Title of the paper:
Effect of Human Resource Management Policy Practice On Volunteer Turnover In Kenya’s Church Organizations: Lessons from An Evangelical Church

Name of researchers:
• Grace Mirigo Mwai
• Prof. Stephen Nyambegera

Organization:
USIU-A

Contact:
• Grace Mwai at gmirigo@yahoo.com
• Prof. Stephen Nyambegera at snyambegera@yahoo.co.uk
EFFECT OF HUMAN RESOURCE MANAGEMENT POLICY PRACTICE ON VOLUNTEER TURNOVER IN KENYA’S CHURCH ORGANIZATIONS: LESSONS FROM AN EVANGELICAL CHURCH

By MWAI, G. and NYAMBEGERA, S.

OUTLINE

• 1.0 Introduction
• 2.0 Literature Review
• 3.0 Methodology
• 4.0 Results
• 5.0 Discussion and Conclusion
• 6.0 Implications Future research
• 7.0 References
PURPOSE AND OBJECTIVES

- The purpose of this study was to determine the effect of human resource management policy practice on volunteers’ turnover in church organizations with a focus on evangelical churches in Kenya.
- The human resource practices studied were recruitment and selection, retention, and termination.
- The research objectives:
  - **Objective 1**: Establish the effect of recruitment and selection policy practice on volunteer turnover in the evangelical church.
  - **Objective 2**: Determine the effect of retention policy and practice on volunteer turnover in the evangelical church.
  - **Objective 3**: Examine the effect of termination policy and practices on volunteer turnover in the evangelical church.
INTRODUCTION - VOLUNTEERISM

- Spring and Grimm, (2004) defines volunteering as any activity in which time is given freely to benefit another person, group or cause. This definition does not preclude the volunteers from benefiting because of their volunteer work.
- Spring and Grimm, (2004) report that religious organizations perform a major role in producing Americans’ volunteer experiences; 83 percent of congregations participate in or support social service, community development, or neighborhood organized projects and 21 percent of America’s charities include religious practices and faith as a core part of their mission.
- Parsons and Hailes, (2004) identify partnerships as vital to the success of social institutions and sometimes the provision of statutory services through a private and a not-for-profit sector organizations.
- Schools and hospitals managed by religious or charitable organizations face more challenges than the private for profit managed schools (Nejati, 2010).
INTRODUCTION - VOLUNTEERISM

• Most not-for-profit organizations exhibit a greater need for volunteers; staff members who support the organization are not paid, whereas others have a hybrid structure (Lopez, 2009)
• Sharpe and Barnes (2009) argue that in an era of declining volunteerism, most organizations must get radical in their volunteer management practices.
• Churches have realize human resources management is critical; for example the Catholic Church suffered shortage of priests that has led to more focus on the re-distribution of various tasks and parishes (Zaleski and Zech, 1997).
LITERATURE REVIEW

Volunteer Human resources practices

• According to Bussel and Forbes (2007), an appreciation of why people volunteer and who is likely to volunteer informs the organizations strategies for motivating volunteers; more social than economic benefits.

• The organizations are not keen to review factors influencing the volunteer’s recruitment, key being the age of the individual volunteering (Church, 2013).

• Volunteering varies by Age, according to Lopez (2009), Americans aged 30-34 years of age are the most active whereas those above 65 years and those between 18-29 years old are least active.
Reasons for Volunteering

Merill (2005) states the reasons why individuals volunteer will inform a company’s, recruitment, leading, training and retention of volunteers and that there are four main challenges volunteer managers and leaders are facing today;

1. **Time poverty**, where most individual’s feel they don’t have enough time to volunteer because of family and workplace commitments.
2. **Immediate responsiveness** - where the volunteers expect immediate access to information and resources and access to the manager of volunteers and ease access to training. The challenge then becomes equitable access of these resources to all volunteers.
3. **The technology and the need to make human contact**, the website, chat rooms and social apps make it easy to access information and makes decision making more effective. This brings the challenge to organizations for there is no uniform way of engaging volunteers on social networks
4. **Changing expectations**, age and generation exposure brings in difference in volunteers expectation.
RETENTION

• Clary et al., (1998), informs that volunteers seek to satisfy at least one of the following six psychological functions: to enhance self-esteem; to express values; to advance their career experience and skills; to fulfill social needs; to increase or apply one’s knowledge and professional skills; or to protect oneself from negative emotions such as guilt and boost one’s ego.

• According to the 2003 volunteer supplement to the population survey (conducted by the Bureau of Labor Statistics); 35 percent of Americans devote the greatest amount of their volunteer time to religious organizations and 41 percent volunteer at a religious organization to at least some extent (Spring and Grimm, 2004).

• William and Paul, (2008) inform that volunteer programs in Africa mainly include the development volunteers engaged in services by American or European Agencies for example Unites states Peace Corps (USPC), British volunteers Services Overseas and Canadian International Development agencies (CIDA).
Empirical Research

- Research done has focused on factors that influence or motivate an individual to volunteer and what will affect their continuing to volunteer. Kiangura, (2009) when doing a study on a Kenyan Health Non- Governmental organization in Nairobi, informs that most volunteers value the need to have contributed to a cause or a result and that good working environment and relationship contributes to motivating volunteers.

