

## **EMPLOYEE PERFORMANCE FACTORS AND ACHIEVEMENT OF STRATEGIC GOALS: A CASE OF PCEA CHURCHES IN NAIROBI COUNTY, KENYA**

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### **ABSTRACT**

**Purpose of the Study:** The purpose of this study was to examine the relationship between employee performance factors and achievement of strategic goals in PCEA churches in Nairobi County, Kenya.

**Statement of the Problem:** Healthy employee performance structure in an organization is a vital part of human resource management, which helps in encouraging the employees and improving organizational effectiveness. People who work for churches do so because of a calling and deserve the same employee performance factors as someone working in any other type of organization. The reality is that faith based institutions are in competition not only with other churches but also with other nonprofit organizations and even some for-profit organizations.

**Methodology:** This study employed a descriptive research design whereby the relationship between employee performance factors and achievement of strategic goals in PCEA churches in Nairobi, Kenya were investigated. The study targeted all the forty-six (46) parishes spread across all the five (5) presbyteries in Nairobi County, in which 1724 members comprising of 690 managers and 1034 parish session members were involved. Stratified random sampling together with Krejcie & Morgan formula was used to select 314 respondents.

**Result:** The study established that; the church management had not given priority to work safety, the church had not put adequate resources in staff training, the supervisors observed high levels of work ethics and moral conduct in the execution of duties. In addition, regression analysis results revealed a coefficient of determination of 0.629 implying that the independent variables jointly explained 62.9% of the variation in the achievement of strategic goals in Presbyterian Church of East Africa (PCEA). The results also revealed that working condition had a positive and significant effect on the achievement of strategic goals ( $\beta = .184$ ,  $p=0.020<.05$ ); employee remuneration had a positive and significant effect on the achievement of strategic goals ( $\beta = .470$ ,  $p=0.007<.05$ ); alternative dispute resolutions had a positive and significant effect on the

achievement of strategic goals ( $\beta = .442$ ,  $p=0.000<.05$ ) and that career development had a positive and significant effect on the achievement of strategic goals ( $\beta = .285$ ,  $p=0.002<.05$ ).

**Conclusion:** The study concluded that working conditions, employee remuneration, alternative dispute resolutions and career development are important employee performance factors that organizations should adopt because they positively and significantly influence the achievement of strategic goals in an organization.

**Recommendation:** The study recommended that the church management need to give priority to work safety in terms of resource allocation and staff training, the church leadership should provide regular health programs to employees for the reduction of stress levels, combat back pain, limit sedentary behaviour, prevent overweight/obesity, and reduce chronic diseases and also allocate adequate resources for staff training and development and those employees need to be provided with career progression to learn new things and do things different from time to time.

**Keywords:** *Employee, Performance factors, Achievement, Strategic, alternative, dispute resolutions, Goals, FBI, PCEA, Churches.*

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## 1.1 BACKGROUND OF THE STUDY

Employee performance factors in organizations are based on employee performance factors philosophies and strategies and contain arrangement in the shape of policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of employee performance factors (Khan, Al Mamun & Hassan, 2020). Johnston (2020) argues that, employee performance factors implies having employee performance structure in which the employees who perform better are paid more than the average performing employees. Employee performance management is one of the central pillars of human resources management; it is concerned with the formulation and implementation of strategies and policies that aim to compensate people fairly, equitably and consistently in accordance with their value to the organization (Khan et al., 2020). Kristal, Cohen and Navot (2020) further opine that employee performance management, implies having employee performance structure in which the employees who perform better are paid more than the average performing employees.

Mulugeta and Mekonnin (2018) posit that reward is the centre piece of the employment contract-after all it is the main reason why people work. This includes all types of rewards, both intrinsic and extrinsic, that are received as a result of employment by the organization. Employees should be managed properly and motivated by providing best remuneration and employee performance factors as per the industry standards (Martono, Khoiruddin & Wulansari, 2018). It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees which then makes employee performance an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness and realization of organizational goals. The most competitive employee performance factors will help the organization to attract and sustain the best talent and the employee performance package should be as per industry standards (Martono et al., 2018). A good employee performance package is important to motivate the employees to increase their

performance and to increase organizational productivity as well as ensure achievement of organization goals (Jaya, 2019).

In Denmark, a few organizations frequently direct their very own activity fulfillment reviews and employee fulfillment record has been figured for various European nations (Lund-Sørensen & Munkholm, 2019). The European Union has called the consideration of member states to the quality parts of work and featured the significance of enhancing work quality through pay plans to advance business and social incorporation (European Commission, 2018). In Nigerian, one of the challenges facing the civil service is the inability of both the federal and state governments to employ employee performance factors to their workforce. According to Ogbu (2017), there is no single year that employee performance factor has not be an issue between government and the civil servants in Nigeria. The president of the Nigerian Labour Congress, Aliyu Wahid on Monday 22 August, 2016 after meeting with its executives on the issue of non-payment of salaries to workers across the country pointed out that since most states were owing workers for five to six months, they have decided to embark on “no pay no work policy” which is the same thing with “no work no pay” on the side of the government.

In Kenya, employee performance systems are frequently used by organizations to try and retain employees (Kitur, 2021). Employee performance factors such as financial rewards are extrinsic monetary rewards that organizations pay to their staff (employees) for services delivered by them. These financial rewards include; base salary, cash recognition, incentives, flexible pay, stock options. In Kenyan context, employee performance factor has been defined in many terms by various scholars, but in this research, employee performance factor is typically money awarded to someone as employee performance factors for injury, loss or suffering, money received by an employee from an employer as a salary or wages, or do/giving something to someone in return (Kitur, 2021).

Faith-based institutions, and more specifically, those with Christian identities, have a vocation to make a positive impact on people and on their social environment (Jones, Rowan, Stephens, & Brauch, 2021). These are well-defined entities that have existed in one way or another for centuries, and which today are found within the broad spectrum of entities with mission statements: ideological institutions, expressive institutions, or what in some jurisdictions are called tendency organizations (Sweetman, Wassel, Belt & Sokol, 2020). As such, they contribute work imbued with a message or a mission that goes beyond mere market concerns.

