

Human Resource Management Practices of the Presbyterian Church of East Africa and Organization's Performance (The Case of PCEA St. Andrews, Nairobi Kenya)

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Abstract

The purpose of this study is to examine the human resource management practices and how they are driving the performance of the church. The study was guided by the following specific objectives: to analyze factors influencing the implementation of Human Resource Management practices in the Presbyterian Church of East Africa; to explore whether the business practices applied in commercial organizations can be adopted in a nonprofit organization such as the Presbyterian Church of East Africa; and to evaluate how Human Resource Management practices under study are influencing the performance of the Presbyterian Church of East Africa. For purposes of the study, descriptive survey design was employed. The target population comprised of the elders, deacons, retired elders Church ministers and employees of Presbyterian Church of East Africa St Andrews. Non probability methods were used to arrive at a representative sample to participate in the study. Descriptive statistics were used to analyze the background information. Measures of central tendencies and dispersions presented the expected scores or measures from groups of scores in the study. Measures of variability, such as standard deviation, informed about the distribution of scores around the mean of the distribution. Frequency distributions show a record of the number of times a score or record appears. Findings of the study show that Human Resource Management practices in the Presbyterian Church of East Africa St Andrews are influenced by the nature of the organization or the organizational culture. The voluntary aspect of the Church has directed other factors of motivation while because the church leaders (deacons and elders) are not employees they see no reason why they should be supervised in terms of the development of performance measures. The findings also show that temporal matters of the Church calls for the Presbyterian Church of East Africa St Andrews to consider a business approach. The Presbyterian Church of East Africa just like the general Church has to address the multitude of ethical dilemmas, which fall on the temporal matters wing of the Presbyterian Church of East Africa St Andrews Church structure. Further, the findings show that the Human Resource Management practices of the leaders and administrative staff are contributing to church performance.

Keywords: Human Resource Management Practices, Presbyterian Church of East Africa, Clergy, Elders, Deacons, Group leaders.

LIST OF ABBREVIATIONS

CBD	Central Business District.
CEO	Centre for Economic Organizations
GA	General Assembly
GAC	General Assembly Committee
HRM	Human resource management
NPOs	Non Profit Organizations
PCEA	Presbyterian Church of East Africa
PUEA	Presbyterian University of East Africa
Rev	Reverend
TEE	Theological Education by Extension
USA	United States of America

1.0 INTRODUCTION

Unlike corporate organizations, the Church is a unique organization because while corporate organizations are based on customer services, quality, organizational centeredness and profit making, the Church seeks to offer inspirational services to humanity. "While the Church is accountable to God through its representatives, the ordained bishops¹ and priests, commercial organizations are accountable to the Chief Executive Officer (CEO) and the shareholders" (Messina 2003). The Church unlike cooperate organizations are voluntaristic in nature and

¹ In the PCEA they are referred to as Presbytery Moderators

have dual responsibility.

1.1 Background of the study

The dual responsibility of the Church as spiritual and organizational could be the reason for the increasing debate as to whether the church should follow a business approach or a humanistic approach in service delivery. According to Scott (1994), the Church is not a business but has a stewardship responsibility to ensure that all its resources are used effectively. This view by the author forms the rationale for this research, that human resource management (HRM) practices just as in cooperate organizations ought to play an important role in non profit organizations such as the Church, since people are an important asset just like other resources (financial, material) in the achievement of organizations objectives. This study will explore the HRM practices of the PCEA and how they are impacting on the PCEA performance. To test the hypothesis of this research the case study will be PCEA St Andrews parish.

The Presbyterian Church of East Africa (PCEA) is a growing Church, it's membership is not easily quantifiable but may be well over a million members and many more affiliates. The Church was started in 1891 by Scottish Presbyterian missionaries from Scotland and American Baptist missionaries from Connecticut, United States of America (U.S.A). At present, the denomination has about 450 pastors, 49 presbyteries and over 1,000 congregations in 320 parishes scattered across Kenya. It also has small congregations in both Uganda and Tanzania (www.pcea.org). Presbyterian Churches in East Africa are run through a three tier court system: the Parish Kirk Session, the Presbytery and the General Assembly. The General Assembly is the supreme policy making body of the Church and the highest court of appeal for any disputes originating from the lower courts. The Presbytery is the highest court of the Church in all matters spiritual and temporal. The PCEA is divided into 48 Presbyteries covering the three East African Countries of Kenya, Uganda and Tanzania. The Kirk session, which is the lowest court, is composed of ordained Church elders and the ordained ministers of the gospel. (See table I for more information on the organization structure of PCEA).

PCEA St Andrews was started in 1908 and dedicated in 1910 ministering mainly to Europeans in Kenya. It constituted the overseas Presbytery Church of Scotland, and the Presbytery of the Church of East Africa Synod formed the united PCEA. According to the Centennial Bible 2008, a partnership with the Church of Scotland was however retained where the senior minister of the St. Andrews congregation was seconded from the Church of Scotland.

1.1.1 PCEA St. Andrews Parish

The St Andrews Parish is situated within Milimani Presbytery. The Milimani Presbytery lies on the western side of Uhuru Highway, extending all the way to Dagoretti Centre. It is within Langata, Dagoretti and Westland's Constituencies of Nairobi province. The Presbytery has its offices within PCEA St. Andrews on Nyerere road. St. Andrews Church has approximately 4000 communicants. In addition to congregational worship, these members are nurtured through 28 districts, which are spread all over the City of Nairobi and its suburbs under the leadership of Elders and Deacons. To accomplish her mission, the parish works through numerous active ministry teams and committees. PCEA St Andrews church is situated within the central business district (CBD), was originally for White settlers until 1963, and the history of the parish could explain the reasons the Church attracts an elitist Church membership composition of professionals from various spheres of life. It is of the interest of this research to identify whether the position of the Church as a hub for top notch skilled professionals is contributing to innovativeness as regards the HRM practices and overall achievement of the Church Mission: to fulfill the great commission by proclaiming the gospel of Jesus Christ and building the kingdom of God by meeting the spiritual, social and physical needs of those within the reach of the St. Andrews parish.

Raymond Stone explains that the focus of HRM in the 21st century is on managing people within the employer - employee relationship. Specifically it involves the productive use of people in achieving the organization's strategic business objectives and satisfaction of individual employee needs (Stone, 2005). As intimated in Stone's definition of HRM, the people in the general PCEA, who are enabling the Church meets its objectives are the Church elders, ordained ministers of the gospel, deacons and the Church's administrative staff.

To achieve the mission, the organization structure has two functional elements, spiritual matters and temporal matters. (See table 2 for the structure of PCEA St Andrews). The spiritual role of the Church at the PCEA Church is given more consideration at the expense of temporal matters. (See annex one for organization structure of PCEA St Andrews). This study will test whether the structure of the PCEA St Andrews has an overall influence HRM practices. The management of the Human resources of the overall PCEA is guided by a document known as the schemes of service. This document guides the job and career prospects for all cadres of personnel for all parishes, including those employed by the organs other than the GA office. They include hospitals, projects, presbyteries, parishes and schools. The committee mandated to develop the scheme of services is the finance committee. (PCEA Schemes of services, 2010-2013 pg 24)The ordination of Church elders is also described in the Schemes of services and practice and procedure manual of the Church.

At present PCEA St Andrews has 28 church elders, 23 retired elders, 4 Parish ministers, 3 Associate Ministers, 1 evangelist and 29 Church staff. The deacons are 153 in total. The sample population will be derived from this groups .This study will analyze how the human resources above are managed through the PCEA HRM practices and their overall contribution to the St Andrews Church performance (PCEA, 2012).

The term HRM and ‘human resources’(HR) have virtually replaced the term ‘personnel management’ as a description of the processes involved in managing people in organizations. The concept of HRM was first defined by Bakke (1966) as the understanding, maintenance, development, effective employment, and integration of the potential in the resources of ‘people’ It was not until the 1980s that HRM developed in a fully fledged form. It is here when different scholars began giving detailed statements of the HRM as shall be described in section two of the study. The development of HRM too has not been left out at the PCEA St Andrews Church. It was not until the year 2006/7 that the Church began initiating a more comprehensive perspective in managing the administrative staff of the Church. This period show the development of job descriptions for Church staff and the establishment of a Human resource management committee. This committee is mandated by the Kirk Session of the Church to address welfare of Church staff, recruitment and conducting annual staff appraisal.

This study sought to establish whether there is a notably high level of HRM practice characteristic or best practices as presented by HRM gurus at the Harvard School of Beer et al (1984). As quoted from Armstrong (2009), the works of the Harvard school have been called the ‘Harvard framework’ by Boxall (1992). The study also sought to establish through the findings whether the HRM practices of the PCEA are influenced by the nature of the organization. This is in reference to the contingency theory by Paauwe (2004), the theory states that the relationship that HRM practices are influenced by specified organizational requirements and situations. More detailed analyses of these theoretical frameworks is presented in section two of the study.

1.2 Statement of the problem

Like many mainstream churches The Presbyterian Church of East Africa (PCEA) is facing a challenge of how remain to meaningful, relevant, effective, and fruitful among the younger generation. If the church is to remain relevant, it needs to be always prepared to carry out research and to continually re-evaluate its performance. Research and deep reflection will enable the PCEA to understand contemporary issues facing not only the young people but also humanity in general (Kamau, 2008). The author notes about the decline of youth attending church while others are joining non Christian groups such as the *Mungiki*. Could there be a problem in the way we are conducting church affairs? There is therefore need to reevaluate, reflect, reexamine and assess the HRM processes in the PCEA. Recruitment is the most critical function for an organization’s success or survival (Taylor and Collins 2000, p.34). Establishing a church framework that will positively contribute to enhanced HRM practices will go a long enhancing the establishment of a Church culture that will attract more people to join and participate.

Observation shows that there is a tendency for the church to leaving everything to prayer especially when recruiting people to serve or even rewarding those who volunteer to serve in various departments within the church. The question is whether the culture of prayer and pittance is enough. Have we over spiritualized everything? The question is whether HRM management practices of recruitment, selection, reward systems and appraisal systems within the church should be driven by scientific HR tenets but rather by emotions and personal networks. The Holy Bible has emphasized on the role of stewardship. Therefore though a certain school of thought may challenge a humanistic approach to church management, there is a stewardship responsibility to use resources wisely. The need for best practices will enhance the relevance of the Church in the 21st century.

The Christian challenge remains how to devise and work out ways to reach out to society in a relevant and fruitful way. One of the greatest challenges facing the Church in the twenty-first century is how to respond to the multitude of ethical dilemmas, which fall on the temporal matters wing of the PCEA St Andrews Church structure. These ethical dilemmas already emerging in society are abortion, homosexuality, poverty, capitalism, gender, genetic engineering, affirmative action, revolution, ethnic cleansing are all old issues which will assume greater significance as the new century dawns. The iron rod orthodoxy of the past is over. It no longer even gets a hearing. If the church should remain the salt and light, the challenge is that it must be prepared to reopen debates and find answers that truly resonate with a world in need. The problem is can the church adopt the best practices employed by say the business sector? Social ethics is now the new issue at hand – and one on which the Christian church and its relevance will stand or fall. The core business of the Church is serving humanity spiritually and servicing emerging societal needs. The PCEA needs to be strategically placed for an adequate and dynamic response. This cannot be done unless the HRM practices are compatible to the needs of increasing global challenge.

The role of volunteerism in the Church has been discussed by Ammerman in her book *Organized Religion in a Voluntaristic Society* (1997). The author notes that too much voluntarism is the key to understanding the current woes of religion. In recent years HRM practices such as the ones been studied in this

study emerge as one of the most strategically critical people management tool as they seek attract, retain and motivate talent. The challenge is whether the practicability of the voluntaristic nature of the Church which influences the implementation of HRM practices with a specific focus on the PCEA will survive in today's global economy characterized by increasing individual needs. This study will try understanding the realities and effects of voluntarism on the efficacy of the church in meeting its vision and mission. Increased globalization has led to emerging trends in the world economy such as technological changes, economic challenges and social trends. This study sought to evaluate whether the HRM practices under study in this research are compatible to the demands of a changing world.

1.3 Purpose of the study

The purpose of this study was to examine the human resource management practices and how they are driving the performance of the church.

1.4 Objectives of the study

The study was guided by the following specific objectives:

- (i) To analyze factors influencing the implementation of HRM practices in the PCEA.
- (ii) To explore whether the business practices applied in commercial organizations can be adopted in a non profit organization such as the PCEA.
- (iii) To evaluate how HRM practices under study are influencing the performance of the PCEA

1.5 Limitations of the study

This study focused on a subject that is very extensive. The study was conducted from a narrow perspective, and hence many limitations were brought forth as far as the generalization of the results of the study is concerned. In addition, there is limited research or lack of data or of reliable data on the research topics especially in regard to the Church which may limit the scope of my analysis. The issue of time and cost to investigate the research problem was also a constraint. In addition, access to elders and deacons may be a challenge because they are not full time employees of the PCEA and are engaged in other activities.

1.6 Definition of terms

This section provides the operational definition of terms, as they are used in the study.

Human resource management practices: Human resource management is concerned with all aspects of how people are employed and managed in organizations. The human resource management practices include strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well being and health and safety and the provision of employee services (Armstrong, 2009).

Recruitment: Barber (1998) defines recruitment as practices carried out by the organization with the primary purpose of identifying and attracting potential employees.

Reward and recognition: CEO (2010) defines a reward and recognition strategy is a set of guiding principles which aligns all forms of reward and recognition to the business strategy in order to clarify 'the deal' and to motivate and recognize desired performance and behavior.