- Takasugi and Lee (2012) while studying the health workers volunteers in western Kenya inform that when a not for profit organization experiences volunteer turnover with most volunteers serving not longer than three months, human resource policies in practice need to be reviewed.

- In consideration that the researchers findings mentioned above are in relation to Not for Profit Health Organizations in Kenya, this study sought to provide research to examine the human resource practices at church organizations and their effect on volunteer turnover

- This study's will provide insights to existing volunteer programs human resources practices in church organizations.
Emphirical Research- Contd

• In Malawi one of the poorest nations in the world, local women in communities volunteer despite their own difficult situations and lack of financial abundance (Isabelle, 2008).

• Liat (2007) states that in Israel, even though volunteer activities involve good actions to the benefit of others or institutions, the activities and decisions undertaken can cause stress and burnout to the volunteers which will cause volunteers to cease giving services.

• Qualitative study of volunteer community health workers in a rural district of Western Kenya conducted by Takasugi and Lee (2012) found out that there was a shortage of volunteers.

• According to Kangura (2009), study done on Kenyan health workers volunteers, the motivation strategies put in place by organizations will affect the level volunteer performance and thus managers are encouraged to understand the volunteers needs and motivate them by fulfilling some of their needs.
Study Focus

- **Study focus** on an Kenyan evangelical church organization with an obligation to assist the community and congregants; through the church members giving their time to serve for free.
- The evangelical church has sixty staff members and over nine hundred and nine volunteers, the ratio is for every staff member there are 15 volunteers and this indicates a huge reliance on volunteers to implement the church strategy.
3.0 METHODOLOGY

- Research philosophy is post positivism
- The research adopted a descriptive research design in which a population of 909 volunteers was considered.
- A sample size of 273 was selected randomly from the list of volunteer’s database available with the church registry using stratified random sampling.
- A sample of three volunteer managers was selected as key informants from the five regional volunteer managers.
- Data was collected using a semi-structured questionnaire with both open ended and closed questions to the volunteers and an interview guide with the volunteer managers.
3.0 METHODOLOGY

• The analysis was done using descriptive and inferential statistics for quantitative data using statistical software packages (SPSS) and qualitative data was categorized into themes.

• Quantitative data analysis was done to measure the data distribution by getting the mean, mode and mean of the various attributes.

• Correlation and relationship between variables was studied using inferential statistics, correlation and multiple regressions.

• To measure the variables variation, the researchers used frequency distributions, percentages and measures of central tendency.
Validity and Reliability

- Validity test of a research data collection tool to ensure that the tool actually collects the intended information.
- Reliability tests consisted of the data collection tool providing accuracy across several strata of.
- Terms used in the questionnaire were clear and simple to ensure no confusion existed on the intended meaning of the questions. The pre-testing of the questionnaires was done to also assist in the validity check of the tool.
- In an effort to ensure validity, the research included sections in the tool where the respondent could give additional informational up and above the choices given or factors listed.
- The researcher also tested the validity of the results collected by reviewing the correlation of the variables, if there was a relationship then the research stated the predictive validity. Reliability of the questionnaire was also ensured for there was no researcher interference as the volunteers completed the questionnaire without bias been introduced; of the results collected the coefficient was calculated to test the questionnaire reliability.
4.0 RESULTS AND FINDINGS

• Out of the 273 questionnaires issued, the research recorded a 63% response rate with 172 questionnaires been returned completed.

• The majority at 46% strongly agreed that volunteers’ selection process is fair and transparent and only 6% strongly disagreed the process was fair.

• According to the responses, 24% strongly agree that the job description provided was clear while 8% strongly disagreed, though majority at 28% were indifferent.

• The level of satisfaction of the majority with the church management of volunteers is at, agree with 40% and only 2% strongly disagree to having been satisfied with the process.

• When asked if they had a written volunteer’s policy - 51% indicated that they did not have.

• Stipend or compensation was not recognized as a challenge by 41% of the respondents and only 11% found this to be a challenge.