Employee performance is a matter of good stewardship by the faith based institutions as a responsible employer (Duchoslav & Cecchi, 2019). When employee performance factor is viewed as a justice issue, it is important for the institutions to offer fair employee performance factors to all its staff. The bible teaches that, “*Respect those who labor among you and have charge of you in the Lord and admonish you; esteem them very highly in love because of their work.*” (1Thessalonians 5:12-13). By doing so, the faith-based institutions are demonstrating care for the pastor, staff and their families so they can focus on their ministry to care for the people of God (Duchoslav & Cecchi, 2019). Freedom from financial anxiety fosters a joyful atmosphere, where staff feel appreciated and cared for. Employee performance factors can also be considered as risk management; when church management and employees can keep pace with inflation through yearly employee performance factors increases and by receiving salaries and benefits commensurate with their level of skill, experience and credentials, they are more willing to serve for longer periods of time.

Strategic goals are the specific financial and non-financial objectives and results an organization aims to achieve over a specific period of time (Hamdan, Talla, Al Shobaki & Abu-Naser, 2020). Strategic goals are important because they: Drive priority setting, resource allocation, capability requirements and budgeting activities. Strategic goals are the highest goals of the organization or an individual. Strategic goals are used in strategic management. Properly set strategic goals are not focused only on one metric of operation of the organization (for example, just to gain profit, but they are configured as balanced. The strategic goals are crucial to clarify its vision, which they concretize and specify outcomes (Hamdan, et al., 2020). They are generally defined by the owner or top management, who is also responsible for achieving them. Strategic goals concretize the vision and help managers to manage and motivate staff at the organization, together with properly defined specific objectives.

## **1.2 STATEMENT OF THE PROBLEM**

Employees are assets of an organization and organization productivity depends on employee productivity. Proper management of employees by giving them incentives and reward systems and also showing concern with the work life balance proves to be productive for an organization thus achieving organizational goals. Employee performance factors stimulates employees to work much harder to increase productivity thus organizational achieving its strategic goals. According to Patwardhan (2020) well managed employee performance framework provide a competitive advantage to the organization by avoiding stressful situations arising out of conflicts with employees. Hence healthy employee performance structure in an organization is a vital part of human resource management, which helps in encouraging the employees and improving organizational effectiveness.

Church documents addressing employee performance issues in a radically different way. While other organizations are employing professional ways of handling employees, well remunerated policies and taking care of employment issues, faith based institutions encourages employee performance systems that are more cooperative and collaborative and, indeed, reflect ideals of love and mutual concern rather than distrust and self-interest (Beckett, 2021). People who work for churches do so because of a calling and deserve the same employee performance factors as someone working in any other type of organization. The reality is that faith based institutions are in competition not only with other churches but also with other nonprofit organizations and even some for-profit organizations.

Even though these institutions deal with spiritual matters they still have a large workforce they employ in dealing with other missions like education, hospitals, and recreational centres. However, the contribution of working conditions, employee remuneration, alternative dispute resolutions and career development seems to be neglected and ignored towards contribution in achieving strategic goals (Muasya, 2020). A number of studies (Patwardhan, 2020; Greer, 2018; Kiptoo & Mwirigi, 2014; Muita, 2003; Mathenge & Afande, 2015) have presented mixed results regarding the effects of employee performance factors on achievement of strategic goals. As a result these inconclusive findings, empirical gaps are presented and the current study therefore sought to establish the relationship of employee performance factors and achievement of strategic goals in faith-based institutions. A case of PCEA churches in Nairobi County, Kenya.

### **1.3 RESEARCH OBJECTIVES**

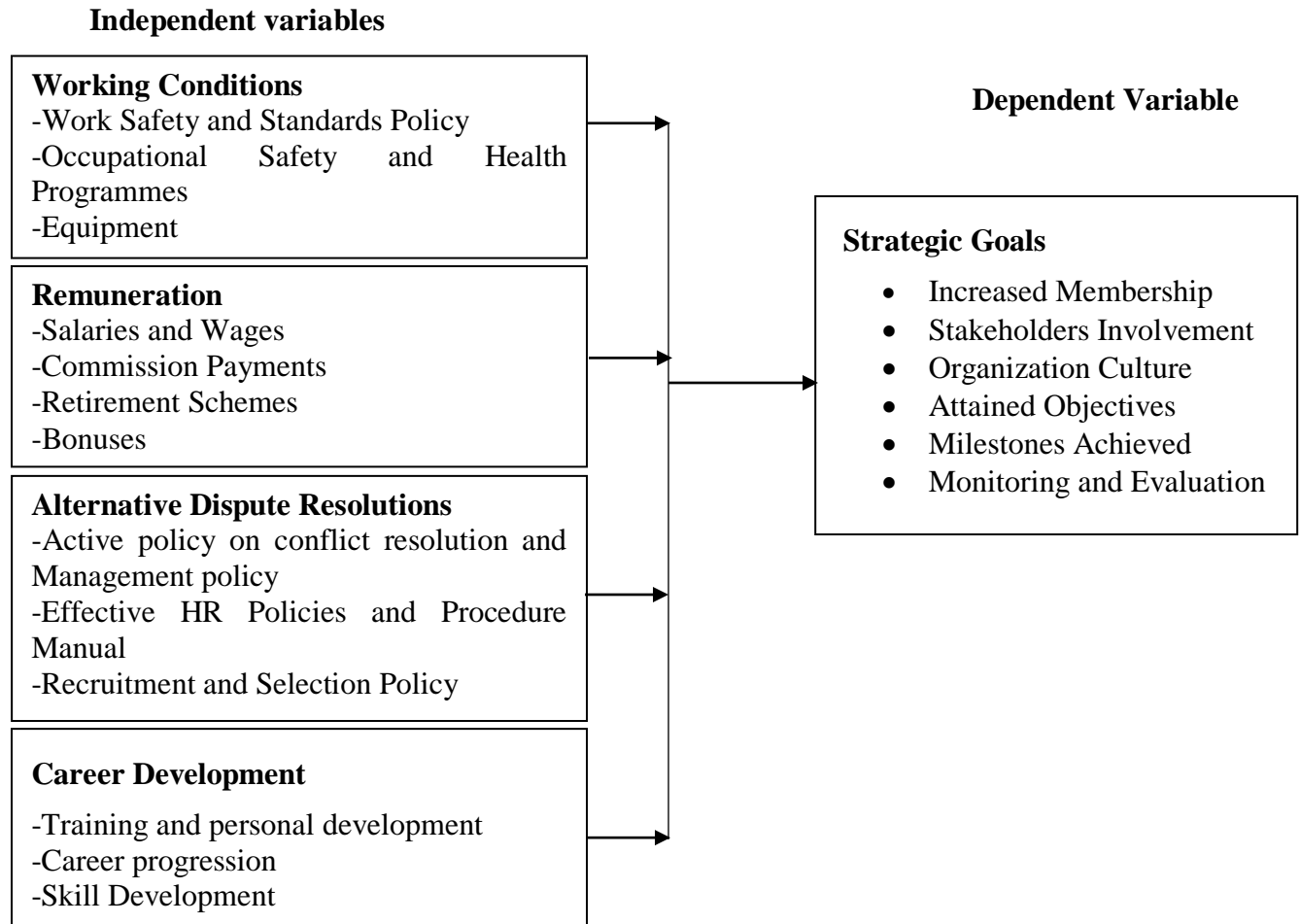
- i. To establish the relationship between working conditions and achievement of strategic goals in PCEA churches in Nairobi County, Kenya.
- ii. To determine the relationship between employee remuneration and achievement of strategic goals in PCEA churches in Nairobi County, Kenya.
- iii. To assess the relationship between alternative dispute resolutions and achievement of strategic goals in PCEA churches in Nairobi County, Kenya.
- iv. To examine the relationship between career development and achievement of strategic goals in PCEA churches in Nairobi County, Kenya.