Performance management: Performance management is a systematic process for improving organization performance by developing the performance of individuals and teams. It is a means of getting better returns by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements (Armstrong, 2009).

Organization performance: Organization performance in simple terms means how well the organization is achieving its reason for its existence, its goals or objectives and can be measured in terms of set indicators (Richard *et al.*, 2009).

2.0 LITERATURE REVIEW

2.1 Introduction

This section presents a review of the literature related to the purpose of the study. The section is organized according to the specific objectives in order to ensure relevance to the research problem. The review was undertaken in order to eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area. The literature review is based on authoritative, recent, and original sources such as journals, books, thesis and dissertations. The literature review also clarifies the variables, gives insights on how they have been studied previously, methodologies used, leads to the knowledge gap and enables a conceptual framework to be developed. It also provides the theoretical underpinnings of the study

2.2 Theoretical Framework

This section presents the theories of human resource management upon which the study is anchored. The theories are three: the strategic theories; descriptive theories; and normative theories. These theories presented will enhance the understanding of factors influencing HRM practices in organizations, best practices in HRM that enhance organization performance and the frameworks that show this linkages.

2.2.1 Contingency Theory

The contingency is a strategic perspective which shows the relationship between a range of possible external contingencies and HRM practices. According to Pauwe (2004) in Armstrong (2009), contingency theory states that the relationship between the relevant independent variables (HRM policies and practices) and the dependent variables (performance) will vary according to the influences such as company size, age and technology, capital intensity, degree of unionization, industry/sector and location. The theory is associated with the concept of fit—the need to achieve congruence between an organization's HR strategy, policies practices and its business strategies within the context of its internal and external environment. The contextual factors that influence that influence HR practices and policies are the external and internal environments. The external environment consists of social, political, legal and economic developments. The aspects of the internal environment that affects HR policy and practice are the type of business or organization, the size, age of the organization, the technology, the type of people employed, and the organization culture. This theory or strategic perspective and descriptive theories does not show the relationship between organization performance and HRM practices but helps to show what factors influence the implementation of HRM.

2.2.2. The Normative Theories

The normative prescriptive are behavioral, ethical approach and a best practice approach to HRM practices. An example of these theories is the Harvard framework, Boxwall (2002) is based on the belief that the problems of historical personnel management can only be solved when general managers develop a view point of how they wish to see employees involved in and developed by the enterprises, and of what HRM practices and policies may achieve those goals. According to Beer *et al* (1984), today's many pressures are demanding a broader, more comprehensive and more strategic perspective with regards to the organization human resources. According to Boxwall *et al* (2007), the ethical dimension of HRM means exercising social responsibility, i.e. being concerned for the interest (well being) of employees and acting ethically with regard to the needs of the people in the organization and the community.

Walton (1985), also of Harvard, expanded the concept by emphasizing the importance of commitment and mutuality. The new HRM model is composed of policies that promote mutuality, mutual goals, mutual influence, mutual respect, mutual rewards, and mutual responsibility. The theory is that policies of mutuality will elicit commitment which in turn will yield better economic performance and greater human development. By advocating a set of best practices for HRM practices, the normative approach assumes that appropriate HRM practices tap the motivation and commitment of employees which translates to superior organization performance. For example best practice recruiting and selection practices employed to promote the organization have been given by various authors for example. According to Ivangevich (2001), best practice recruiting and matching employees to jobs will mean lower employee turnover and greater employee satisfaction and organizational effectiveness. Redman and Wilkinson (2009), maintain that the person's specifications and competency framework is another best practice for recruitment and selection. According to the authors, a person's specifications, which are derived from the job description, details the personnel qualities that workers require to perform the job, the exact nature of person specifications has been greatly influenced by the competency of the profiling approach. This identifies the worker based attributes (knowledge, skill, ability, personality etc) or competencies, which are required to reach a required level of performance (or competence).

Pilbeam and Corbridge (2006) provide useful overview of potential positive and negative aspects noting that the recruitment and selection of employees is fundamental to the functioning of an organization, and they are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruited and can be distressing for managers that have to deal with unsuitable employees. A staged approach for recruitment has been proposed as a best practice in the recruitment exercise. According to CIPD reports (2007), the resourcing cycle of recruitment and selection begins with the identification of a vacancy and ends when the successful candidate is performing the job to an acceptable standard.. this staged approach includes, job analysis, defining the job, personnel specifications, advertisement procedures, selection methods, making the job offer and implementing an induction programme. According the CIPD reports (2007), selection decisions should be based on a range of selection tools as some have poor predictive job abilities. According to Torrington *et al* (2008), competency approach is an alternative approach to the traditional methods of recruitment and selection. It seeks to identify abilities needed to perform a job well rather than focusing on personal characteristics such as politeness or assertiveness.

Farham and Stevens (2000) found that managers in the public sector increasingly viewed traditional job

descriptions and personal specifications as archaic, rigid and rarely an accurate reflection of the requirement of the job. The American Society for Personnel Administration in its 'Employment Selection Procedures' (1993) shows that satisfaction with the communication process is critical to attracting applicants. In regard to the attraction element for applicants, Billsberry (2007) acknowledges a two way relationship between organizations and applicants, where the applicants decision making becomes an important factor that determines whether the recruitment process is successful or not. It is not just the efficiency of the organization's procedures in identifying applicants which will ensure the desired outcome (a good match between the individual and the job) but also how the potential applicants perceive and act on the opportunity offered.

Saks (2005), on recruitment activities says organizations should 'enhance the applicants' interest and attraction to the organization as an employer and increase the probability that they would accept the job. Redman and Wilkinson (2009) conducted a survey on factors that attract graduates to a workplace. The graduates rate happiness as the most important aspect of a job though they become motivated by other aspects, such as additional benefits, work-life balance and company culture.

As regards HRM practices of reward, the normative approach assumes that appropriate best practices in reward management taps the motivation and commitment of employees. According to IBEC (2010), reward and recognition has emerged as one of the most strategically critical people management tools for an organization as they seek to attract, motivate and retain the talent they need. Innovative methods are required to create effective reward and recognition systems which reflect changing needs and economic circumstances of both the business and employees. Employees value non financial aspects of employment experience such as career and skills development, security association with the brand and the business, flexibility, training and recognition for their contribution to organization success

According to Gerhart and Mikovich (1992), overall those organizations which give the most reward tend to attract and retain most people. There is less absenteeism and employee engagement. The needs satisfaction theories of motivation are example of a normative approach which provides a possible basis for developing the link between HRM and performance. According to (Gerhart and Mikovich, 1992, Lawler 1990, Vroom, 1964), when certain specific conditions exist, reward systems have been demonstrated to motivate performance. This occurs because people have their own needs and mental maps of what the world is like. Performance motivation depends on the situation, how it is perceived and the needs of the people. This motivation of performance objective is explained by the 'expectancy theory' of Vroom (1964), The Research Centre for Organization Studies of Belgium, (2006), state that basic need satisfaction positively influences effective organizational commitment and work engagement and subsequently lowers turnover intentions. The self determination theory (Deci and Ryan, 2004) argues that individuals have three basic needs, i.e. the need for autonomy, relatedness and competence of which satisfaction is essential for optimal functioning in several life domains including work (Deci and Ryan 2000). According to CEO (2010), reward systems are often a significant cost factor. Brown (2001) emphasizes the 'alignment of reward practices with employee values and needs'. Brown (2001) suggested that for effective reward practices, they have to have clearly defined goals and well linked to business objectives, they well designed pay and reward programmes, tailored to the needs of the organization and its people, and consistent and integrated with one another.

2.3 Empirical review

This section presents the empirical review.

2.3.1 Performance management in Not-for-profit organizations

The question as to whether the development of quantitative measures to track the activities of program operations such as HRM practices in NPOs has been discussed by several authors. Performance management has to a large extent being focused around profit making organizations. The argument is that service industries or non profit making organizations do not produce any tangible output, and it's difficult to measure performance. Commercial organizations generally have market competition and the profit motive to guide the process of managing resources, efficiently and effectively. According to Forbes (1998), NPOs are attempting results measurement of some type, but all are struggling with developing quantitative measurers to track their work impact on mission. Answers to the measurement of program operations and there impact on mission in NPOs have been presented by management authors for example, the balanced scorecard by Kaplan and Norton (1996) is a performance measure that states that organizations should focus on more than financial objectives and indicators. Financial indicators are not the relevant indicators of whether the agency is delivering on its mission.

According to Drayton (2002), NPO, the voluntary sector or social sector is undergoing transformation because of both the need and pressure to create more strategic, accountable NPOs. These influences have led many NPOs to undertake a process of embedding outcome measurement activities into program operations. In essence the non for profit is evolving from efficiently focused to strategically driven. Examples of performance measures advocated for NPOs are the 'six dimension framework', Fitzgerald et al (1991) who advocate the use of a range of performance measures covering 'six dimensions' they are, competitive performance, focusing

on factors such as sales growth and market, financial performances, concentrating, quality of service, looks at matters like reliability, courtesy, competency and availability, flexibility or ability to respond to process customer specifications and cope with fluctuations in demand, resource utilization how efficiently resources are being used. , innovativeness which is assessed in terms of both the success of individual innovations,

The Performance Prism developed by Cranefield school of Management, (formerly at the University of Cambridge) (2002) states that the focus of any organization whether for non profit or not for profit should be on stakeholders' satisfaction and stakeholder contribution. It should find answers to five basic questions in order to assess its performance objectively. Stakeholder satisfaction, the strategies put in place to satisfy stakeholders, the processes we are to execute, stakeholders contribution. As intimated in the performance Prism above and from a HRM perspective, stakeholders addressed in the model are the employees and customers.

2.3.2 Ministry in the PCEA

The literature reviewed under this section will enable the determining how HRM practices are implemented within the PCEA for Church performance.

In order to understand the call to serve at the PCEA reference is made to article one, of the PCEA Practice and Procedure (2008), Ministry means service, while minister refers to a servant. In the PCEA, the word Ministry is used in two ways. It is sometimes used generally to refer to the Ministry which the Church as a whole gives to the community in which it is set. According to Article 5.1 of the PCEA practice and procedure manual (2008), The PCEA holds the belief that it is 'entrusted with a Ministry not only to the souls of men, but also to their bodies and minds and, following the examples of its master who went about doing good, it reserves the right, as it shall see fit, to undertake educational or charitable work for the benefit of all who desire its help'. It is therefore resolved also to "devise plans and regulations by which the gifts of consecrated men and women may be duly recognized and employed in its service

On the admission of candidate to training for the ministry, article 5.13 Of the policies and procedure manual, (2008) states that a candidate for admission to training for the Ministry must first apply in writing to his Presbytery before the year preceding his intended entry. He submits his application through the Minister and Parish Session of the Parish where he is a member, furnishing the following information: Age: candidates must normally be not less than twenty five years of age, educational record, occupation, experience gained outside Church circles, for example employment for at least two years, record of voluntary Christian service, call to ordained Ministry. The Parish session is required to forward the candidates application to the Presbytery and to give its own recommendation on the application including information on the candidate's spiritual qualities and gifts of leadership.

To have an understanding of the church and its officers, article 12.1 Of the practices and procedures manual, (2008) states that all Ministries in the Church is a gift from Jesus Christ. Members and officers alike serve mutually under the mandate of Christ who is the chief minister of all. His Ministry is the base for all ministers: the standard for all the offices is the pattern of the one who came "not to be served but to serve" (Matt 20: 28). One responsibility of membership in the Church is election of officers who are ordained to fulfill particular functions. The existences of these officers differ from other members in function only. The Church officers mentioned in the New Testament which this Church has maintained include those of presbyters (Ministers of the Word and Sacraments), elders and deacons.

In addition to possessing the necessary gifts and abilities, natural and acquired, those who undertake particular ministries should be persons of strong faith, dedicated discipleship, and love of Jesus Christ as Savior and Lord. The manner of life should be a demonstration of the Christian gospel in the Church and in the world. They must have the approval of God's people and the concurring judgment of the courts of the Church. The following articles on the recruitment and selection of the human resources in the PCEA are quoted from the practice and procedure manual (2008).

Article 12.21 states that elders are set apart for office by prayer in a service of public worship. They affirm prescribed vows and sign the same formula as that required for Ministers. Before proceeding to set apart those nominated for eldership, the Parish Session must give the Congregation an opportunity to make objections, by intimation of its intention from the pulpit on three consecutive Sundays. Objections may be sustained or rejected by the Parish Session, subject to appeal to the Presbytery whose decision is final.

According to article 12.51, Deacons shall be elected annually by the Parish Session through Congregational meetings called for that purpose at each main preaching station within the Parish. The number to be elected shall be laid down by the Parish Session in advance. Appointment as a deacon shall be annual appointments which vary from year to year. Before the formal appointment, the names shall be announced in respective Congregations on three consecutive Sundays for every one to indicate if there is anything concerning Christian behavior or faith to render the person unsuitable for work as a deacon. The Session determines the number needed. Men or women suitable for training as evangelists are nominated by their Parish Sessions to the Presbytery. If it approves them, it transmits their names to the Standing Committee on training for the Ministry. According to the PCEA scheme of service (2010-2013), Job and career prospects for all career prospects for all

cadres of personnel should be clearly defined in the scheme of service which should adequately describe the jobs and give details of entry and promoting conditions where a vacancy exists. The prospects of upward or horizontal movement of staff should be defined in existing structures.

