

EXTRINSIC FACTORS THAT AFFECT EMPLOYEE JOB SATISFACTION IN FAITH BASED ORGANIZATIONS

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ABSTRACT

The general objective of this study was to identify the extrinsic factors affect employee job satisfaction at the Faith based organizations. For the research methodology, the study used the descriptive research design. The population for the study was the 161 employees of the Nairobi Chapel. Stratified random sampling technique was used to determine the sample size for the study. A sample size of 49 members was obtained from the population. A structured questionnaire was used to collect the primary data. Data was analyzed using descriptive statistics. A correlation analysis was computed to determine the association between extrinsic factors and job satisfaction. The results showed significant correlations between good relations with coworkers and job security and job satisfaction.

Keywords: *Job satisfaction, clergy, extrinsic motivation, extrinsic factors*

INTRODUCTION

Job satisfaction is essentially about how people derive fulfilment and contentment from their work. It is also about the attitudes and feelings people have about their work (Armstrong, 2006). Spector (1997) defines job satisfaction as simply the degree to which people like their jobs and states that it stands as one of the key indicators to organisational efficiency and effectiveness. Job satisfaction is one of the fundamental individual mechanisms that directly affect job performance in an organization (Colquitt, Lepine & Wesson 2010).

The issue of job satisfaction has been of consistent interest to researchers because it plays a critical and pivotal role in every organisation. Locke (1983) found 3,300 scholarly articles that had been published on job satisfaction by 1979. In 2000, however, Harter, Schmidt and Hayes (2002) found that 7,855 articles had been published between 1997 and 2000. This shows that there is an increased interest and study in the subject matter. In this regard, studies have focused on extrinsic job satisfaction factors, which influence job satisfaction. Extrinsic job satisfaction refers to performing an activity with a feeling of being pressured, tension or anxiety just to make sure that one would

achieve the result he or she desires (Lindenberg, 2001). Hennesy and Amabile (2005) depict that extrinsic motivation is the motivation to do something to make sure that some external goal is attained or that some externally-imposed constraint is met.

The extrinsic factors are compensation, work conditions, supervision, relationship with co-workers and job security (Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Other researchers found significant relationships between job satisfaction and the extrinsic factors. For instance, Carolyn, Jeni and Paul (2011) found that pay is the dominant factor in the choice of employer and considerations of pay seem more powerful in binding people to their present job. Reducing pay or wages or benefits could affect job satisfaction negatively (Baughman, 2003). Lee (2006) established that job satisfaction was positively correlated to a conducive work environment. Misbah and Ambreen (2012) stated that the provision of safe work environment fostered job satisfaction. Good working relationships add to job satisfaction. This is because relationships at work influence affective and behavioral outcomes (Kram and Cherniss (2001). Cooper (2006) observed that job security affected job satisfaction.

Benjamin (2010) posits that fringe benefits are significant and positive determinants of job satisfaction, and also an important extrinsic factor that affects employee job satisfaction.

All the same, most of these studies have focused on the corporate sector and few on churches and faith based organizations. Previous studies have shown that female clergy are more likely to serve small rural churches in declining communities and that they express a high level of satisfaction with their work than male clergy (Hodson, 1989). These studies on male and female clergy have consistently found a gender gap in pay and benefits. Studies of other occupations have consistently found out that while woman's work conditions and rewards are inferior to those of a man in comparable positions (a situation which should reduce satisfaction), women are reported to be more satisfied with their work than men (Hodson, 1989). Rediger (1997) points out that "theology mismatches could increase, decrease, or have no effect on clergy job satisfaction." Rediger further found out that although reduced job satisfaction may seem to be the most plausible outcome, there exists at least three reasons for expecting no results for mismatch. The clergy are often perceived by the general public as being satisfied with their jobs because they have self-selected into the ministry and are following their calling. Some studies, however, suggest that clergy job satisfaction is not always high and that like employees in other occupations and professions, the level of job satisfaction among clergy varies with work conditions such as pay and benefits, autonomy and decision-making opportunities and professional growth opportunities (McDuff, 2001).

In Kenya and Africa at large, faith based organisations, specifically churches, have not operated from a very professional framework and it is only at the turn of the 21st century that they have embraced the need to professionalize their systems. Reasons for this are myriad including the fact that for a long time, churches have not had the financial capacity and base to employ professional services like those of Human Resource practitioners, financial managers or even administrative support staff in the office. More often than not, the Senior Pastor was, and in many instances continues to assume the role of the “expert” and personally carries the bulk of these responsibilities.

Evidences from various empirical studies point to the fact that there is no single motivator to job satisfaction for everyone (Nwanchukwu, 1999). Each person’s needs and preferences differ and each individual attaches different degrees of importance to their need of job satisfaction. Zondag (2001) found that many of the intrinsic variables that prompt job satisfaction for other types of professions are not commonly present in religious service. It is not clear if this is the case with extrinsic factors also. This study indicates that there is an existing gap that necessitates a study to determine whether extrinsic variables have any impact on job satisfaction among employees in a faith based organization.