### **1.4 RESEARCH QUESTIONS**

- i. What is the relationship between working conditions and achievement of strategic goals in PCEA churches in Nairobi County, Kenya?
- ii. Is there any relationship between employee remuneration and achievement of strategic goals in PCEA churches in Nairobi County, Kenya?
- iii. What is the relationship between alternative dispute resolutions and achievement of strategic goals in PCEA churches in Nairobi County, Kenya?
- iv. What is the relationship between career development and achievement of strategic goals in PCEA churches in Nairobi County, Kenya?

### **1.5 CONCEPTUAL FRAMEWORK**

Figure 1 depicts conceptual framework showing the relationship between the study variables.



**Figure 1: Conceptual Framework**

Source (Author, 2021).

## 2.1 Theoretical Review

### 2.1.1 Expectancy Theory

Expectancy theory is the main theory in which this research was grounded because it covers employee performance factors and employee performance. Expectancy theory is anchored on the perception that human beings believe that there is a relationship between the effort put in their work, performance from the effort and employee performance factors acquired from their effort (Vroom, 1964). Employees will be encouraged to work hard when they realize that their effort will result in good performance and in turn their good performance result in preferred rewards. Expectancy theory was first proposed by Vroom (1964) which was later refined by Lawler et al (1992). Lawler and Porter’s expectancy theory suggest that a person’s view regarding the fairness and attractiveness of rewards affects motivation (Lawler et al, 1992). According to Lawler et al (1992), performance leads to both intrinsic and extrinsic rewards. These rewards, alongside individuals perceived equity leads to satisfaction. Employers must ensure that employees are compensated well to motivate them and thus improve their performance.

In Vroom's model, employees do not act simply due to strong internal drives or needs that have not been met. Instead, employees are considered as reasonable people whose perceptions and beliefs affect their own behavior. Porter's new model is founded on the assertion that whenever there are a number of results, human beings will normally have a preference among the results. Despite the conceptual weaknesses of the Expectancy theory above, many researchers have described the positive aspects of the theory in testing the relationship between employee performance factors and employee performance. Therefore, Expectancy theory is therefore selected for this study as the theory is most suitable and relevant to the context of the study since aspects of employee performance factors are best explained by Expectancy theory.

### **2.1.2 Human Relations Theory**

This theory was established by Elton Mayo (1927). The theory states that the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace. The theory views human beings not as machine models but as individuals with differing psychological motivations and with distinct and dynamic group behavior affecting performances (Mayo, 2014). In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace (Jenkins, 2019). Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions (Bruce & Nyland, 2011). The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization.

Human Relations has been criticized for overemphasizing human needs at the expense of need for accomplishment or responsibility, or for organizational task and process. Some of the postulates advanced by human relations theorists did not give the rise of derivations that were subject to empirical testing. It assumes that satisfied workers would be productive and this made firms introduce fringe benefits and this is not always true, benefits do not always result in increased productivity. Despite its weaknesses highlighted above, this theory is still considered relevant to the current study in that it supports the variable employee performance factors and helps the researcher to understand that human beings are not machine models in an organization, but are individuals with differing psychological motivations and with distinct and dynamic group behavior affecting performances.

### **2.1.3 Human Capital Theory**

The theory was developed by Horace Mann (1840). Human Capital Theory states that, investments in individuals can be mathematically measured based on the economic value they are able to contribute to society. The human elements of an organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. The Human Capital Theory (HCT) according to Schultz (1961) provides a perspective that value addition by people within an organization can contribute to better firm performance and realization of set goals. Human capital theory regards people as assets and not a cost within an organization.

Human capital when viewed from a time perspective consumes time in its key activities; knowledge (activities involving one employee); collaboration (activities involving more than one

employee); processes (activities specifically focused on the knowledge and collaborative activities generated by organizational structure such as silo impacts, internal politics); and absence (annual leave, sick leave, holidays). This theory suggests that individuals and society derive economic benefits from investments in people, Sweetland (1996). Human capital theory has dominated the economics, and policy and public understanding, of relations between education and work. It has become widely assumed that intellectual formation constitutes a mode of economic capital, higher education is preparation for work, and primarily education (not social background) determines graduate outcomes.

However, human capital theory fails the test of realism, due to weaknesses of method: use of a single theoretical lens and closed system modelling, inappropriate application of mathematical tools, and multivariate analysis of interdependent variables. Human capital theory imposes a single linear pathway on the complex passage between heterogeneous education and work. It cannot explain how education augments productivity, or why salaries have become more unequal, or the role of status. However, Marginson (2017) criticized the theory as it assumes that education determines the marginal productivity of labour and this determines earnings. Another assumption is that education increases productivity in the workplace resulting in higher individual wages but it provides little insight into the processes through which education and training are translated into higher wages. The theory is relevant to the study since it supports the variable career development and helps the researcher understand how investing in training employee could improve their productivity which then influences the achievements of strategic goals in PCEA churches in Nairobi County.