According to The PCEA Scheme of Service, (2010- 2013, article 11), the Church employees are indicated as tent making Ministers who are professional persons in their own right who have received theological training so that they can serve the Church at their places of work or at any other place as may be deemed necessary. Others are the sisters evangelists, head office, presbytery and parish employees who include, Church administrators, accountants and book keepers, secretaries, gardeners, caretakers, cleaners and watchmen .the

The PCEA Scheme of services (2010-2013 pg 25), quotes the salary review committee recruitment conditions that the Head Office, presbyteries and parishes should recruit qualified personnel following the criteria set out in the scheme of service in the review operations manual, their ability to pay and identified need, and the employment of multi skilled personnel who are computer literate. The posting of ministers depends on the social, political and economic needs of the region concerned, and the specific needs of a Presbytery/Parish in relation to specific talents, skills and abilities.

Reference of the discharging of staff duties are highlighted in Article 12 Of the Scheme of services 2010-2013. Ordained Ministers will discharge their duties as provided in the Practice and Procedure manual of the PCEA. The Non- clergy staff duties will be specified by the employer. Each Church employee should have a letter of appointment that specifies the terms and conditions of service and a copy of his/her job description. On tenure, each Church employee should have a letter of appointment that specifies the terms and conditions of service and a copy of his/ her job description. All appointments shall be tenable up to the retirement age of 60 years for the laity and 65 years for the clergy or such earlier date as may be deemed necessary on medical grounds.

According to article 13 of the scheme of service 2010-2013, the Personnel Committee will deal with all personnel matters as detailed in the terms and conditions of services of Church employees as defined in The Practice and Procedure manual. Other duties within their docket include; staff welfare, recruitment and selection. All professional jobs should be advertised. The advertisement should be through presbyteries and any of the two main daily national newspapers. Other duties allocated to this committee are: Public relations, liaison duties, advice on man power requirements and training.

Article 21.3 in the Scheme of service 2010-2013, gives a guideline on the search and ordination of Elders. There is need to establish a uniform criteria and procedure to be followed in searching for members eligible for ordination as Church Elders. The following qualities /attributes should be considered: Demonstrated call to service, spirituality where the potential elder must be a man or woman tested spirituality who is born again Christian and able to lead others to Christ., He/She must be fairly well educated to be able to communicate effectively, interpret and apply concepts and ideas necessary for Church growth and development. On character, He /She must be a person of unquestionable integrity, morally upright, of good character and a role model and must have a cohesive and well cared for family. Preferably his/her family should be members of the PCEA (refer 1 Timothy 3:1 for guidance on the required standards). His/her business or career interest must not be in conflict with the Church's beliefs, doctrines or practices. An elder must be, intellectually and emotionally healthy. He/she must also be well groomed and presentable so as to portray a good image of the Church. The elder must uphold the collective responsibility principle in managing the affairs of the Church and a servant hood-characteristic guided by Matthew 11:29 and Matthew 20:26-28

Article 21.4, of the Scheme of service (2010- 2013) states that an Evangelist recruitment procedures such as terms of employment should be referred to the Salary Review and Operations manual, academic qualifications, minimum D+ or third Division, Should go through induction, answerable to the session and must have a call to the Ministry of evangelism. According to article 15.0 of the Scheme of service 2010- 2013 on performance appraisal ,the Committee strongly feels that there should be a yearly evaluation of both the clergy and non- clergy. Forms for this purpose have been developed and form part of this salary review and operation manual. It is however very important that performance appraisal for Ministers, Elders and all other employees at both the Presbytery and Parish level be objectively done.

The PCEA Scheme of service (2010-2013, pg 24), notes the concerns of the salary review committee on the practice of evaluating and appraising staff. It has not been implemented as recommended in 1992/3 salary review. This delay continues to affect the efficiency and effectiveness of Church and its related institutions. Implementation should therefore be effected without any further delay. The committee recommends that the schemes of service be developed for all cadres of staff including those employed by other organs of the Church other than the GA office i.e. hospitals, projects, Presbyteries, Parishes and schools. The committee recommends that the finance committee be given this responsibility.

On performance appraisal systems, the Scheme of service (2010-2013pg 71), performance objectives should be set at the beginning of the year and be agreed upon by position holder and supervisor. The appraisal

process states that each appraisal/elder shall be issued with an evaluation form at least a month before end of fiscal year under evaluation. He/she will score their own evaluation before passing the form to his/her immediate appraiser. The appraiser will make there score and discuss performance and any improvement plans with the appraisee. The appraisee will comment and sign the form before it's forwarded to the evaluation committee. The committee will make a final review and recommend appropriate action to the HR department/presbytery/session will act and file the form in the appraisal file. For the evaluation of the clergy the evaluators will be three communicants, one of whom must be a lady, two elders one of whom must be a session clerk.

The scheme of services (2010-2013 pg 72) further gives the appraisal process for non-clergy: parish employee appraisal committee, presbytery employees' appraisal committee, head office staff appraisal and elders' appraisal committee. The reward systems of the PCEA as indicated in the Scheme of service (2010-2013pg 6-24), are categorized into various job grades on which salary scales for clergy and non clergy are based. The job grades are graded according to educational qualifications and technical qualifications.

According to the HR policy manual of PCEA St. Andrews, (2006 ed), all jobs should be graded using a sound method. Existence of a job grading system will ensure equitable and consistently administered remuneration structure and facilitate career planning because both the employee and the Church management will have information on career prospects. According to Policy No. HR, PM 3.i (PCEA St Andrews HR manual) the goals of he remuneration policy of the church are to , attract staff of the qualifications, experience, skills, abilities and values required, motivate high performance, retain committed and competent staff and maintain internal equity in salary administration. According to the PCEA St. Andrews Church, Human resources policy manual (2006 ed) the policy of the St. Andrews church is to pay salary and benefits levels which are not below the minimum rates provided in the overall PCEA remuneration structure. The church however may opt to pay higher rates to improve its competitiveness for quality staff.

2.4 Conceptual framework

The literature reviewed in this study forms the basis for a conceptual framework that shows the influences of HRM practices on organization performance. The framework is built from the 5 dimensions of the Performance Prism and the principles advocated by the normative approach to HRM practices as advocated by, the best practices of Pfeffer (1998) and the Harvard framework principles of employee involvement and the needs satisfaction theory of motivation. (See annex II). Building on the 5 dimensions of the performance prism, the conceptual framework shows that strategic objectives or mission of the organization will be achieved when: the stakeholders in this case the employees' needs and interests are given a focus; there should be a 'quid pro quo' relationship between the organization and its stakeholders. That while stakeholders have needs and interests, the organization require something in return from them; and there should be continuous review of HRM practices, capabilities and processes in order to meet the needs of the stakeholders. Whether this framework will apply in a church ministry will be tested by the research methodology explained in section three of this study. The conceptual framework for the study is presented in figure 2.1 below.

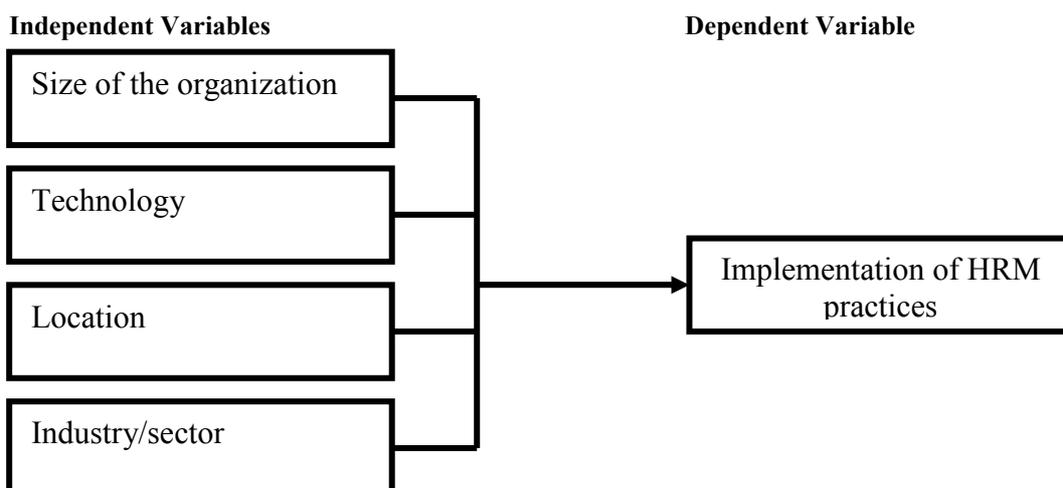


Figure 2.1: Conceptual framework

The contingency is a strategic perspective which shows the relationship between a range of possible external contingencies and HRM practices. According to Pauwe (2004) in Armstrong (2009), contingency theory states that the relationship between the relevant independent variables (HRM polices and practices) and the dependent variables(performance) will vary according to the influences such as company size, age and technology, capital intensity, degree of unionization, industry/sector and location.

The theory is associated with the concept of fit- the need to achieve congruence between an organization's HR strategy, policies practices and its business strategies within the context of its internal and external environment. The contextual factors that influence that influence HR practices and policies are the external and internal environments. The external environment consists of social, political, legal and economic developments. The aspects of the internal environment that affects HR policy and practice are the type of business or organization, the size, age of the organization, the technology, the type of people employed, and the organization culture. This theory or strategic perspective and descriptive theories does not show the relationship between organization performance and HRM practices but helps to show what factors influence the implementation of HRM.

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This section provides a systematic description of the research methodology that will be used to answer the questions outlined in section one. The methodology will cover the following: Study design, Target Population, The sampling method, Data collection methods and Data analysis.

3.2 Design of Study

This research proposes to apply the descriptive design because it provides in-depth responses. Descriptive design also gives room to probe for more information, explore new ideas and stimulate further discussion on the emerging ideas (Mugenda and Mugenda, 2003).

3.3 Population and Sampling Design

3.3.1 Population

The target population for this study will comprise of the elders, deacons, retired elders Church ministers and employees of PCEA St Andrews. The reason for choosing the St Andrews parish as the case study, is because it's located in the urban area within the capital city of Kenya, Nairobi and therefore it would be expected that its leadership would be in the frontline of adopting innovations and embracing best practices as they emerge since its population and leadership are for all purposes exposed to ideas as they emerge. Indeed the St Andrews leadership is largely involved in the fast lane of the corporate world. The St Andrews leadership would therefore be expected to infuse the culture of selection, recruitment, and performance management applied in the competitive world of commerce.

3.3.2 Sampling Design

Sampling is a process applied to study the response of a small population that can be applied to a larger population. This small population is therefore largely representative of a larger population. There are basic methods for selecting samples-probability and non -probability sampling methods (Kothari, 1990). The probability sampling methods are those where every item in the population has a chance of being included in the study sample. The selection process is random. This method provides unbiased estimates with precision and requires little knowledge of the population. However, it is complex, expensive and time consuming. The simple random sampling method falls in this category.

Sampling Frame: The PCEA St Andrews comprises of a target population of four(4) Church Ministers, two(3) Associate Ministers, one (1) youth pastor, 28(twenty Church elders,23(twenty three retired elders), One hundred and fifty three(153) deacons and 29(twenty nine) Church staff. The sampling frame will be list of the above categories which are available at the PCEA St. Andrews.

Sampling Technique: Non probability methods are those that do not provide every item within the population a chance of being included in the sample population. The selection process is subjective. This method is time saving, affordable though it does not facilitate an objective inference. This study proposes to apply one of the non probability methods -purposive sampling. This method restricts the sample population to a very specific population. However in purposive sampling variability cannot be predicted making it impossible to calculate the sampling error or estimate the sampling precision.

Sample Size: The sample size will be 30 % of the target population. Though Mugenda and Mugenda (2003) hold that a sample size of 10% can be sufficient, this research set a benchmark of 30% for confirmatory reasons.

3.4 Data Collection Procedure

The primary data collection tool proposed for this study is the questionnaire. The tool is the most widely used because it's quite versatile, affordable and faster to administer and more detailed than the observation approach. However it has some limitations such as the unwillingness of respondents to provide information at times due to fear of reprisal from those under study or fear of exposing personal issues or fear of self incrimination where an investigation may expose malpractice. The questionnaires will comprise of structured and unstructured questions. Structured questionnaires produce more reliable results and the data obtained through them is easier to tabulate

and interpret. The respondents are spelt out in the target population section above. The other methods are direct interviews with past Church leaders to supplement scarce documented information and to enhance validity of information.

3.5. Research Collection Procedures

This study will administer questionnaires through the investigator and a number of research assistants as will be allowed by finances for travel and personal emolument. The assistants will be trained for two days by the investigator and if possible a qualified post graduate colleague. The questionnaires will be two one targeting the church leaders and the other the administrative staff. The number of questionnaires to be administered will be derived from the sampling frame. The questionnaires will be delivered by hand and others sent via email. The questionnaire will be accompanied by a cover letter assuring respondents that all response will be confidential and will be combined with others, further assuring anonymity. For questionnaires are to produce useful results the questions must be valid and reliable and therefore it's imperative that before one proceeds to the field the questionnaire needs to be pre-tested by personal interview and those interviewed need to be roughly similar to those in the study sample.

3.6 Data Analysis Method

Data analysis is a process which starts immediately after data collection and ends at the point of interpretation and the processing of results (Leedy, 1993). The raw data for this study will comprise of responses from the leadership and salaried staff. This study proposes to use the Statistical Program for Social Sciences (SPSS) at least version 16 to analyze and extrapolate the data. The data will be summarized in prose form for ease of interpretation.