METHODOLOGY

Research design refers to the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way, thereby ensuring the research problem is addressed effectively; it constitutes the blueprint for the collection, measurement, and analysis of data (Kirshenblatt and Gimblett, 2006). One type of research strategy is the case study. Robson (2002) defines a case study as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’. Case study was used for this research because it focused on and gathered in depth information about Nairobi Chapel. Case studies provide very detailed information about a particular subject that it would not be possible to acquire through another type of experimentation. Cooper and Schindler (2001) described population elements as the subject on which measure is being taken. The target population of this study comprised the current employees of the Nairobi Chapel who total 161 in number. The sampling frame comprised the current staff of Nairobi Chapel. The list was obtained from the database and the records of the employees at the Nairobi Chapel in 2014. In the study of the Nairobi Chapel, stratification was done according to six main categories, namely: Executive team, Pastors, Church Planters, Pastoral Trainees, Ministry Interns and non-pastoral staff. Gay (2011) directed that in descriptive research, at least 30% of the entire population is required for consideration of study when a population is small. Out of a

total population of 161 current employees, a sample of 49 selected elements was adequate to form the sample for this study. A questionnaire was used to collect data for this research. Mouly (2009) asserts that questionnaires add value to research because they allow the selection of a representative sample.

DATA ANALYSIS

The response rate is shown in Figure 1 and the Descriptive statistics in Table 1.

The response rate of this study is shown in Figure 4.1. The researcher administered 49 questionnaires in total and managed to obtain 44 completed questionnaires representing 89.8% response rate.

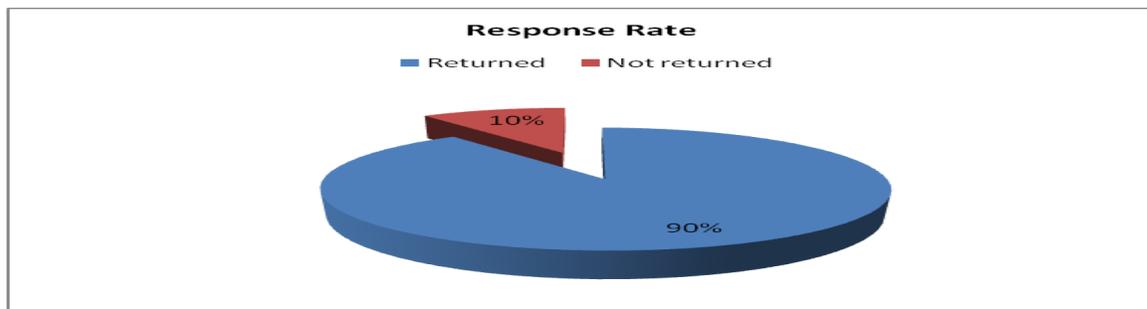


Figure 1: Response Rate of the Study

Descriptive Statistics

The descriptive statistics indicate high means good fringe benefits 3.4, 3.06 for satisfactory salary and 3.03 for office space safety and comfort. These tend towards agree. However, low means on good relationship with coworkers (1.5) and help from supervisor (1.6) tend towards disagree. The results are presented in Table 1.

Table 1: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
My organization gives me a satisfactory salary for the work I do	32	1	5	3.0625	1.43544
If another organization offered me a better salary I would leave my organization	32	1	5	3.125	1.4085
Promotions are earned through hard work and persistence	31	1	5	2.064	1.31493
My organization offers me a conducive working environment	32	1	5	2.343	1.03517
Our office space is safe and comfortable	32	1	5	3.031	1.49158
I am valued by my supervisor	30	1	5	1.733	0.86834
My supervisor has greatly helped me improve my work performance	31	1	5	1.612	0.98919
I have a good relationship with my co-workers	32	1	5	1.511	0.80322
My core-workers value my input on the team	31	1	5	1.709	0.73908
My organization is fast growing which translates to many job openings	32	1	5	1.781	1.03906
I have job security at Nairobi Chapel	32	1	5	2.751	1.29515
My organization offers me good fringe benefits	32	1	5	3.375	1.38541
I would prefer to have more salary instead of fringe benefits	32	1	5	2.125	1.36192

Correlation Analysis between Extrinsic Factors and Job Satisfaction

Correlation analysis to establish the relationship between various extrinsic factors affecting job satisfaction was run and the following yielded a significant correlation with job satisfaction. The findings revealed that, there was a positive correlation between levels of job satisfaction with feeling that respondents get satisfactory salary from the work they do ($r = 0.224^*$, $P < 0.05$). Satisfactory salary correlated positively with job satisfaction. There was also a positive correlation ($r = 0.293^*$, $P < 0.05$) between with feeling that office space was safe and comfortable and levels of job satisfaction.