## **2.2 Empirical Literature Review**

### **2.2.1 Working Conditions and Achievement of Strategic Goals**

Oluoch (2015) examined the effect of occupational safety and health programmes on employee performance at Kenya Power Company limited using descriptive research method where data was collected from 373 employees and found that occupational safety and health programs have a positive relationship with employee job delivery at Kenya Power Company. The finding of Oluoch (2015) was a corroboration of a study by Kaynak, Toklu, Elci and Toklu (2016) which evaluated the effects of occupational health and safety practices on organizational commitment, work alienation, and job performance found that occupational safety and health practices as safety procedures and risk management, safety and health rules, first aid support and training, and organizational safety support and found a positive effect on employee commitment and strategy realization.

In addition to the study by Kaynak et al. (2016), Pravamayee (2020) analyzed strategy to develop an effective workplace environment and how it affects employee service delivery and found that effective work environment encourages the happier employee with their job that ultimately influence the growth of an organization as well as realization of organization's strategic goals. In different study, Osborne and Hammoud (2017) interrogated the effective employee engagement in the workplace and how it affects employee job delivery and found that rewards and recognition, empowering employees, and building a bond between leaders and employees positively affected goal realization. However, a study by Munira and Mohammad (2019) through data collected using the survey method in which a total of 139 employees assessed the factors of workplace environment that affect employees' performance in Miyazu Malaysia disagreed with



the findings of the above four studies since it found that supervisor support was not significant towards the employees' performance.

Additionally, Sawe (2017) in a study that evaluated the effects of occupational health and safety practices on employees' productivity in Mumias Sugar Company found that the occupational health and safety practices had positive relationship with productivity of employees which included; fire prevention and protection, lighting and ventilation, personal protective equipment and good housekeeping. However, a study by Hassan et al. (2016) found that Workplace Spirituality (WPS) had a significantly negative relationship with trust and trust significantly mediated the impact of workplace spirituality on job satisfaction.

Elsewhere, Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2019) assessed the impact of workplace environment on employee performance and mediating role of employee health. The study carried out using questionnaire method and data collected from 250 employees working in software houses in Pakistan found out that physical and behavioral environmental factors are positively affecting employee health (EH) and employee health is positively affecting employee performance (EP). Further, Pandey (2018) while examining the impact of work environment on employees' productivity. Found that a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employee's productivity which leads to increased productivity at the workplace. However, Brenner (2004) while seeking to establish the relationship between work environment and employee productivity found negative and significant effect of work environment on employee productivity.

### **2.2.2 Employee Remuneration and Achievement of Strategic Goals**

Craig (2020) conducted a study to establish the relationship between employee remuneration and the financial performance of selected manufacturing companies in Nigeria. The purpose of the study was to investigate employee remuneration and the performance of selected Nigeria manufacturing companies using five companies that had the highest asset base from the quoted manufacturing companies. A non-experimental research design was adopted using a dataset for the period 2009–2018 collated from the annual reports and financial statement of the selected manufacturing companies. The findings revealed that there was a statistically significant relationship between staff salaries, post-employment benefits, and Profit after tax of selected Nigeria manufacturing companies. The findings also showed that staff cost was not significantly related to profit. Based on the findings, the study recommended that manufacturing companies should intensify training and retraining programmes for all staff, particularly the management staff, to improve management efficiency.

Alam, Hassan, Bowyer and Reaz (2020) determined the effects of wages and welfare facilities on employee productivity mediating role of employee work motivation and found a significant relationship between employee performance factors and productivity. While Karim (2020) evaluated long working hours and their impact on employee productivity in the UAE Service Sector and found that a reduction in working hours leads to an increase in productivity. The study also found that a reduction in working hours in combination with adequate break, vacation and rest period's yields benefits in three main areas: psychological, motivational, and organizational. Elsewhere, Mohammed and Nuhu (2021) investigated the effect of human resource strategic orientation on employee performance in federal civil service commission, Abuja-Nigeria and found that good retirement plans affect employee performance in cement manufacturing companies in Nigeria.

Further, Omodero, Alpheaus and Ihendinihu (2016) investigate the effect of human resource costs on the financial performance of firms in Nigerian in which secondary data on relevant financial variables were extracted from published financial statements of ten selected listed firms in Nigeria. The findings revealed no significant effect of Personnel Benefit Costs on firm turnover. The study concluded that investments in human resources have positive trade-off effects on the profitability and growth of firms and recommends a greater commitment to manpower development and training while providing proper infrastructures and a conducive working environment to enhance the capacity of employees to drive positive improvements in corporate financial performance.

Additionally, Mmbusa (2019) while assessing the influence of remuneration strategies on employee's performance in the public health sector in Nairobi city county, Kenya found that competitive salaries, incentives, indirect employee performance factors and rewards had a positive and significant influence on employees' performance. In a different study, Kamau and Omondi (2020) investigated the influence of remuneration on employee retention in Kenya commercial bank and found that good remuneration program motivates employees in an organization and adequate reward system in the organization would reduce the employee turnover rate. Saeed, Nayyab and Lodhi (2017) examined the relationship between rewards and employee performance in Technical Education Authority of Pakistan by adopting a descriptive research design and found that extrinsic rewards did not have much substantial influence on performance of employee, influence of intrinsic rewards on employee performance was found to be moderate and significant. In addition, intrinsic and extrinsic rewards had different influences on performance of employee; intrinsic rewards had higher impact on employee performance than extrinsic rewards.

### **2.2.3 Alternative Dispute Resolutions and Achievement of Strategic Goals**

Wolor, Supriyati and Purwana (2019) conducted a study basing on stratified and random sampling of 50 manufacturing and service organizations evaluated alternative dispute resolutions and its impact on organizational performance in Bangladesh and found a positive relationship between alternative dispute resolutions, decent environment and goal achievement. The study also indicated that the integrative style was the best one to manage the conflict effectively than the other styles such as distributive, avoidance, dominating and obliging.

In a different study conducted in Nigeria, Adeyemi, Dumade and Fadare (2015) examined the influence of recruitment and selection on organizational performance by obtaining data from twenty respondents from staff of Access Bank, odogunyan branch through the use of questionnaire. The study found that the quality of new recruits depends upon an organizations recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

Elsewhere, Awan and Saeed (2015) sought to establish the relationship between alternative dispute resolutions and organizational performance: a case study of Askari Bank Ltd and found that conflict affects the Organization in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, poor performance and failure to realize organization's goals. However, Awan and Saeed (2015) while assessing the relationship between alternative dispute resolutions and organizational performance of Askari Bank Ltd found that education did not have any effect on the opinion of respondents on

alternative dispute resolutions strategies and that alternative dispute resolutions had insignificant effect on organizational performance.