4.0 RESULTS AND FINDINGS

4.1 Introduction

The aim of this section is to provide a summary of the data collected through the use of questionnaires. General trends are explained using percentages, tables, figures and descriptions of data as a way to present the findings of the investigation. The primary data was collected using questionnaires. A total of 55 questionnaires were hand delivered to respondents (10 were distributed to the church administrative staff, while 45 were distributed to other members of the church, including the clergy, elders, deacons and group leaders). Out of the 55 questionnaires that were distributed, 44 were returned completed (80.0%) return. Whereas 37 questionnaires were returned from the Clergy, Elders, Deacons and Group leaders, 7 questionnaires were returned from the administrative staff. The data collected was then analyzed using the Statistical Package for Social Science (SPSS) – version 19.0. The findings are presented as per the objectives and research questions of the study. The study results are presented in two sections, namely background information of the respondents and information pertaining to the specific objectives of the study. This section concludes by highlighting the main findings obtained from the quantitative data. The next section presents the results of the empirical analysis, discusses the findings and interpretations.

4.2 Background information

This section presents findings with respect to background information of the respondents.

Gender distribution of respondents: The respondents were asked to indicate their gender by ticking as appropriate against given alternatives. The responses are summarized and presented in figure 4.1 below.

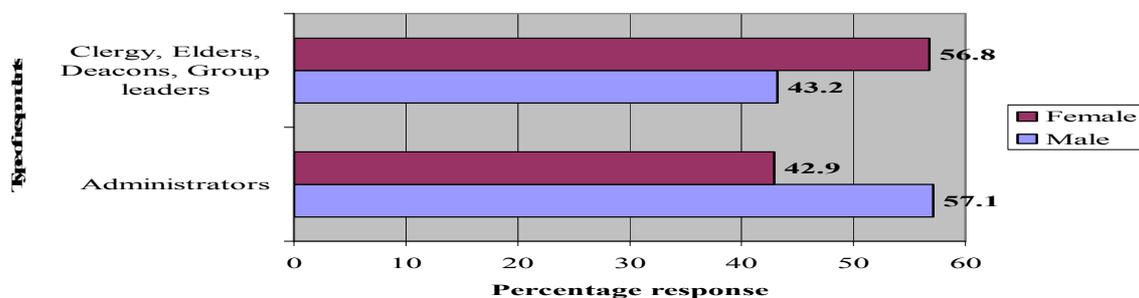


Figure 4.1: Gender distribution of respondents.

The findings in figure 4.1 above Table 4.1 show majority of the respondents from the group of clergy, elders, deacons and group leaders were female (56.8%), while male comprised of (43.2%). With respect to the administrative staff, majority of the respondents (57.1%) are females and (42.9%) of the respondents are males.

Age distribution: The respondents were asked to indicate their age by ticking as appropriate against given age

brackets. The responses are summarized and presented in figure 4.2 below.

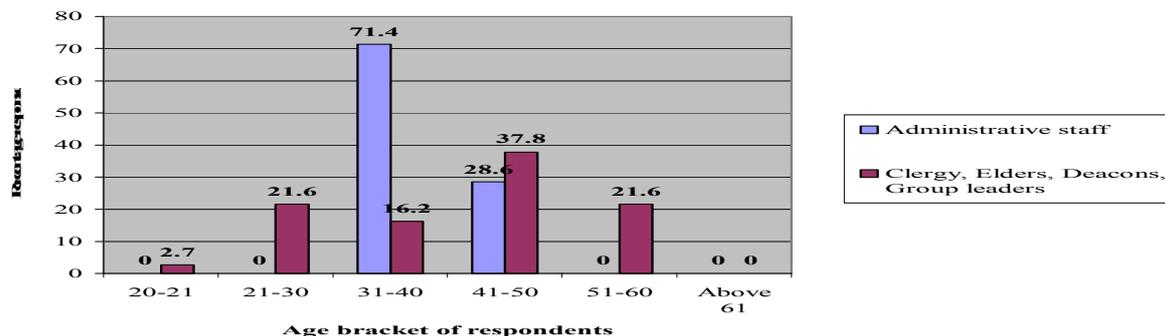


Figure 4.2: Age distribution of respondents

Findings with respect to the administrative staff indicate that majority of the respondents (71.4%) are aged between 31 and 44 years while the rest (28.6%) are in the age bracket 41 – 50 year. Findings with respect to the Clergy, Elders, Deacons and Group leaders indicate were as follows: majority of the respondents (37.8%) respondent were between 51-60 years, (21.6%) of respondents were of age between 31-40 and another (21.6%) were above 60, while (16.2%) were of age 41-50 and (2.7%) were of the age 21-30 years.

Highest level of education attained: The group of respondents comprising the Clergy, Elders, Deacons, and Group leaders were asked to indicate the highest level of education they had attained. The responses are summarized and presented in figure 4.3 below.

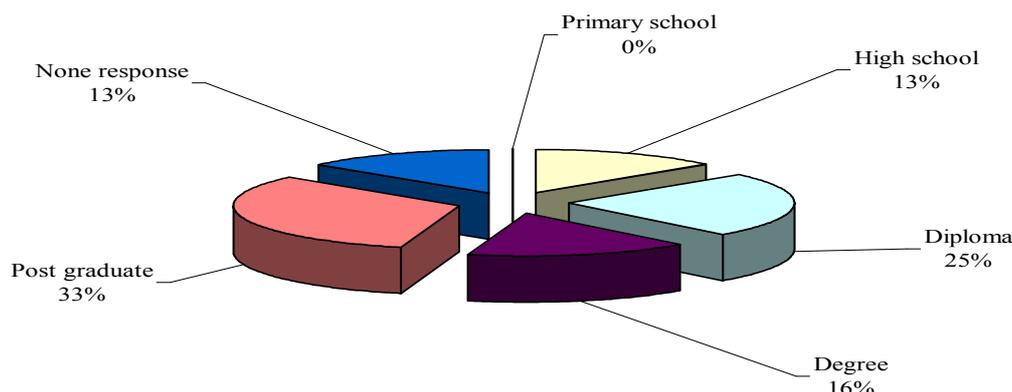


Figure 4.3: Highest level of education attained by the Clergy, Elders, Deacons and Group leaders

The findings in figure 4.3 above indicate that the majority of the respondents (33%) had attained a postgraduate qualification, followed by Diploma (25%), Degree (16%), and High school (13%). Whereas none of the respondents reported having dropped out at primary school level, (13%) of the study participants did not provide any response.

Type of postgraduate qualification: Further, the respondents who had a postgraduate qualification were asked to indicate the type of qualification. The responses are summarized and presented in table 4.1 below.

Table 4.1: Type of postgraduate qualification

Type of postgraduate qualification	Frequency	Percent
Masters Degree	6	16.2
PhD	2	5.4
Degree in Community Development/Peace and Reconciliation	2	5.4
Public Health	1	2.7
None response	26	70.3
Total	37	100.0

Whereas majority of the respondents (70.3%) did not provide an answer to the question, (8.1%) of the respondents indicated that they had a Masters degree, (5.4%) indicated that they had PhD, a further (5.4%) indicated that they had a Degree in Community Development/Peace and Reconciliation, and (2.7%) indicated that they had a postgraduate qualification in Public Health. The administrative staffs were also asked to indicate

the highest level of education they had attained. The responses are summarized and presented in figure 4.4 below.

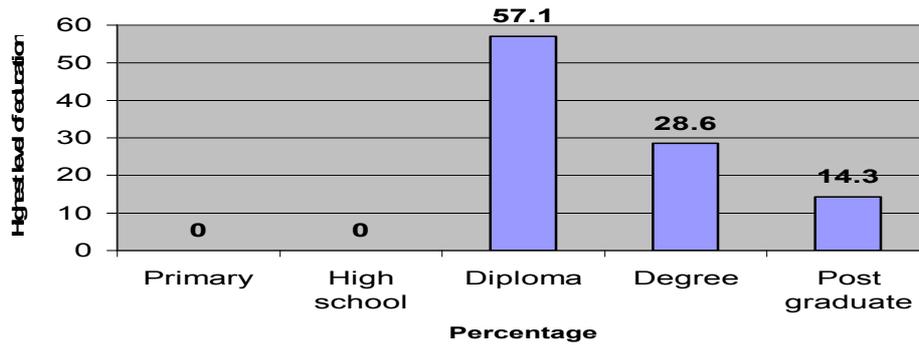


Figure 4.4: Highest level of education attained by the Administrative staff

Findings in figure 4.3 above show that majority of the respondents (57.1%) have attained Diplomas, (28.6%) of the respondents have attained Degrees and (14.3%) of the respondents are Post graduates

Church attended: The respondents who were from administration were asked to indicate the church they attended, by ticking as appropriate against given alternatives. The responses are summarized and presented in figure 4.5 below.

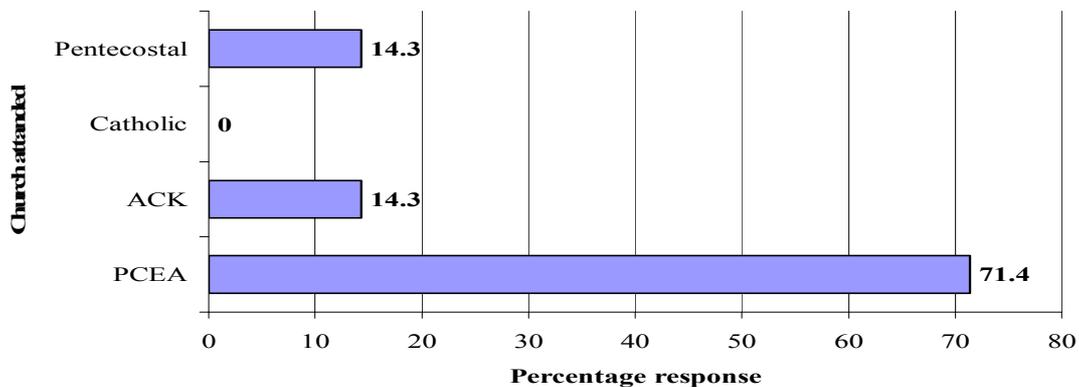


Figure 4.5: Church attended

Findings in table 4.1 above show that majority of the respondents (71.4%) attend PCEA church, (14.3%) of the respondents attend ACK church and (14.3%) of the respondents attend Pentecostal church.

Church parish: Further, the administrative staffs were asked to indicate their respective parishes. The responses are summarized and presented in figure 4.6 below.

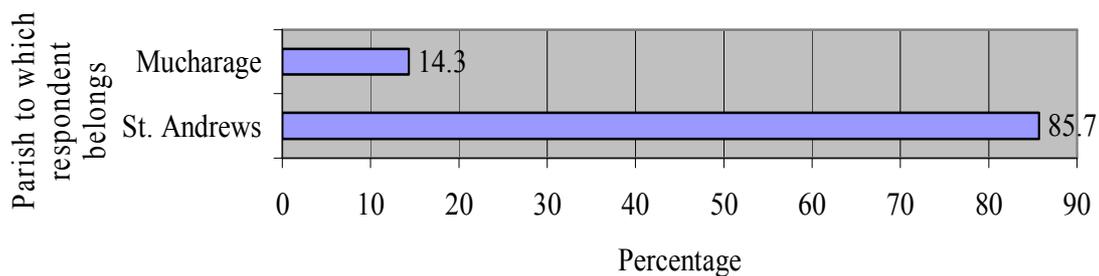


Figure 4.6: Church parish

Findings in figure 4.6 above show that majority of the respondents (85.7%) are in St. Andrews and (14.3%) are in other parishes.

Employment status of those serving in the church: The respondents serving in the church, comprising of the Clergy, Elders, Deacons and Group leaders were asked to state their employment status. A summary of the responses is presented in table 4.2 below.

Table 4.2: Employment status of those serving in the church

Employment status of those serving in the church	Frequency	Percent	Mean score	Standard deviation
Full time employment	10	27.0		
Part time employment	1	2.7		
Business person	7	18.9		
Retired from employment	7	18.9		
Not employed or voluntary service	4	10.8		
None response	8	21.6		
Total	37	100.0	2.79	1.497

The findings in table 4.3 above indicate that (27.0%) of the respondents were on full time employment, (18.9%) respondents were engaged in business activities and also another (18.9%) were retired from employment while those not employed and on voluntary service were (10.8%), those on part time employment were (2.7%) and (21.6%) represent none response from respondent. Further, the respondents who indicated that they were not employed by the church were asked to state any other gainful engagements they were involved in. The responses are summarized and presented in table 4.3 below.

Table 4.3: Those on other employment elsewhere apart from serving in church

Other types of engagements	Frequency	Percent
None response or not applicable	30	81.1
Business	1	2.7
University lecturer	3	8.1
Self employed	1	2.7
Sports evangelism	1	2.7
Studying ECDE certificate course	1	2.7
Total	37	100.0

The table above indicates that of those serving the church were engaged elsewhere in the following activities and employment representing (8.1%) lecturer at the University, and (2.7%) each; business, self employed, sports evangelism and studying ECDE course.

Length of time of church membership: The Clergy, Elders, Deacons, and Group leaders were asked to indicate the length of time they had been church members. The responses are summarized and presented in table 4.4 below.

Table 4.4: Length of time of church membership

Total	Frequency	Percent	Mean score	Standard deviation
1-5 years	2	5.3		
6-10 years	4	10.8		
11-15 years	5	13.5		
16-20 years	6	16.2		
over 21 years	19	51.5		
None response	1	2.7		
	37	100.0	4.17	1.276

The findings in table 4.5 above indicate that majority (51.5%) of the respondents had been members of church for over 21 years, (16.2%) had been members of church for between 16-20 years, while (13.5%) respondent had been members of church between 11-15 years, (10.8%) had been members of church for between 6-10 years, (5.3%) were members for between 1-5 years and (2.7%) represent none response.

