers in Nakuru West Sub County. According to the results, the p-value .023 is less than 0.05 ( $p<0.05$ ). The hypothesis was therefore rejected and concluded that there is a significant relationship between leadership and job satisfaction among church workers in Nakuru West Sub County.

From findings 50% of respondents indicated that church leadership encourages teamwork among employee however, 50% of respondents were not similarly

responded. Hence, recommended that church leadership do more effort on team work so they may able to share and integrate individual ideas for the betterment of job performance?

The Leaders should approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence church leadership should encourage, employees to participate the decision making process of the organization core programs.

Church leadership need to increase their interactions with employees in staff meetings and increasing guided discussions of topics related to issues in the organization. Employee suggestion schemes and attitude surveys should be implemented where employees can be interviewed to determine their perceptions of various organizational issues especially those that affect their working life. Effort should be made to increase employee participation especially in the church policy formulation and decision making process. Employees should be allowed to contribute in policy development since they play a major role in policy implementation and this among others can increase organizational commitment.

**CONCLUSION AND RECOMMENDATION**

**Conclusion:** It can also be concluded that the factors affecting job satisfaction among employees in Church leadership there is a significant relationship between leadership and job satisfaction among church workers in Nakuru West Sub County.

**Recommendation:** Hence, recommended that church leadership do more effort on team work so they may able to share and integrate individual ideas for the betterment of job performance.

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