Batool and Hayat (2019) conducted a study on influence of implementation of alternative dispute resolutions strategies on employees' performance at Kenya Power Company, Nairobi County and found significant relationship between alternative dispute resolutions strategies, employee performance and organizational realization of goals and that the strategies popularly used were integrating, avoiding and obliging strategies. The same sentiments were echoed in a study by Iravo (2018) which examined the effect of alternative dispute resolutions in performance of public secondary schools in Machakos County, Kenya and found a positive strong relationship between alternative dispute resolutions and performance.

Mitrofanova, Konovalova and Mitrofanova (2020) assessed methodical approach to alternative dispute resolutions in the system of social and employee performance factors in the organization and found that the presented methodological approach to the management of labour conflicts in the organization made it possible to develop activities aimed at preventing of conflicts, resolving of contradictions and normalizing post-conflict interaction. The findings were consistent with the findings of a study by Umar (2018) which discovered that there were partial teachers' alternative dispute resolutions in government secondary schools of Federal Capital Territory, Abuja; and thus, teachers were not motivated by state of alternative dispute resolutions in government secondary schools in FCT Abuja.

#### **2.2.4 Career Development and Achievement of Strategic Goals**

Chin (2018) conducted a literature study using a quantitative approach through structured questionnaires on 254 employees examined the relationship between career development and employee productivity in an organization where he concluded that training and development were positively correlated and claimed statistically significant relationship with employee performance and organization productivity. In a similar study evaluated the effects of training on the performance of employees from two Lebanese companies - Bonjus Company and Khatib and Alami Company and found that training programs benefited employees as well as the two companies. Employees cited that they were able to develop inner satisfaction, received positive evaluation feedback, understood how to achieve a quality output, and developed career beyond classwork.

Dialoke and Nkechi (2017) in their study determined the effects of career growth on employees' performance with focus on non-academic staff of Michael Okpara University of Agriculture Umudike Abia State, Nigeria and found that there was a positive and significant correlation between career development and the performance of the Non-academic Staff of the university, and also career advancement is positively correlated with motivation of the Nonacademic Staff of the University. Nasution, Mariatin and Zahreni (2018) while examining the influence of career development and organizational culture on employee performance by adopting quantitative approach found that organizational culture which is strongly rooted encourages its employees to have behavior according to the organizational culture in the company where they are working at which will eventually bring about the expected performance if the behavior is consistently carried out.

Elsewhere, Quagraine, Adu, Ashie and Opoku (2019) while evaluating the relationship between organizational support for career development and organizational commitment: evidence from the Ghana police service found that organizational support for career development had a

significant impact on affective and normative commitment, personnel perceived low organizational support for career development. Further, Uddin, Mahmood and Fan (2019) assessed the effect of leadership development on performance of faith based organizations and found that employee engagement had impacted employee performance through communication flow in the organization between top management and employees and amongst the employees themselves.

### **2.2.5 Achievement of Strategic goals**

Strategic goals are the specific financial and non-financial objectives and results an organization aims to achieve over a specific period of time, usually a period of three to five years. Goals are important because they provide direction, clarify job roles, give employees something to strive for, and help make the vision attainable. Effective strategy execution requires different resources including human resources, technological resources, and managerial resources amongst others. Human resources are key in strategy formulation since strategy execution occurs through interactions between an organization's employees. Therefore, the ability to recruit, select, train, and promote the right staff is critical in enabling strategy execution.

## **3.0 RESEARCH METHODOLOGY**

This study employed a descriptive research design whereby the relationship between employee performance factors and achievement of strategic goals in faith-based institutions in Kenya were investigated. Descriptive research design describes the characteristics of variables just as they are in a situation (Kothari, 2012). This study targeted all the forty-six (46) parishes spread across all the five (5) presbyteries in Nairobi County. The units of analysis are Parish Sessions and the mission managers. According to PCEA directory (2019), there are a total of 690 managers and 1,034 members of the Parish Session in all the five presbyteries in Nairobi County. This study used stratified sampling technique. This was done by dividing the population into strata in which each parish formed a stratum from which sample for the study was drawn. The technique was meant to give every member of the target population a known chance of being included in the sample. The sampling frame for this study comprised of all the 1,724 Parish Session members and managers in all the forty-six parishes in Nairobi County. The sample size for the study was made up of 314 respondents.

This study utilized questionnaires for data collection. The data collected using questionnaire was coded and edited for completeness and consistency and entered into Statistical Package for Social Sciences (SPSS version 26.0). Analysis involved descriptive statistics and inferential analysis. A multiple linear regression analysis was conducted to establish the relationship between the dependent and independent variables. Analysis of Variance (ANOVA) and F-test was used. The Ordinary least squares regression analysis was done and interpreted to determine the influence that the independent variables have on the dependent variable; organizational performance. The ANOVA F-statistic was used to test the research questions for the regressor coefficients for each variable to be equal to zero. An analysis to determine the combined influence of all the independent variables was done. All the independent variables were combined and involved in the analysis. Finally, the ANOVA and F-Statistic was used to test the research questions that the regressor coefficients of all the independent variables are jointly equal to zero. Significant levels were measured at 95% confidence level where significant differences were recorded at an alpha level of 0.05 ( $p < 0.05$ ). The following statistical model was used. The multiple regression equation model is illustrated below: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \dots (1)$$

Where:

Y is the dependent variable (Achievement of Strategic Goals)

X<sub>1</sub> is working conditions

X<sub>2</sub> is employee remuneration

X<sub>3</sub> is alternative dispute resolutions

X<sub>4</sub> is career development

e is an error term

β<sub>0</sub> is the constant (Co-efficient of intercept)

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, and β<sub>4</sub> are the slopes of the regression equation.

The results were presented on tables, charts and bars.