Position held in church: The respondents were asked to state their respective positions in the church. The responses are summarized and presented in table 4.5 below.

Table 4.5: Position held in church

Position held in church	Frequency	Percent	Standard deviation	Mean score
Parish minister	2	5.4		
Associate minister	1	2.7		
Elder	12	32.4		
Deacon	18	48.6		
Group leader	1	2.7		
Others not indicated above	1	2.7		
None response	2	5.4		
Total	37	100.0	3.51	0.951

The findings in table 4.5 above indicate that majority (48.6%) of the respondents were deacons, (32.4%) respondents were church elders while (5.4%) respondents were parish ministers, associate minister, group leader and other positions not mentioned above are represented by (2.7%) each and (5.2%) none response.

Period of service in the church: The respondents were asked to indicate length of period they had served in the church. The responses are summarized and presented in figure 4.7 below.

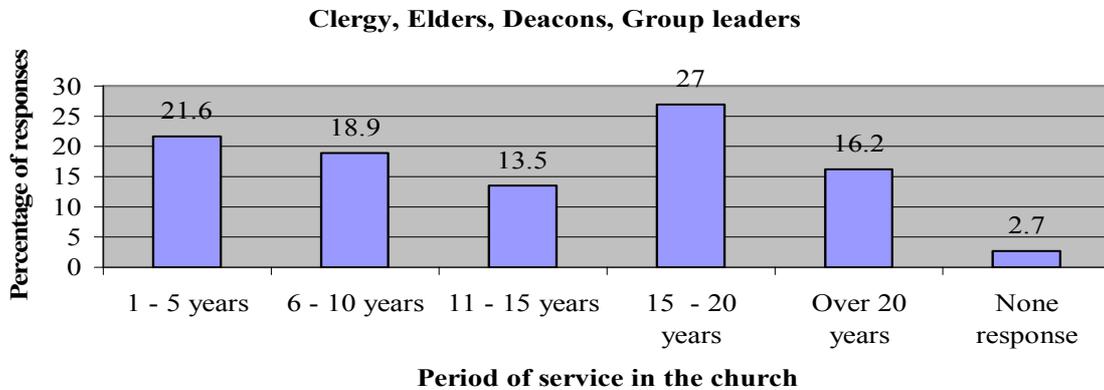


Figure 4.7: Period of service in the church

The findings in table 4.7 above with respect to the Clergy, Elders, Deacons, and Group leaders indicate that (27.0%) of the respondents had served in the church for a period between 16-20 years, (21.6%) respondents had served the church for between 1-5 years, (18.9%) respondents had served for between 6-10 years, while (16.2%) respondents had served for over 20 years, (13.5%) respondents had served between 11-15 years and (2.7%) represents none response.

Period of service in current position: The administrative staffs who participated in the study were asked to indicate the period of time they had been in their current positions. The responses are summarized and presented in figure 4.8 below.

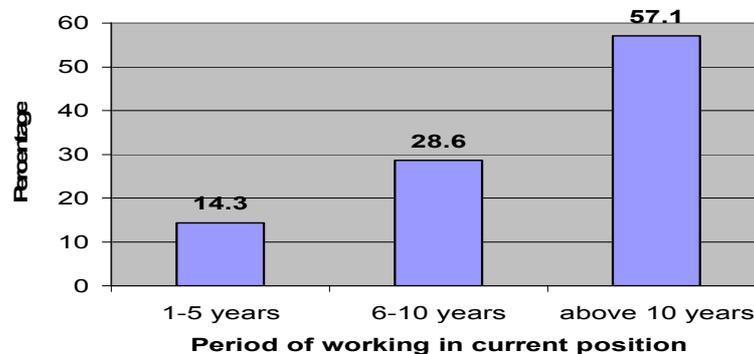


Figure 4.8: Period of service in current position

Findings in figure 4.8 above show that majority of the respondents (57.1%) have worked in their current positions for a period of more than 10 years, (28.6%) of the respondents have worked for a period of between 6-10 years and (14.3%) of the respondents have worked for a period of between 1-5 years.

Possession of interests and talents: The respondents were asked to indicate whether they possessed any interests and talents. The responses are summarized and presented in figure 4.9 below.

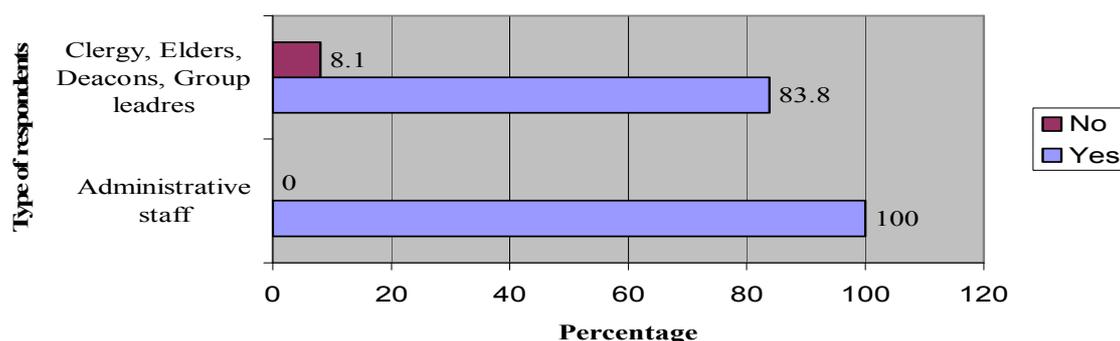


Figure 4.9: Possession of interests and talents

The findings indicate that whereas all (100%) the administrative staff reported having interests and talents, majority of the other group of respondents (Clergy, Elders, Deacons and Group leaders (83.8%) agreed having interest and talent in serving the church while those who did not have interest and talent in their service to the church and none response were represented by (8.1%) each. When asked to indicate the types of interests and talents they had. The responses are summarized and presented in tables 4.6 and 4.7 below.

Table 4.6: Interest and talents of the Clergy, Elders, Deacons, and Group leaders

Interest and talents	Frequency	Percent
Strategic management and administration	2	5.4
Counseling	3	8.1
Evangelization	1	2.7
Leadership and mentorship	1	2.7
Nurse and counseling	1	2.7
Organizing and serving people during service	3	8.1
Prayer ministry	2	5.4
Preaching	3	8.1
Serving the Lord and humanity	3	8.1
Singing	6	16.2
Sports ministry	2	5.4
Teaching	6	16.2
Working with women	1	2.7
Youth mentorship and training	1	2.7
None response	5	13.5
Total	37	100.0

Findings in table 4.6 above show that (5.4%) of the respondents are interested in Strategic management and administration, (10.8%) of the respondents are interested in Counseling, (8.1%) of the respondents are interested in Administration & Planning, (2.7%) of the respondents are interested in Leadership and mentorship, (10.8%) of the respondents are interested in Nurse and counseling, (8.1%) of the respondents are interested in Organizing and serving people during service, (10.8%) of the respondents are interested in Prayer ministry, (27%) of the respondents are interested in Preaching, (8.1%) of the respondents are interested in Serving the Lord and humanity, (21.6%) of the respondents are interested in Singing, (5.4%) of the respondents are interested in Sports ministry, (16.2%) of the respondents are interested in Teaching, (2.7%) of the respondents are interested in Working with women, (8.1%) of the respondents are interested in Nurturing spiritual growth & development and (2.7%) of the respondents are interested in Youth mentorship and training

Table 4.7: Interest and talents of the administrative staff

Interests and talents	Frequency	Percentage
Music and drama	1	14.3
Serving less fortunate	2	28.6
Traveling	1	14.3
Reading bible	1	14.3
Teaching	1	14.3
Public speaking	1	14.3
Total	7	100

Findings in table 4.7 above show that (14.3%) of the respondents are interested in Music and Drama, (28.6%) of the respondents are interested in Serving less fortunate, (14.3%) of the respondents are interested in

Traveling, (14.3%) of the respondents are interested in Reading bible, (14.3%) of the respondents are interested in Teaching and (14.3%) of the respondents are interested in Public speaking.

Motivation to work in/serve the church: The respondents were asked to indicate what motivated them to serve the church. The responses are summarized and presented in tables 4.8 and 4.9 below.

Table 4.8: Motivation to work in/serve the church (Clergy, Elders, Deacons, Group leaders)

Motivating factor	Frequency	Percent
A call to serve in the holy ministry	12	2.7
Desire to serve God's people	8	21.6
Love of God	4	10.8
Salvation	3	8.1
Singing in church	2	5.4
the right thing to do	1	2.7
Zeal of my uncle and encouragement by my moderator	1	2.7
None response	6	16.2
Total	37	100.0

Findings in table 4.9 above show that of the Clergy, Elders, Deacons and Group leaders (2.7%) of the respondents were motivated by the call to serve in the holy ministry, (21.6%) of the respondents were motivated by desire to serve God's people, (10.8%) of the respondents were motivated by love of God, (8.1%) of the respondents were motivated by Salvation, (5.4%) of the respondents were motivated by Singing in church, (2.7%) of the respondents were motivated by feeling it is the right thing to do and (2.7%) of the respondents were motivated by a zeal of a relative and encouragement by the moderator. Findings with respect to the administrative staff are summarized and presented in table 4.9 below.

Table 4.9: Motivation to work in/serve the church (Administrative staff)

Motivating factor	Frequency	Percentage
For financial gain	2	28.6
To follow Christian life	3	42.9
Urge to grow spiritually	2	28.6
Total	7	100

Findings in table 4.9 above show that majority of the respondents (42.9%) were motivated by their Christian lives, (28.6%) of the respondents were motivated by financial gain and (28.6%) of the respondents were motivated by the urge to grow spiritually.

4.3 Human Resource Management Practices at PCEA St. Andrews Church

This section presents findings pertaining to the specific objectives of the study

4.3.1 Availability of a Human resource management department

The administrative staffs were asked to indicate whether they had a human resource department in place. All (100%) confirmed that they had a human resource department. The administrative staffs were further asked to describe the committee that manages the management of those called to serve as Church leaders or Church employees. The findings show that majority of the respondents (42.9%) described the management committee as Normal, (28.6%) of the respondents indicated the management committee as Autocratic, (14.3%) of the respondents indicated the management committee as Participative and (14.3%) of the respondents indicated the management committee as friendly. Further, they were asked to indicate if they knew the role of the committee. Majority of the respondents (85.7%) indicated that they knew the roles of the committee, while (14.3%) of the respondents did not know the roles of the committee. When asked to indicate the role of the committee, majority of the respondents (57.1%) said that the committee Hire and Fire staff and (14.3%) of the respondents said that the committee guide & develop staff.

The respondents described the weaknesses of the management committees as follows (multiple responses were allowed): (100%) indicated Management/Supervisor as strength of the management committee, (42.8%) of the respondents indicated Promotion prospects as strength of the management committee, (14.3%) of the respondents indicated Salary/reward system as strength of the management committee and (14.3%) of the respondents indicated Lines of communication as strength of the management committee. Other strengths included staff motivation, as indicated by (14.3%). Further, the administrative staff were asked to indicate the shortcoming short comings of the management committee, to which they responded as follows: majority of respondents (85.7%) indicated Management/Supervisory as a shortcoming of the management committee, (71.4%) of the respondents indicated Promotion prospects as a shortcoming of the management committee, (71.4%) of the respondents indicated Salary/reward system as a shortcoming of the management committee and (71.4%) of the respondents indicated Lines of communication as a shortcoming of the management committee

Recruitment and selection

The administrative staffs were asked to indicate how they were recruited. The findings are as follows: (42.9%) of the respondents were recruited through Advertisement, (42.9%) of the respondents were recruited through Application and (14.3%) of the respondents were Approached by the church leadership. The administrative staffs were asked to indicate whether there was a documented policy in place for recruitment and selection of staff. Whereas (57.1%) said that there is a documented policy, (28.6%) of the respondents said that there is no documented policy and (14.3%) of the respondents don't know whether there is a documented policy. On whether the current recruitment policy was effective for recruitment and selection of Church employees, that majority of the administrative staff (42.9%) said that the recruitment policy is effective, (28.6%) of the respondents said that the recruitment policy is not effective and (28.6%) of the respondents don't know whether the recruitment policy is effective.

With respect to job placement, the administrative staff responded as follows: when asked whether church employees are placed in vacancies based on the spiritual giftedness and not on aptitude for job, responses are summarized and presented as follows: majority of the respondents (57.1%) "Fairly agreed", (28.6%) of the respondents "Strongly disagreed" and (14.3%) of the respondents "Fairly disagreed" that the Church employees are placed in vacancies based on the spiritual giftedness and not on aptitude for job.

4.3.2 Availability of a documented policy that guides recruitment and selection of ministers and church leaders committee

The researcher sought to establish whether there was a documented policy that guides recruitment and selection of ministers and church leaders committee. The findings show that majority (84%) respondents agreed there was documented policy that guides recruitment and selection of ministers and church leaders committee while (13%) said there was no such document that guides recruitment and selection of ministers and church leaders committee and (3%) represented none response. Further, the respondents who reported having in place the policy documents were asked to give a description of the policy guideline documents indicated above. The responses are summarized and presented as follows: (8.1%) of the respondents described the document as Average, (27%) of the respondents described the document as good and effective (27%) of the respondents described the document as Good but requires regular reviews and updating (24.3%) of the respondents described the document as perfect and very strong and (2.7%) of the respondents described the document as Not comprehensive.