There was a positive correlation between the levels of satisfaction and having good relationship with co-workers ($r = 0.364^* P < 0.05$). Good relationship with their co-workers increased levels of satisfaction. Correlating levels of job satisfaction with whether co-workers valued ones input in the team yielded a positive correlation ($r = 0.265^* P < 0.005$); Co-workers value inputs in the team increased levels of satisfaction. Further to that, there was a positive correlation ($r = 0.258^* P < 0.005$) between levels of job satisfaction with the feeling that Nairobi chapel was fast growing which translated to many job openings. There was a positive correlation ($r = 0.334^* P < 0.005$) between job security and levels of job satisfaction at Nairobi chapel. Correlating job satisfaction and good fringe benefits revealed that there was a negative correlations between levels of job satisfaction with the feelings on whether Nairobi chapel offered good fringe benefits ($r = -0.283 P < 0.005$).

Table 2: Correlation Analysis between Extrinsic Factors and Job Satisfaction

Extrinsic factors that affect job satisfaction	How satisfied are you with your work at Nairobi Chapel	N
	Pearson Correlation	
How satisfied are you with your work at My organization	1	44
My organization gives me a satisfactory salary for the work I do	0.224*	44
Promotions are earned through hard work and persistence	-0.145*	43
My organization offers me a conducive working environment	-0.217**	44
Our office space is safe and comfortable	0.293*	44
I am valued by my supervisor	0.068*	42
My supervisor has greatly helped me improve on my work performance	-0.02*	43
I have a good relationship with my co-workers	0.364*	44
My core-workers value my input on the team	0.265*	42
My organization is fast growing which translates to many job openings	0.258*	44
I have job security at My organization	0.334*	44
My organization offers me good fringe benefits	-0.283*	44
I would prefer to have more salary instead of fringe benefits	-0.119**	44

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Respondents were categorical that their compensation affected job satisfaction to a great extent. Armstrong (2006) notes that, money, in any form of pay, is the most obvious form of extrinsic reward and it “provides the carrot remuneration that most people want.” The management of faith based organizations should therefore consider increasing the remuneration of their employees. Carolyn, Jeni and Paul (2011) found that pay is the dominant factor in the choice of employer and considerations of pay seem more powerful in binding people to their present job. This study however, found that although the employees at the Nairobi Chapel indicated that they did not receive adequate pay, they were categorical that they would not leave Nairobi Chapel even if another organization offered them a better salary.

Majority of the respondents further indicated that their work condition was moderately conducive and therefore affects their job satisfaction. This is in agreement with the findings of (Lee, 2006) who established that job satisfaction was positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few disruptions or distractions. The correlation between respondents low job satisfaction and their work conditions indicate that Nairobi Chapel should not take for granted the need to have a safe, healthy and comfortable physical work environment for the personnel (Misbah and Ambreen, 2012).

It was clear from the research findings that majority of the respondents were neutral on their job security. Lack of job security destabilizes employees, hence being dissatisfied. According to Cooper, (2006), reductions in job security leads to lower levels of commitment and therefore job satisfaction, organizational instability and ongoing change with potentially negative consequences undermine job security. Majority of the respondents were further categorical that they had good working relationships with their co-workers. This complements the findings of Kram and Cherniss, (2001) who argue that, relationships at work influence both affective and behavioral outcomes.

It was further clear that the Nairobi Chapel offered good fringe benefits to its employees. Fringe benefits are a component of worker compensation. Majority of the respondents were further categorical that they would rather have more salary than fringe benefits. This is in contrast to Baughman (2003) findings that employers decreased wages once several benefits had been offered to employees after a few years. The research findings revealed that the Nairobi Chapel needs to improve on its compensation given to its

employees. This implies that the majority of the employees in this organization were not satisfied with the salaries offered.

From the findings, there was a strong relationship between job satisfaction and good relationship with coworkers. Investigation on the job security showed a weak moderate correlation. On the contrary to this relationship the employees where not willing to move to another organization, even if it offered a good compensation.

It is thus rational to conclude that faith-based organizations are different from other organizations. This may be attributed to the calling into ministry. This is evidenced by the unwillingness of the employees to leave Nairobi Chapel for a better paying job in another organization despite them having less pay, low job security and inadequate fringe benefits. It can also be attributed to the fact that the supervisors do not micro-manage the employees; hence giving them a chance for growth in their calling.

The leadership at the Nairobi Chapel needs to find out why the employees do not have a sense of job security and seek ways to reverse that. They also need review the compensation for the employees. This will greatly enable the employees to meet their basic needs adequately and hence improve their satisfaction for the jobs they do at the Nairobi Chapel. In addition to that, the management should incorporate a fringe benefit bouquet that is practical and relevant to the various employee categories. There is also a need to come up with a promotion policy in faith based organizations which will promote equality and fairness. The promotions should be based on the performance and the effort an employee displays in enhancing the growth of the organization.

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