#### 4.0 FINDINGS AND DISCUSSIONS

The study found that 12.5% of respondents hold a diploma qualification, 50% were degree holders, 25% had a master's degree and 12.5% had other qualification. The analyzed data indicated that the PCEA churches in Nairobi County and their missions have academically qualified staff able to execute various organizational tasks and responsibilities. Additionally, this assured the researcher of the accuracy of the responses received. The study also found that majority of the respondents 5% had a work experience of up to 5 years, 25% had a work experience of above 5 years and up to 10 years, 55% had work experience of above 10 years and up to 15 years, 10% had a work experience of above 15 years and up to 20 years and 5% had work experience of above 20 years. The findings revealed that quite majority of respondents had a work experience of above 10 years and up to 15 years. 60% of the participants were female whereas 40% of respondents were male. This indicated that there were more female respondents than male. In relation to the findings provided those below the age of below 30 years were 7.5%, those between 31-40 years were 22.5%, those between the ages of 41-50 years were 37.5%, while 12.5% were the age of 51-65 years and 20 % respondents had over 65 years. The analyzed data shows that majority of the respondents were aged between 41 and 50 years.

#### 4.1 Descriptive Statistics

Table 1 depicts the descriptive statistics results on working Conditions variable.

**Table 1: Working Conditions and Achievement of Strategic Goals**

Statement	N	Mean	Std. Dev.
Work safety is a priority in our church.	239	2.225	0.4125
Work safety enables employees achieve their goals that contributes to overall achievement of strategic goals of an organization.	239	3.950	1.2009
As a church we lay more emphasis on standard policy which provides coverage for our employees against general or normal risks.	239	1.575	0.0235
In our church we strive to adhere to occupational safety standards to prevent diseases, injuries, and deaths to our employees that are due to working conditions.	239	1.272	0.0201
We provide regular health programs to our staffs to reducing stress levels, combat back pain, limit sedentary behaviour, prevent overweight/obesity, and reduce chronic diseases	239	1.009	0.4712
We provide our staff with the necessary equipment and tools they require to perform their tasks.	239	1.213	0.0113

**Source: Field Data, 2021**

From the data analyzed and presented in Table 1, the respondents disagree (Mean=2.225) with the claim that work safety is a priority in their respective churches. The respondents however agree (Mean=3.950) that work safety enables employees achieve their goals that contributes to overall achievement of strategic goals of an organization. This finding agrees with the position by Antony (2018) indicating that work safety is key in the enhancement of staff morale and achievement of organizational objectives. Additionally, the respondents strongly disagree (Mean=1.575) with the assertion that the church has put in place a standard policy which provides coverage for staff against general or normal risks. Furthermore, the respondents strongly disagreed (Mean=1.272) with the assertion that the church strives to adhere to occupational safety standards for the prevention of diseases, injuries, and deaths to employees that are due to poor working conditions.

Furthermore, the respondents strongly disagreed (Mean=1.009) with the opinion that the church leadership provides regular health programs to employees to the staffs for the reduction of stress levels, combat back pain, limit sedentary behaviour, prevent overweight/obesity, and reduce chronic diseases. The study result is concurrence with the finding by Musinguzi et al. (2018).that employee health programmes are significant in the promotion of their motivation and satisfaction. The respondents further strongly disagreed (Mean=1.213) that the church provides staff with the necessary equipment and tools they require to perform their tasks. A study by Soukup et al. (2018) confirms that the successful implementation of strategic plans is dependent on the availability of necessary inputs for staff. Presented in Table 2 are descriptive statistics results on employee remuneration.

**Table 2: Employee Remuneration and Achievement of Strategic Goals**

Statement	N=239	
	Mean	Std. Dev.
The church management reviews staff salaries on a regular basis.	2.023	0.0121
Our church has a comprehensive reward system in which our staff are rewarded for the work done.	4.571	0.4125
We have an elaborate pension scheme for our staff	2.000	1.2110
An elaborate pension scheme motivates staff towards achievement goals.	4.163	1.2009
The PCEA church provides its permanent employees with medical insurance to protect them from unexpected, high medical costs.	1.175	0.4731
As a church, we strive to better the wages of our staff	1.950	0.4125
We as a church do recognize the achievements of our staff by offering them bonuses.	1.149	1.2011

**Source: Field Data, 2021**

From the data analyzed and presented in Table 2, the respondents disagreed (Mean=2.023) with the assertion that their salaries were reviewed regularly by the church management. Nevertheless, majority of them agreed (Mean=4.571) that the church has a comprehensive reward system in which employees are rewarded for the work done. Moreover, the respondents disagreed (Mean=2.000) that there is an elaborate pension scheme for staff. The respondents further strongly agreed (Mean=4.163) that having an elaborate pension scheme in place enhance staff motivation and performance in the achievement of organizational goals. This finding is in concurrence with the results from a study by Koedijk et al. (2019) confirming that having an elaborate retirement scheme in place forms a solid foundation for the achievement of organizational goals.

The study findings indicated that the respondents disagreed (Mean=1.175) with the opinion that the church management provides its permanent employees with medical insurance. The respondents further disagreed (Mean=1.950) that the church management is working towards bettering the wages of employees. Nevertheless, the respondents disagreed (Mean=1.149) that the church provides bonuses as a way of rewarding performance. These results point to an organization that is not poised to achieving excellent performance as such actions contradict the revelations by Karanja (2016) citing rewards in form of bonuses as key ingredients. The study results also corroborate the findings by Ondari, Were & Rotich (2018) citing unfair rewards and employee performance factors as a basis for staff demotivation and dwindling organizational performance. Table 3 shows the descriptive statistics results on alternative dispute resolutions as a component of employee performance factors.

**Table 3: Alternative Dispute Resolutions and Achievement of Strategic Goals**

Statement	N=239	
	Mean	Std. Dev.
Our church has put in place active policy on conflict resolution and management to prevent conflicts and for the employees to concentrate on their work.	3.012	0.4632
Our church has an elaborate and comprehensive HR Policies which provides structure, control, consistency, fairness and reasonableness in church activities.	4.013	0.0121
Our employees are provided with procedure manual to speed up the process of decision making for employees and help them follow regulations concerning church guidelines in their duties.	4.009	0.4125
As a church, we have developed a robust recruitment policy to ensure that the church management continue to maintain its commitment to providing equal opportunity to the staffs.	2.000	0.3261
The church has a well-structured selection policy in place	1.175	0.4731
A well-structured selection policy enables an organization to hire the best possible candidates for its operations.	4.135	0.4037

**Source: Field Data, 2021**

The data analyzed and presented in Table 3 showed that majority of the respondents were indifferent (Mean=3.012) in responding to whether the church has put in place active policy on conflict resolution and management to prevent conflicts and for the employees to concentrate on their work. Nevertheless, the respondents agreed (Mean=4.013) that the church has an elaborate and comprehensive HR Policies which provides structure, control, consistency, fairness and reasonableness in church activities. These results are in concurrence with the findings of Ogola (2017) indicating that there exists a significant positive relationship between the existence of organizational human resource policy and performance of employees in organizations.