When asked to describe the shortcomings of the policy documents. The responses are summarized and presented as follows: (8.1%) of the respondents indicated that the document Ascertain divine call and age limit, (2.7%) of the respondents indicated that Criteria used is not based on Biblical teachings, (5.4%) of the respondents indicated that the document needs to be Implemented, (2.7%) of the respondents indicated that the document is not effective in performance appraisal, (5.4%) of the respondents indicated that the document limits some strength in leadership, (8.1%) of the respondents indicated that there is No clear direction who to participate in selection, (5.4%) of the respondents indicated that the document is Restrictive and inflexible and (8.1%) of the respondents indicated that the document has no shortcomings.

Need for implementation of Human Resource Management (HRM) committee for church leaders in the church

Respondents were asked to state if there was need for Implementation of Human Resource Management (HRM) committee for church leaders in the church. The responses are summarized and presented in figure 4.10 below.

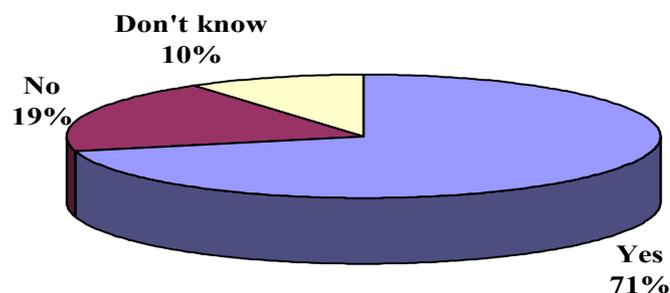


Figure 4.10: Need for implementation of Human Resource Management (HRM) committee for church leaders in the church

The findings in figure 4.11 above show that (59.5%) of the respondents agreed there was need for Implementation of Human Resource Management (HRM) committee for church leaders in the church,

respondents who did not respond and those who did not see the need for Implementation of Human Resource Management (HRM) committee for church leaders in the church were represented each by (16.2%) and (8.1%) respondents did not know whether there was a need or not for Implementation of Human Resource Management (HRM) committee for church leaders in the church. Further, the respondents were asked to provide reasons for their answer to the question above. The reasons provided are presented as follows: (2.7%) said that Church employees are over 50 staff, (5.4%) of the respondents said that the committee should be implemented for it to evaluate the leaders and take corrective action, (10.8%) of the respondents said that the committee should be implemented to Help church leaders work professionally, (8.1%) of the respondents said that the committee should be implemented for Strategic planning purposes, (13.5%) of the respondents said that there is an existing HR Committee, (16.2%) of the respondents said that the committee should be implemented to improve efficiency in service delivery and (13.5%) of the respondents said that the committee should be implemented to oversee recruitment, development, motivation and placement of employees.

Decision for selection of Church minister in the Parish

The interviewer wanted respondents to indicate who decides the individuals to be church ministers in their respective parishes. The responses are summarized as follows: (51.4%) respondents indicated the general assembly of PCEA decides who to be church minister in the parish, (21.6%) indicated the presbytery decides who to be church minister in the parish (8.1%) respondents indicated others decides who to be church minister in the parish while (5.4%) indicated Session in the parish decides who to be church minister in the parish and (13.5%) represents none response. The respondents also indicated that there were other parties involved. They mentioned "Appointment committee allocated by the head office" (8.1%), and "The church has variety of professionals to pick from" (2.7%).

Decision for selection of Church leader in the Parish

The interviewer wanted respondents to indicate who decides the individuals to be church leaders in their respective parishes. The responses are summarized and presented as follows: (56.8%) respondents indicated Session in the parish decides who should be church leader in parish, (13.5%) indicated the congregation decides who should be church leader in parish while (5.4%) respondents respectively indicated The General Assembly of PCEA and The Presbytery and none respondent were represented by (18.9%). The respondents also indicated that other stakeholders and considerations are put in place. The findings are summarized and presented as follows (13.5%) respondents indicated its Congregation that decide who should be church leader in parish, Appointment committee of presbytery, session, member and Members groups at district respectively represented each by (8.1%) decide who should be church leader in parish, while (5.4%) respondents indicated All the above depending on the position and Kirk session respectively and (2.7%) indicated elders decide who should be church leader in parish

Selection of best church minister

Respondents were asked to state whether present recruitment process in the church was effective in selecting best church minister. The responses are as follows: (48.6%) respondents agreed present recruitment process in the church was effective in selecting best church minister, while (21.6%) did not know whether present recruitment process in the church was effective in selecting best church minister or not, (18.9%) respondents said the present recruitment process in the church was not effective in selecting best church minister and (10.8%) was none response. The reasons for the responses given as : (18.9%) of the respondents said that a systematic approach is used, (2.7%) of the respondents are not sure how church ministers are recruited, (2.7%) of the respondents said that the committee should consider both academic and gift in posting ministers, (5.4%) of the respondents said that they have never participated in the selection, (5.4%) of the respondents said that the recruitment process is not an open forum, (2.7%) of the respondents said that the committee has worked over 100 years, (2.7%) of the respondents said that it is call, (2.7%) of the respondents said that the recruitment process is well conducted, (2.7%) of the respondents said that Kirk session and members of congregation be involved in the recruitment process, (5.4%) of the respondents said that members involvement in the recruitment committee causes conflict, (2.7%) of the respondents said that ministers are drawn from a wider membership base, (2.7%) of the respondents said that Right of call was not implemented, (2.7%) of the respondents said that recruitment process is somewhat political and (2.7%) of the respondents said that those recruited have performed well.

When asked to indicate how the recruitment process could be improved, the responses were as follows: (2.7%) of the respondents said that the committee should ask for Lord's guidance, (16.2%) of the respondents said that the congregation should be given chance to elect their ministers, (8.1%) of the respondents said that the committee should consider congregation's input and feedback on performance, (2.7%) of the respondents said that the committee should establish a strong HR committee with relevant skills, (2.7%) of the respondents said that there should be a General assembly to allow right of call take place, (5.4%) of the respondents said that the committee should Involve Kirk session and members of congregation and (2.7%) of the respondents said that the recruitment process is effective as it is.

Perception of the elders, deacons, and group leaders on selection effectiveness of selection method for church leaders

Respondents were asked to state whether present recruitment process in the church was effective in selecting best church leaders. The responses are summarized and presented as follows: (67.6%) respondents agreed present recruitment process in the church was effective in selecting best church leaders (elders, deacons, group leaders), while (18.9%) respondents said the present recruitment process in the church was not effective in selecting best church leaders (elders, deacons, group leaders), (8.1%) did not know whether present recruitment process in the church was effective in selecting best church leaders (elders, deacons, group leaders), or not, and (5.4%) was none response.

The respondents were asked to provide reasons for their answers. The responses indicate as follows: (2.7%) of the respondents said that all church ministers are confirmed by Kirk session, (8.1%) of the respondents said that church ministers are recruited through Balloting, (13.5%) of the respondents said that Deacons are selected by members who know them very well, (16.2%) of the respondents said that the management committee follows the church constitution, (2.7%) of the respondents said that the management committee has worked since the church began, (13.5%) of the respondents said that the management committee uses participative method to recruit church ministers, (2.7%) of the respondents said that the Members vote in favor of relation, (2.7%) of the respondents said that most members are not active participants, (2.7%) of the respondents said that the Church ministers are mostly identified by those they are with more often (2.7%) of the respondents said that there is a process but needs improvement and (2.7%) of the respondents said that Church ministers are recruited through different specific ways.

The respondents provided the following suggestions for improvement of the recruitment process: (2.7%) of the respondents said that recruitment can be improved by allowing the district to suggest elders, (5.4%) of the respondents said that recruitment can be improved by Enlightening members on qualities of a leader, (2.7%) of the respondents said that recruitment can be improved by measuring feedback on performance, (2.7%) of the respondents said that recruitment can be improved by letting selection be oriented more towards youth, (24.3%) of the respondents said that recruitment can be improved by Members participation input from congregation, (2.7%) of the respondents said that recruitment process should be followed strictly, (5.4%) of the respondents said that recruitment can be improved by Seeking God's guidance and (2.7%) of the respondents said that recruitment can be improved through human resource.

How respondents were recruited to serve in the church

Respondents were asked to state how they were recruited to serve in your church. The responses are summarized and presented as follows: (59.5%) of the respondents were approached by the church leadership to serve in your church, (5.4%) indicated were recruited to serve in your church through advertisement, while (2.7%) sent application to be recruited to serve in your church and (32.4%) were none response. The study participants who did not find any of the given alternatives applicable to them indicated that they were recruited as follows: (2.7%) of the respondents were Appointed, (2.7%) of the respondents were voted for by communicants during Holy Communion and (32.4%) of the respondents were elected.

The church minister's placement in vacancies based on their spiritual giftedness and not aptitude for the job

The interviewer wanted respondents to state whether church ministers in the church are placed in vacancies based on their spiritual giftedness and not aptitude for the job. The responses indicate as follows: (54.1%) respondents accepted ministers in the church are placed in vacancies based on their spiritual giftedness and not aptitude for the job, (21.6%) disagreed that ministers in the church are placed in vacancies based on their spiritual giftedness and not aptitude for the job while (2.7%) were sure whether or not ministers in the church are placed in vacancies based on their spiritual giftedness and not aptitude for the job and (21.6%) were none response.

When asked to provide reasons for their responses, the findings show as follows: (8.1%) of respondents said that church leadership is a calling to serve, (2.7%) of respondents said that recruitment of church ministers is done by the head office, (2.7%) of respondents said that Ministers can serve in any locality or field, (2.7%) of respondents said that Ministers are capable of administration, (16.2%) of respondents said that Ministers are trained, (2.7%) of respondents said that Ministers are trained but inappropriately placed, (2.7%) of respondents said that Ministers come as teaching elders, (2.7%) of respondents said that Ministers do not have same gifts, (13.5%) of respondents said that Most ministers are spiritually gifted, (2.7%) of respondents said that there is no aptitude test carried out and (8.1%) of respondents said that Spiritual gift is best for church ministry.

When asked to state how the recruitment process could be improved, the following were the suggestions: (5.4%) of the respondents said that recruitment committee should ask God for guidance, (2.7%) of the respondents said that recruitment committee should consider enough duration before transferring a minister, (10.8%) of the respondents said that recruitment committee should consider skills and talent, age and gender of a minister, (10.8%) of the respondents said that recruitment committee should consider specific needs of the

church and talent (2.7%) of the respondents said that recruitment committee should involve congregation, (2.7%) of the respondents said that recruitment committee should consider the willingness to serve, (2.7%) of the respondents said that the right of call should be reserved to the Kirk session, (2.7%) of the respondents said that recruitment committee should select and train vibrant young ministers, (2.7%) of the respondents said that ministers should be taught relevant but biblical based issues, (2.7%) of the respondents said that there should be a good progression and (2.7%) of the respondents do not know how the recruitment process can be improved.

Church leaders placement in vacancies based on their spiritual giftedness and not aptitude for the job

The interviewer wanted respondents to state whether church leaders are placed in vacancies based on their spiritual giftedness and not aptitude for the job. The responses were as follows: (62.2%) respondents accepted church leaders are placed in vacancies based on their spiritual giftedness and not aptitude for the job, while (13.5%) disagreed that church leaders are placed in vacancies based on their spiritual giftedness and not aptitude for the job and (24.3%) were none response. When asked to provide reasons for the responses given, the findings indicate as follows: (5.4%) of the respondents said recruitment is based on membership, service and the course taken, (16.2%) of the respondents said both spiritual and aptitude are considered during recruitment, (13.5%) of the respondents said church leadership is based on spiritual values, (10.8%) of the respondents said ministering is God's calling, (2.7%) of the respondents said many church ministers are placed to just fill a vacancy, (5.4%) of the respondents said others church ministers are recruited based on friendship, (2.7%) of the respondents said the selection depends on one's commitment and (2.7%) of the respondents said sometimes the skilled are not available.

The following were given as suggestions for improvement: (5.4%) of the respondents said that placement can be improved by adhering to constitution and laid down regulations, (10.8%) of the respondents said that placement can be improved by considering talents, professional qualifications and skills, (2.7%) of the respondents said that placement can be improved by involving members of the congregation more, (8.1%) of the respondents said that placement can be improved by the guidance of the holy spirit, (8.1%) of the respondents said that placement can be improved by considering volunteering for appointment, (2.7%) of the respondents said that placement can be improved by encouraging improved commitment and availability, (2.7%) of the respondents said that placement can be improved by enhancing bible scholars in church fellowship, (2.7%) of the respondents said that placement can be improved by performing periodic evaluation of service and (2.7%) of the respondents said that placement can be improved by selecting young and dedicated persons.

Induction procedures

The respondents were asked to indicate whether there was an induction procedure in place. The responses are summarized and presented as follows: (81.1%) respondents were inducted in their work or area they serve, while (10.8%) indicate they were not inducted in their work or area they serve and (8.1%) were none response. Further, the respondents indicated that the procedures used to induct them were as follows: (8.7%) of the respondents were inducted by minister during church service, (5.4%) of the respondents were inducted as per practical/procedure of Presbyterian doctrine, (2.7%) of the respondents were commissioning by the moderator into leadership, (5.4%) of the respondents were elected by the congregation, (5.4%) of the respondents were inducted during initiation and handover ceremonies, (18.9%) of the respondents were inducted during seminars and induction trainings on the leadership, (2.7%) of the respondents were inducted by taking of vows, and prayer conducted to commission, (16.2%) of the respondents were inducted by being trained on duties and expectations of a minister, (10.8%) of the respondents were inducted during ordinations. When asked to rate the induction procedures, the following ratings were given: When asked to rate the induction procedures used, the respondents indicated as follows (565.8%) respondents rated the induction procedures used as good, (32.4%) rated the induction procedures used to them as being fair, while (2.7%) respondent rated the induction procedures used as poor and (8.1%) were none response.

4.3.4 Selection and placement of church leaders

Respondents were asked to indicate whether there was an interview process for selecting church leaders in the church. The responses show as follows: majority (51.4%) indicated there was an interview process for selecting church leaders in the church, while (29.7%) agreed there was an interview process for selecting church leaders in the church and (18.9%) represented none response. Further, the respondents were asked to indicate if placement of church leaders suits the needs of the parish. The responses are as follows: (75.7%) respondents agree that placement of church leaders suits the needs parish, while (8.1%) does not agree that placement of church leaders suits the needs of the parish, and (16.2%) are none response.

Job descriptions or a document guiding what is expected in the area of service

Respondents were to state if a job description or a document guiding what is expected of them in your area of service was in place. The responses are as follows: (81.8%) respondents agree a document guiding what is expected of them in your area of service was in place, while (8.1%) says a document guiding what is expected of them in area of service was not in place, and (10.8%) are none response. Further, the sought to know if a job description was necessary for church leaders/ministers in the church. The responses are as follows: (81.8%)

respondents agrees a job description was necessary for church leaders/ministers in the church, while (8.1%) indicated a job description was not necessary for church leaders/ministers in the church, and none response respectively. When asked to provide reasons for the answers given, the responses were as follows: (13.5%) of the respondents said job description avoids overlapping of responsibilities, (13.5%) of the respondents said God's work should be taken very seriously, (13.5%) of the respondents said job description helps to assess and guide performance and (29.7%) of the respondents said job description is a guideline to expectations and facilitates efficiency.

4.3.5 Absence of HR practices in the church indicative of a belief the church is not a business organization

The interviewer wanted to know if absence of HR practices in the church indicative of a belief that the church is not a business organization. The responses are as follows: (48.6%) respondents agreed absence of HR practices in the church indicative of a belief that the church is not a business organization, while (24.3%) indicated absence of HR practices in the church is not indicative belief that the church is not a business organization, (8.1%) did not know whether absence of HR practices in the church indicative of a belief that the church is not a business organization and (18.9%) represents none response.

Church (PCEA St. Andrews) evaluation of individual's performance serving or working in the church

Respondents were asked to state whether church (PCEA St. Andrews) evaluates performance of individuals serving or working in the church. The responses are as follows (59.5%) respondents agreed there was evaluation of performance of individuals serving or working in the church, while (24.3%) did not know whether evaluation of performance for individuals serving or working in the church is done or no (10.8%) indicated there was no evaluation of performance of individuals serving or working in the church, and (5.49%) represents none response.

Findings also show that (2.7%) of the respondents said appraisals are done during AGM, (27%) of the respondents said appraisal is carried out by human resource committee, (2.7%) of the respondents said appraisal is carried out when recruiting church staff, (2.7%) of the respondents said the appraisal system is a well defined book of procedure, (2.7%) of the respondents said the management has poor service delivery and inadequate facilities, (8.1%) of the respondents said there is no performance contract and (2.7%) of the respondents said they are developing the document.

Rating of appraisal systems for performance

Interviewer asked the respondents to rate the appraisal system for performance. The responses are as follows: (37.8%) respondents rated the appraisal system for performance as fair, while (16.2%) rated the appraisal system for performance as good while, (2.7%) rated the appraisal system for performance as poor and majority (43.2%) represents none response. The respondents were asked to describe the performance appraisal system used for you as a person serving in church or as a church employee. The responses are as follows: (8.1%) of the respondents said a form is filled between employee and employer, (2.7%) of the respondents said an appraisal team is appointed to undertake it, (2.7%) of the respondents said appraisal feedback system is done by the group leaders, (5.4%) of the respondents said the appraisal system is comprehensive for recruitment of top managers, (5.4%) of the respondents said appraisal is based on performance, (5.4%) of the respondents said appraisals are done by checking register of Attendance and (2.7%) of the respondents said leaders are not appraised.

Suggestions for improvement of the performance evaluation systems

The respondents were asked to indicate how the performance evaluation systems could be made more effective. The findings are as follows: (8.1%) of the respondents said there should be annual performance appraisal, (2.7%) of the respondents said a criteria used should be open, (16.2%) of the respondents said the committee should develop and implement performance management system, (2.7%) of the respondents said the management should give prompt feedback, (2.7%) of the respondents said the management should incorporate all staff to participate in giving views, (2.7%) of the respondents said the management should keep on updating the system, (2.7%) of the respondents said there should be performance training of managers in management, (2.7%) of the respondents said appraisal should be based on the requirements of the word of God and (2.7%) of the respondents said the management should use experts to conduct the evaluation.

Recognition of the importance of HRM practices in the church

The respondents were asked to indicate whether the importance of HRM practices had been recognized in their respective churches. The responses are as follows: (51.4%) said that HRM practices in the church have been recognized, (16.2%) of the respondents said that HRM practices in the church have not been recognized and (16.2%) of the respondents do not know whether HRM practices in the church have been recognized.

Benefits derived from providing service to the church

The respondents were asked to indicate whether there were any benefits derived from providing service to the church, the responses are presented as follows: (78.4%) have gained benefits and (13.5%) of the respondents have not gained any benefits. The benefits included the following: (2.7%) of the respondents benefited from the Financed seminars and retreat, (5.4%) of the respondents Gained experience and exposure in working as a team, (2.7%) of the respondents had benefited financially, (16.2%) of the respondents felt the joy of serving people (2.7%) of the respondents had an opportunity to grow in management and administration, (10.8%) of the

respondents had satisfaction of answering God's call and (13.5%) of the respondents benefited by experiencing spiritual growth and contribution to the body of Christ

Methods used to motivate staff

The respondents were asked to indicate the methods they used to motivate staff. The responses are as follows: (51.4%) are motivated by prayers, (5.4%) of the respondents are motivated by recognition certificate and (24.3%) of the respondents are not motivated by any of the listed methods. Other methods include: (10.8%) of the respondents said that they are motivated through annual retreat & festivals, (2.7%) of the respondents said that they are motivated through travel Allowances, (5.4%) of the respondents said that they are motivated through Staff appreciation, (2.7%) of the respondents said that they are motivated through Recognition certificate and (2.7%) of the respondents said that they are motivated through Training and preaching.

Necessity of motivation or reward system for church leaders

The respondents were asked to indicate whether motivational or reward system was necessary for church leaders. The respondents are as follows: (48.6%) said that motivational or reward system is necessary for church leaders and (35.1%) of the respondents said that motivational or reward system is not necessary for church leaders. The reasons provided for giving the answers include: (8.1%) of the respondents indicated "Appreciation and encouragement", (18.9%) of the respondents indicated "It is service to God and a blessing to serve", (5.4%) of the respondents indicated "The job is more of voluntarily" (18.9%) of the respondents indicated "Motivation encourage good result and appreciation" (13.5%) of the respondents indicated "Recognition and resource support", (5.4%) of the respondents indicated "Serving people", (2.7%) of the respondents indicated "To ensure the group works as a team" and (5.4%) of the respondents indicated "Where possible monetary reward"

Measures to be taken to retrain staff and encourage people to serve/work in the church.

When asked to indicate measures that should be employed to retrain staff and encourage people to serve/work in the church, the following suggestions were made: (16.2%) of the respondents said there should be appreciation and utilization of talent, (8.1%) of the respondents said there should continuous motivation for staff, (2.7%) of the respondents said staff should be given incentives, (5.4%) of the respondents said they should be shown good examples by leaders, (2.7%) of the respondents said the management should improve on evaluation and job description, (13.5%) of the respondents said they should be provided with good working environment, (10.8%) of the respondents said the management should involve staff in decision making process, (10.8%) of the respondents said they should be given good salaries and (8.1%) of the respondents said they should be offered trainings.

4.3.6 Adoption of a business approach HRM by PCEA St. Andrews church

The respondents were asked to indicate whether in their opinion, the church should adopt a business approach. The responses are summarized and presented as follows: (70.3%) said that PCEA St. Andrews should adopt a business approach to HRM, (16.2%) of the respondents said that PCEA St. Andrews should not adopt a business approach to HRM and (8.1%) of the respondents said that they do not know whether PCEA St. Andrews should adopt business approach to HRM. The following explanations were given for the responses provided: (13.5%) of the respondents said that there is HRM in the church, (2.7%) of the respondents said so that the church can have clear job description, (10.8%) of the respondents said it improves running of church, (10.8%) of the respondents said that the church is not in business nor profit making venture, (16.2%) of the respondents said so as to emphasize on professionalism (5.4%) of the respondents said so that the church can be recognized locally and internationally and (10.8%) of the respondents said it will improve performance and accountability

Role played by church ministers in helping PCEA St. Andrews Church to achieve mission/vision

The respondents were asked to indicate whether they thought their respective church ministers played a role that would help PCEA St. Andrews Church to achieve mission/vision. The responses are summarized and presented as follows: (86.5%) think that the church ministers are helping PCEA St. Andrews achieve her mission and (10.8%) of the respondents do not know whether church ministers are helping PCEA St. Andrews achieve her mission. Explanations for the responses provided were as follows: (35.11%) of the respondents said that the church is growing in number and resources, (10.8%) of the respondents said that the church leaders encouraging mission in all aspect of life, (2.7%) of the respondents said that the church leaders review strategic plan and annual themes and (2.7%) of the respondents said that the church leaders evaluate needs of the church and address them.

Role played by deacons, elders and group leaders in helping PCEA St. Andrews achieve her mission/vision statement

The respondents were asked to indicate whether they thought deacons, elders and group leaders were helping PCEA St. Andrews achieve her mission/vision statement. The responses are summarized and presented as follows: (81.1%) think that deacons, elders and group leaders are helping PCEA St. Andrews achieve her mission, (5.4%) do not think that deacons, elders and group leaders are helping PCEA St. Andrews achieve her mission, and (13.5%) of the respondents do not know whether the deacons, elders and group leaders are helping PCEA St. Andrews achieve her mission. The following explanations were given for the responses: (2.7%) of the

respondents said that they lack knowledge of mission/vision, (37.8%) of the respondents said that they help the church by performance, (2.7%) of the respondents said that they effect vision and mission in various activities, (8.1%) of the respondents said that they support the ministers and (8.1%) of the respondents said that they work within the guidelines.

Role played by the church administration staffs are helping the church achieve mission/vision

The respondents were asked to indicate whether they thought the church administration staffs were helping the church achieve mission/vision. The responses are as follows: (67.6%) think that church administration staffs are helping PCEA St. Andrews achieve her mission, (5.4%) do not think that church administration staffs are helping PCEA St. Andrews achieve her mission, and (16.2%) of the respondents do not know whether the church administration staffs are helping PCEA St. Andrews achieve her mission. The reasons for the responses were: (5.4%) of the respondents said that many staff do it for granted, (21.6%) of the respondents said that the staff performance helps the ministers, (2.7%) of the respondents said that staff requires good orientation, (18.9%) of the respondents said that the staff are responsible and (10.8%) of the respondents said that the staff work professionally and honestly.

When asked to suggest indicators that the church was achieving her mission/objectives, the responses are as follows: majority of the respondents (64.9%) have suggestions on indicators showing that the church is achieving her mission and (8.1%) of the respondents do not have suggestions on indicators showing that the church is achieving her mission. The findings also show that (16.2%) of the respondents said there is growth in membership, tithes, born again, (21.6%) of the respondents said the ministers are involved in mission work and preaching the word, (5.4%) of the respondents said that the number of ministries and people involved in them have increased, (2.7%) of the respondents said People are working as individuals and not as a team, (2.7%) of the respondents said there is periodic evaluation of performance in all areas and (10.8%) of the respondents said there is success of various projects. The respondents also suggested the following measures on how the church can approach management: (43.2%) of the respondents said that the church should adopt modern management practices, (5.4%) of the respondents said that the church should Appraise staff on performance, (2.7%) of the respondents said that the church should give awards based on performance and team building, (2.7%) of the respondents said that the church should increase born again staff members, (2.7%) of the respondents said that the church should emphasize on mission work and meet financial tasks, (2.7%) of the respondents said that the church should Recognize the staff, (8.1%) of the respondents said that the church should review human resource policy

Motivation for those serving in the church

Findings show that (16.2%) of the respondents said that staff should be given annual rewards & appreciation of well done job, (8.1%) of the respondents said that staff should be given good terms of employment, (5.4%) of the respondents said that staff can be motivated through Fellowship, (2.7%) of the respondents said that staff motivation can be improved by getting qualified polite staff, (5.4%) of the respondents said that the church should involve staff in decision making and (18.9%) of the respondents said that staff should be given Recognition, & appraisals. The respondents were also of the view that voluntary work could not be equated to employment, (2.7%) of the respondents said that the church should commit all the plans and strategies to God, (2.7%) of the respondents said that the church should embrace e-communication and information, (2.7%) of the respondents said that the church should employ music director to improve music in worship, (2.7%) of the respondents said that the church should ensure powerful spiritual sermons, (2.7%) of the respondents said that the church should have service delivery oriented approach (2.7%) of the respondents said that the church reward Volunteers doing excellent work with fulltime employment

4.3.8 Human resource management issues: perception of administrative staff

This section presents findings related to the human resource management practices, as perceived by the administrative staff.