Additionally, the analyzed data indicated that the respondents agreed (Mean=4.009) that they are provided with procedure manual to speed up the process of decision making and help them follow regulations in the execution of their duties. AS regards recruitment policy, the respondents disagree (Mean=2.000) that the church has developed a robust recruitment policy to ensure that the church management continue to maintain its commitment to providing equal opportunity to the staffs. However, the study found that most of the respondents disagreed (Mean=1.175) that a well-structured selection policy enables an organization to hire the best possible candidates for its operations. This finding corroborates with the results of a study by Wachira (2016) affirming that the quality of employees hired is dependent on the selection policy of the organization. Descriptive statistics results on career development variable are presented in Table 4.



**Table 4: Career Development and Achievement of Strategic Goals**

Statement	N=239	
	Mean	Std. Dev.
PCEA as a church invests a lot in training and personal development of its staffs.	3.004	0.4632
Training and staff development strengthens staff skills needed to enhance achievement of goals.	4.019	0.3023
Our church provides employees with career progression to learn new things and do things different from time to time.	2.004	0.4125
Our church has in place career counseling policy which all our staffs are made aware of and from which they benefit significantly.	2.000	0.3261
Our church invests a lot of resources in staff skill development	1.125	0.4731
Skills development ensures increased employee motivation, increased efficiencies in processes, resulting in financial gain and achievement of church goals.	4.121	0.0223

**Source: Field Data, 2021**

The data analyzed and presented in Table 4 shows that majority of the respondents were indifferent (Mean=3.004) in responding to whether the church has put a lot of resources in staff training. However, the respondents agreed (Mean=4.019) that training and development strengthens staff skills needed to enhance achievement of goals and their supervisors observed high levels of work ethics and moral conduct in the execution of duties. From the data analyzed and presented in table 4.7, majority of the respondents disagreed (Mean=2.004) with the opinion that the church management provides employees with career progression to learn new things and do things different from time to time.

The respondents further disagreed (Mean=2.000) that church has in place career counseling policy which all our staffs are made aware of and from which they benefit significantly.in terms of resource provision, the respondents disagreed (Mean=1.125) that the church has been able to direct adequate resources to staff skill development. Nevertheless, they agreed (Mean=4.125) that Skills development ensure increased employee motivation, increased efficiencies in processes, resulting in financial gain and achievement of church goals. This finding concurs with the results of a study by Olang (2015) affirming that training and skills development is a prerequisite for increased goal achievement and enhanced organizational performance. Finally on descriptive statistics, Table 5 depicts the results on the dependent variable; achievement of strategic goals.

**Table 5: Achievement of Strategic Goals**

<b>Statement</b>	<b>N=239</b>	
	<b>Mean</b>	<b>Std. Dev.</b>
Our church has succeeded in having in place elaborate strategic plan guiding its operations in all presbyteries.	2.012	0.4101
Our church has achieved greater heights with regards to stakeholders' involvement.	4.013	0.0314
Our church has developed a very strong organization culture which sets expectations for how people behave and work together, and how well they function as a team.	1.019	0.3023
Our church has made great strides in as far monitoring and evaluation is concerned.	4.019	0.3023

**Source: Field Data, 2021**

From the data analyzed in Table 5 the respondents disagree (Mean=2.012) with the opinion that the church has succeeded in having in place elaborate strategic plan guiding its operations in all presbyteries. Nevertheless, the respondents agree (Mean=4.013) that the church has achieved greater heights with regards to stakeholders' involvement. The respondents further disagree (Mean=1.019) that the church has developed a very strong organization culture which sets expectations for how people behave and work together, and how well they function as a team. Furthermore, the respondents agreed (Mean=4.019) that the church has made great strides in as far monitoring and evaluation is concerned.

**4.2 Correlation Analysis**

Correlation analysis was conducted in this study to assess the association between the independent variables (working conditions, employee remuneration, alternative dispute resolutions and career development) and the dependent variable (achievement of strategic goals). Table 6 depicts the correlation matrix.

**Table 6: Correlation Matrix**

		<b>Achievement of Strategic Goals</b>	<b>Working Condition</b>	<b>Employee Remunera tion</b>	<b>Alternative Dispute Resolutions</b>	<b>Career Develop ment</b>
Achievement of Strategic Goals	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Working Condition	Pearson Correlation	.564**	1.000			
	Sig. (2-tailed)	0.000				
Employee Remuneration	Pearson Correlation	.442**	.591**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Alternative Dispute Resolutions	Pearson Correlation	.557**	.583**	.468**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Career Development	Pearson Correlation	.544**	.550**	.467**	.467**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

Based on the correlation analysis findings presented in Table 6, there was a positive and significant association between working condition and achievement of strategic goals ( $r=0.564$ ,  $p=0.000$ ). The results also show that employee remuneration as an aspect of employee performance factors had positive and significant association with achievement of strategic goals ( $r=0.442$ ,  $p=0.000$ ). Similarly, results show that alternative dispute resolutions and achievement of strategic goals were positively and significantly associated ( $r=0.557$ ,  $p=0.000$ ). Finally the results show that there was a positive and significant association between career development and achievement of strategic goals ( $r=0.544$ ,  $p=0.000$ ). These correlation analysis results implies that an improvement in the adoption of the above employee performance factors aspects leads to an improvement in the realization of strategic goals of the church.

In addition to correlation analysis, regression analysis was carried out to show the relationship between the independent variables (working conditions, employee remuneration, alternative dispute resolutions and career development) and the dependent variable (achievement of strategic goals). Table 7 depicts model summary.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	0.629	0.615	0.48657

a. Predictors: (Constant), Working conditions, employee remuneration, alternative dispute resolutions and career development.

**Source: Field Data, 2021**

The results in Table 7 show that the coefficient of determination (R squared) is 0.629 and adjusted R squared of 0.615 at 95% significance level. The R squared of 0.629 implies that the independent variables in this study (working conditions, employee remuneration, alternative dispute resolutions and career development) jointly explains 62.9 percent of the variation in achievement of strategic goals in Presbyterian Church of East Africa (PCEA). The remaining 37.1 percent of the variation in the dependent variable can be explained by other factors which were not part of the current model. The analysis of variance (ANOVA) results were as shown in Table 8.