Job induction

Respondents were asked whether there are any procedures used to induct them as employees. The findings show that majority of the respondents (57.1%) said that there is no induction procedure and (42.9%) of the respondents said that there is an induction procedure. Further, the respondents were asked to give the various procedure used to induct them to serve in Church. The responses show that majority of the respondents (28.6%) were selected from the Church congregation and (14.3%) of the respondents were interviewed. When asked to give a rating of the various induction procedures, the responses were as presented below. Findings show that majority of the respondents (57.1%) rated the process as "Fair", (28.6%) of the respondents rated the process poor as "Poor", and (14.3%) of the respondents the process as "Good". Further respondents were asked to describe their choice for the answer above. The findings show that (14.3%) of the respondents said there is nepotism, (28.6%) of the respondents said some elders have personal interests and (14.3%) of the respondents said some elders have personal interests.

Job descriptions

Respondents were asked whether they have written job descriptions the findings show that all the respondents had job descriptions. When asked to rate the job descriptions, the findings are presented as follows: majority of the respondents (57.1%) rated the job descriptions as “Fair”, (28.6%) of the respondents rated the job descriptions as “Poor”, and (14.3%) of the respondents rated the job descriptions as “Good”. Further respondents were asked how the job descriptions could be improved. The responses show that (42.8%) said that job descriptions can be improved by addressing specific issues & duties clearly for each person, (28.6%) of the respondents said that job descriptions can be improved by Looking at other churches’ job descriptions, (14.3%) of the respondents said that job descriptions can be improved by keenly adhering to the descriptions & followed by both parties and (14.3%) of the respondents said that job descriptions can be improved by Discussing expectation with the staff. When asked to give suggestions on how the recruitment and selection process could be improved, the following suggestions were made: (14.3%) of the respondents said that the process can be improved by Advertising jobs through media, (14.3%) of the respondents said that the process can be improved by Considering recruits talents & interests, (14.3%) of the respondents said that the process can be improved by Insisting on experience & Christian backgrounds, (14.3%) of the respondents said that the process can be improved by Involving highly qualified personnel during recruitment and (14.3%) of the respondents said that the process can be improved by Stopping nepotism or favoritism.

Interview process

Respondents were asked whether they went through an interview process as a Church worker. All the respondents went through the interview process. Further respondents were asked to rate the interview process. The findings are as follows: majority of the respondents (57.1%) rated the interview process as “Fair” and (42.9%) of the respondents rated the interview process as “Good”.

Appraisals

Respondents were asked whether the church evaluates the performance of individuals serving or working in church. The responses are as follows: majority of the respondents (85.7%) said that the church evaluate the performance of individuals working in church and (14.3%) of the respondents said that the church does not evaluate the performance of individuals working in church. When added asked to rate the appraisal system used, the responses were provided as follows: majority of the respondents (57.1%) rated the appraisal system as “Good” and (42.9%) of the respondents rated the appraisal system as “Fair”. Further, the respondents were asked to indicate how the evaluation process can be done more effectively in their church.

The findings responses are summarized and presented as follows: (28.6%) of the respondents said that evaluation of performance can be improved by evaluating a s per the appraisal forms, (14.3%) of the respondents said that evaluation of performance can be improved by Being positive when evaluating, (14.3%) of the respondents said that evaluation of performance can be improved by Carrying out appraisals periodically & giving feedback, (14.3%) of the respondents said that evaluation of performance can be improved by Discussing evaluation freely with the employees and (14.3%) of the respondents said that evaluation of performance can be improved by Adhering to Human Resource policies & procedures

Human Resource Management

Respondents were asked whether they think that the importance of Human Resource Management practices in the Church have been recognized in the church they serve. The responses are as follows: majority of the respondents (71.4%) said that the Human Resource Management practices have been recognized and (28.6%) of the respondents said that the Human Resource Management practices have not been recognized.

Further respondents were asked to give indications that the Human Resource Management practices have been recognized. The responses are as follows: (57.1%) indicated that Human Resource make decision without consulting the other staff, (28.6%) of the respondents indicated that Human Resource Hire& Fire professionally and (14.3%) of the respondents indicated that Human Resources aspects are not adhered to. The respondents were also asked to indicate whether there are any benefits gained when serving within the church. The responses are as follows: (71.4%) indicated “yes”, while (28.6%) indicated “no”. The benefits themselves were as follows: (14.3%) of the respondents said that they gained Job experience, (14.3%) of the respondents said that they understood the church more, (14.3%) of the respondents said that they gained Medical covers, (28.6%) of the respondents said that they gained Spiritual reward from God and (14.3%) of the respondents said that they gained financially.

Staff Motivation

Respondents were asked the methods used to motivate them as workers. The findings are as follows: (28.6%) of the respondents said that they are motivated through salaries and (71.4%) of the respondents said that they are motivated through Bonuses. Further respondents were asked to indicate other motivation or reward methods used not mentioned. The findings are as presented: (14.3%) of the respondents said that they are motivated through Medical covers, (14.3%) of the respondents said that they are motivated through Promotions, (14.3%) of the respondents said that they are motivated through Retirement packages, (14.3%) of the respondents said that they

are motivated through Salary increment, (14.3%) of the respondents said that they are motivated through Words of encouragement and (28.6%) of the respondents said that they are motivated through Education sponsorship

Further, the respondents were asked the challenges facing motivation/reward of workers in church. The findings are presented as follows: (28.6%) indicated Career development as a challenge facing staff, (42.8%) of the respondents indicated delayed or no appraisals as challenge facing staff motivation (14.3%) of the respondents indicated lack of rewards for job well done as a challenge facing staff motivation and (14.3%) of the respondents indicated lack of close relationship between staff and employer as a challenge facing staff motivation.

Team work

Respondents were asked if there is sufficient team work between work mates and give some indications. The findings are as follows: (14.3%) of the respondents indicated that team work is partially practiced, (14.3%) of the respondents indicated that team work is supposed to be harmonized (28.6%) of the respondents indicated that Some staff feel more superior than the others (14.3%) of the respondents indicated that they have staff welfare and (14.3%) of the respondents indicated that they work as a team.

Staff encouragement

Respondents were asked what should be done to retain staff and encourage people to serve/work in church. The findings indicate as follows: (42.8%) of the respondents said that they should be given good salaries, (14.3%) of the respondents said that they should be provided with good working environment, (28.6%) of the respondents said they should be appreciated, (28.6%) of the respondents said that there should be career development and (28.6%) of the respondents said that they should be taken to seminars and retreats. Further, the respondents were asked to indicate how the church can approach recruitment. The findings are summarized and presented as follows: (42.8%) of the respondents said that the Church should advertise vacancies through the media and (28.6%) of the respondents said that the church should emphasize on employing Christians.

The respondents were also asked to indicate how the church can approach management. The responses are summarized and presented as follows: (42.8%) of the respondents said that the managers should be approachable, (14.3%) of the respondents said that the Church should employ highly qualified & experienced personnel, (14.3%) of the respondents said that the Management should involve employees in decision making and (28.6%) of the respondents said that the Management should understand employees strength and weaknesses.

When asked how the church can approach growth opportunities, the respondents indicated as follows: (42.8%) of the respondents said that growth opportunities can be approached through appraisal & promotion, (28.6%) of the respondents said that growth opportunities can be approached through trainings and (28.6%) of the respondents said that growth opportunities can be approached through Retreats & Seminars. The respondents were also asked to indicate how the church can approach Motivation of those serving/working in the church. The show that (42.8%) of the respondents said that staff motivation can be approached through Salary increment, that (14.3%) of the respondents said that staff motivation can be approached by encouraging team work, (14.3%) of the respondents said that staff motivation can be approached by creating good working environment and (28.6%) of the respondents said that staff motivation can be approached through promotions and rewards.

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

The findings were presented and discussed in the previous section. This section presents the discussions, conclusions and recommendations of the study.

5.1 Discussions

This section presents the discussions

5.1.1 Factors influencing the implementation of HRM practices in the PCEA St Andrews

Findings show that HRM practices in the PCEA St Andrews are influenced by the nature of the organization or the organizational culture. In this case the Church nature as a spiritual organization influences recruitment for example.. According to Pauwe (2004) in Armstrong (2009), contingency theory states that the relationship between the relevant independent variables(e.g. HRM policies and practices) and the dependent variables(performance) will vary according to the influences such as company size, age and technology, capital intensity, degree of unionization, industry/sector and location. The voluntary aspect of the Church has directed other factors of motivation while because the church leaders (deacons and elders) are not employees they see no reason why they should be supervised in terms of the development of performance measures.

5.1.2 Application of commercial organizations' business practices in a nonprofit organization such as the PCEA St Andrews

Findings show that the temporal matters of the Church calls for the PCEA St Andrews to consider a business approach. The PCEA just like the general Church has to address the multitude of ethical dilemmas, which fall on the temporal matters wing of the PCEA St Andrews Church structure. For the church should remain the salt and light, the findings of the study indicate that it must be prepared to reopen debates and find answers that truly resonate with a world in need. The answer lies in modernizing the HRM practices so that the relevance of the

church of reaching out to the lost and less fortunate can be effectively met. The findings therefore indicate that the temporal wing of the Church just as spiritual matters are of the same kind of the coin and should be given similar weight.

5.1.3 Influence of HRM practices in the PCEA St Andrews on church performance

Findings show that the HRM practices of the leaders and administrative staff are contributing to church performance. The leaders for example hold leadership positions and are directing church programs while the administrative staffs bridge the gap between the church and the leadership. The findings also show that there is need to revamp or modernize the HRM practices. The moderate level of HRM practices may impact on the church's ability to effectively meet its objective. The findings indicate that the people of faith will automatically have the same kind of commitment to carry out whatsoever is asked of them. This however is true in the case of church workers for example, the cause of tension and lack of teamwork mentioned by a category of the respondent indicate the reason given for the processes of induction and the job descriptions.

5.2 Conclusions

In view of the findings of the study, the following conclusions are drawn:

The findings indicate that HRM practices in the PCEA St Andrews are influenced by the nature of the organization or the organizational culture, which is spiritual. The voluntary aspect of the Church has directed other factors of motivation while because the church leaders (deacons and elders) are not employees they see no reason why they should be supervised in terms of the development of performance measures.

Further, the findings indicate that the temporal matters of the Church calls for the PCEA St Andrews to consider a business approach. In light of this finding therefore, there is an indication that the temporal wing of the Church just as spiritual matters are of the same kind of the coin and should be given similar weight.

The findings also show that the HRM practices of the leaders and administrative staff are contributing to church performance. The leaders for example hold leadership positions and are directing church programs while the administrative staffs bridge the gap between the church and the leadership. The findings also show that there is need to revamp or modernize the HRM practices. The moderate level of HRM practices may impact on the church's ability to effectively meet its objective.

5.3 Recommendations

This section presents the recommendations of the study

5.3.1 Recommendations for improvement

That the PCEA has transformational church structures in place which creates rooms for consultations and collaboration, however just as culture is not static the HRM practices need to be modernized. That unlike elders, the HRM practices of recruitment and selection of deacons and their inductions is moderate (not serious) for example 60% of the deacons seems not to have read the practices and procedure manual. Therefore most of them are not aware of the procedures of the Church despite the fact that they are leaders.

The researcher recommends that the HRM practices should follow a best fit approach where recruitment and selection should be made open to congregation through advertisement. This will encourage more of the congregants to attend district meetings which are the foundation for recruitment. Induction activities for leaders and Church workers should be done better. The practice and procedures manual and other publications should be available for sale at the local parish without necessarily having to go to the head office.

The job descriptions of church workers should be analyzed to remove overlapping of activities and will enhance the relationship amongst church workers.

There is need to develop strategic HRM for the Church where the spiritual qualities should be matched with qualities and capabilities and benchmarked with SMART objectives. The needs of the Church should be aligned with the HRM practices so that the church adequately meets its stated mission.

A standard policy for the HRM practices for church leaders (deacons and elders) should be developed. Due to the voluntary nature of the church in regards to elders and deacons, the PCEA St Andrews would face difficulties in say developing performance indicators. A feeling that these are not employees and therefore should not be benchmarked may affect the Church capability in effectively meeting its objective. The research recommends the role of stewardship and accountability of the leaders. A better motivational package should be developed for example allowances for participating in decision making forums. This calls for the church to move out of the box for example and strategize on how to build resources to facilitate the spreading of the gospel which includes both spiritual and temporal as indicated in the findings, the motivational package should be tied to performance for the Church leaders.

The voluntary nature of the Church needs to be reviewed as indicated above. Voluntary in the current global terms does not mean free. The research recommends that this challenge can be mitigated by having a full time officer to coordinate the temporal wing of the church. The person should be trained in management and help develop policies in consultation with clergy and Church leaders. The research recommends that a

performance measurement can be developed for a Church Ministry. Such an approach should align the Church processes and systems with the PCEA St Andrews overall church mission.. the Church must clearly articulate the mission and values and vision through such a performance measurement tool. This will enable the effectiveness of the HRM practices on the overall PCEA st Andrews Church performance.

5.3.2 Recommendations for future research

Although this study is one of the few that empirically identifies the Human Resources practices in a church set-up, it can be expanded to the following areas:

(i) future research may explore how significantly the level of the firms' investment in human resource management practices to resultant cost savings; (ii) future studies can replicate this study using larger samples and different contexts such as different sectors or countries; and (v) future studies may also be considered including, the time dimension through focusing on the youth factor and how to adequately address the needs of this group so that they are retained within the PCEA instead of looking for church that is more accommodative to them.

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