**Table 8: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	41.408	4	10.352	43.726	.000 <sup>b</sup>
Residual	24.385	434	.237		
Total	65.794	438			

a. Dependent Variable: Achievement of strategic goals

b. Predictors: (Constant), Working conditions, employee remuneration, alternative dispute resolutions and career development.

**Source: Field Data, 2021**

In Table 8, ANOVA results are shown. The results show that the model was statistically significant in explaining the effect of employee performance factors on achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County and it is indicated by p-value of  $0.000 < 0.05$ . In Table 9 regression coefficient results are shown.

**Table 9: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)	.688	.254		2.707	.008
	Working conditions	.184	.078	.208	2.368	.020
	Employee remuneration	.470	.088	.053	5.336	.007
	Alternative Dispute Resolutions	.442	.101	.465	4.380	.000
	Career development	.285	.085	.164	3.353	.002

a. Dependent Variable: Achievement of strategic goals

**Source: Field Data, 2021**

The model then became:

$$Y = 0.688 + 0.184X_1 + 0.470X_2 + 0.442X_3 + 0.285X_4$$

Where:

Y is the dependent variable (Achievement of Strategic Goals)

X<sub>1</sub> is Working Conditions

X<sub>2</sub> is Employee Remuneration

X<sub>3</sub> is Alternative Dispute Resolutions

X<sub>4</sub> is Career Development

The regression coefficient results show that working condition as an aspect of employee performance factors had a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County ( $\beta = .184, p=0.020<.05$ ). This implies that an improvement in working condition in the organization leads to an improvement in achievement of strategic goals by the church significantly. Additionally, the results show that employee remuneration as an aspect of employee performance factors had a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County ( $\beta = .470, p=0.007<.05$ ). This implies that an improvement in employee remuneration by the church management results to an improvement in achievement of strategic goals by the church significantly.

Similarly, the results show that alternative dispute resolutions as an aspect of employee performance factors had a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County ( $\beta = .442, p=0.000<.05$ ). This implies that putting more effort in the management of conflicts within the church leads to an improvement in achievement of strategic goals by the church significantly. Finally, the study found that career development as an aspect of employee performance factors had a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County ( $\beta = .285, p=0.002<.05$ ). This implies that an improvement in conducting career development by the management leads to an improvement in achievement of strategic goals by the church significantly.

## **5.0 CONCLUSIONS**

The study concludes that work safety is not a priority in PCEA churches since that was the opinion held by most of the respondents. The study concluded that work safety enables employees achieve their goals that contributes to overall achievement of strategic goals of an organization. The PCEA church does not have any standard policy which would provide coverage for staff against general or normal risks, the church does not strives to adhered to occupational safety standards for the prevention of diseases, injuries, and deaths to employees that are due to poor working conditions which is risking the health of the employees of the church.

The study further concludes that the church leadership is not paying attention to the provision of regular health programs to the staffs for the reduction of stress levels, combat back pain, limit sedentary behaviour, prevent overweight/obesity, and reduce chronic diseases, pointing to the fact that most of the employees of the church are suffering silence. Finally, the study concludes

that working condition as an aspect of employee performance factors has a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County.

The study further concludes that the management of PCEA church management does not provide its permanent staff with medical insurance which should be a necessity. In addition, the church management is not making effort in ensuring they improve on the wages of employees. Nevertheless, the study found that most of the respondents disagreed that the church provided bonuses as a way of rewarding performance. The study further concludes that unfair rewards and employee performance factors as a basis for staff demotivation and dwindling organizational performance. Finally, the study concludes that employee remuneration as an aspect of employee performance factors have positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County.

The study further concluded that the church provides its staff with procedure manual to speed up the process of decision making and help them follow regulations in the execution of their duties, but they have failed to develop a robust recruitment policy to ensure that the church management continue to maintain its commitment to providing equal opportunity to the staffs. A well-structured selection policy enables an organization to hire the best possible candidates for its operations and that the quality of employees hired is dependent on the selection policy of the organization. Finally, the study concludes that alternative dispute resolutions as an aspect of employee performance factors has a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County.

The study concludes that it is not clear whether the PCEA church has allocated enough resources in staff training or not, since most of the respondents were undecided in that matter. The study however concluded with confidence that training and development helps in strengthens staff skills needed to enhance achievement of goals. Supervisors observed high levels of work ethics and moral conduct in the execution of duties. The church management is not providing its employees with career progression to learn new things and do things different from time to time which is likely to work to their church's disadvantage because career progression has been found to influence performance and goal achievement significantly.

The study also concluded that the PCEA church does not have in place career counseling policy which all our staffs are made aware of and from which they benefit significantly, in addition the church does not direct adequate resources to staff skill development. Skills development ensure increased employee motivation, increased efficiencies in processes, resulting in financial gain and achievement of church goals and training and skills development is a prerequisite for increased goal achievement and enhanced organizational performance. Finally, the study concluded that career development as an aspect of employee performance factors has a positive and significant effect on the achievement of strategic goals in Presbyterian Church of East Africa (PCEA) churches in Nairobi County.

## **6.0 RECOMMENDATIONS**

Based on the above findings and the conclusions this study has the following recommendations to make: There is need for the church management to give priority to work safety in terms of resource allocation and staff training, the church management to have a standard policy in place for covering staff against general or normal risks. There is also need for the church management

to put in place occupational safety standards for the prevention of diseases, injuries, and deaths to employees that are due to poor working conditions.

The study further recommends to the church management they should provide regular health programs to employees for the reduction of stress levels, combat back pain, limit sedentary behaviour, prevent overweight/obesity, and reduce chronic diseases, the management to ensure that staff are provided with the necessary equipment and tools they require to perform their tasks, the church management needs to regularly review staff salaries, the church management should put in place an elaborate pension scheme in place to enhance staff motivation and performance in the achievement of organizational goals.

In addition, it is important that the church management provides its permanent employees with medical insurance. It is also recommended that the church provides bonuses as a way of rewarding performance. As regards recruitment policy, the study recommends that the church management needs to develop a robust recruitment policy to ensure that the organization continues to maintain its commitment to providing equal opportunity to the staffs, the management needs to allocate adequate resources for staff training and development and, the management needs to provide employees with career progression to learn new things and do things different from time to time. Finally, the study recommends that further study be conducted in the same topic in other organizations so as to benchmark the findings.

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