• Majority at 45%, reported that the church management did not hold exit interviews for the volunteers who left the volunteer.
## Respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>37%</td>
</tr>
<tr>
<td>Female</td>
<td>63%</td>
</tr>
<tr>
<td><strong>Length of Service (in months)</strong></td>
<td></td>
</tr>
<tr>
<td>1-6</td>
<td>26%</td>
</tr>
<tr>
<td>7-12</td>
<td>14%</td>
</tr>
<tr>
<td>13-18</td>
<td>13%</td>
</tr>
<tr>
<td>19-24</td>
<td>27%</td>
</tr>
<tr>
<td>&gt;24</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Category of volunteer Service</strong></td>
<td></td>
</tr>
<tr>
<td>Expansion</td>
<td>1%</td>
</tr>
<tr>
<td>Operations</td>
<td>2%</td>
</tr>
<tr>
<td>Steps</td>
<td>2%</td>
</tr>
<tr>
<td>Children’s church</td>
<td>5%</td>
</tr>
<tr>
<td>Hospitality Ministry</td>
<td>6%</td>
</tr>
<tr>
<td>Teens church</td>
<td>6%</td>
</tr>
<tr>
<td>Prayer</td>
<td>6%</td>
</tr>
<tr>
<td>Stand Up</td>
<td>7%</td>
</tr>
<tr>
<td>Ushering</td>
<td>8%</td>
</tr>
<tr>
<td>Pre-Teens church</td>
<td>8%</td>
</tr>
<tr>
<td>Weekly services</td>
<td>10%</td>
</tr>
<tr>
<td>Ministry group</td>
<td></td>
</tr>
</tbody>
</table>
Ordinal Logistic Regression

- Ordinal logistic regression was used to predict an ordinal dependent variable given the 3 independent variables;

<table>
<thead>
<tr>
<th>Model Fitting Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Intercept Only</td>
</tr>
<tr>
<td>Final</td>
</tr>
</tbody>
</table>

Link function: Logit.

**Hypothesis**

H0=all of the regression coefficients in the model are equal to zero.

H1=at least one of the regression coefficients in the model are equal to zero.
Regression Contd.

### Parameter Estimates

<table>
<thead>
<tr>
<th>Location</th>
<th>Estimate (Std. Error)</th>
<th>Wald</th>
<th>df</th>
<th>Sig.</th>
<th>Lower Bound</th>
<th>Upper Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECRUITMENT</td>
<td>.059 (.218)</td>
<td>.073</td>
<td>1</td>
<td>.787</td>
<td>-.368</td>
<td>.486</td>
</tr>
<tr>
<td>RETENTION</td>
<td>.071 (.206)</td>
<td>.118</td>
<td>1</td>
<td>.731</td>
<td>-.333</td>
<td>.475</td>
</tr>
<tr>
<td>TERMINATION</td>
<td>1.044 (.288)</td>
<td>13.112</td>
<td>1</td>
<td>.000</td>
<td>.479</td>
<td>1.609</td>
</tr>
<tr>
<td>q1</td>
<td>-.598 (.287)</td>
<td>4.336</td>
<td>1</td>
<td>.037</td>
<td>-1.161</td>
<td>-.035</td>
</tr>
</tbody>
</table>

**Estimate** - These are the ordered log-odds (logit) regression coefficients.

**Std. Error** - These are the standard errors of the individual regression coefficients.

**Wald** - This is the Wald chi-square test that tests the null hypothesis that the estimate equals 0.

**Model**

\[ Y^* = \sum x\beta + \varepsilon \]
Results

Interpretation of parameter estimates:
I. If a respondent was to increase their recruitment score by one point, his ordered-log scores for having a high turnover score will increase by 0.059 while the other variables are held constant.
II. If a respondent was to increase their retention score by one point, his ordered-log scores for having a high turnover score will increase by 0.071 while the other variables are held constant.
III. If a respondent was to increase their termination score by one point, his ordered-log scores for having a high turnover score will increase by 1.044 while the other variables are held constant.
IV. The ordered logit for females having a higher turn-over score is -0.598 less than males when the other variables in the model are held constant.
Results -Contd.

• Recruitment (Wald=0.073) with a significance of 0.787>0.05 therefore regression coefficient for recruitment has not been found to be statistically different from zero in estimating turnover given retention, termination and gender are in the model.

• Retention (Wald=0.118) with a significance of 0.731>0.05 therefore regression coefficient for retention has not been found to be statistically different from zero in estimating turnover given recruitment, termination and gender are in the model.

• Termination (Wald=13.112) with a significance of 0.000<0.05 therefore regression coefficient for termination has been found to be statistically different from zero in estimating turnover given recruitment, retention and gender are in the model.

• Gender (Wald=4.336) with a significance of 0.037<0.05 therefore regression coefficient for Gender has been found to be statistically different from zero in estimating turnover given recruitment, retention and termination are in the model.
5.0 DISCUSSIONS AND CONCLUSION

- Major findings were that there is recruitment and selection policy practices affect volunteer turnover.
- Volunteers group supervision policies and practices do affect levels of volunteer turnover.
- Well managed retention strategies do influence levels of volunteer turnover and introduction of stipend or allowances compensation would not increase the level of volunteerism commitment.
- Recruitment and selection process demonstrates the strongest and positive relationships with job retention.
DISCUSSION

• The study found out that job description where formally issued or verbally discussed lacked clarity leading to turnover because of unmet expectations.
• Brown (2011) asserts that knowing what exactly each volunteer tasks are and what is challenging for them so as to seek ways to support them will reduce an organization volunteer turnover.
• Volunteers were satisfied with the initial contract and the information received about the recruitment process despite application forms response time was lengthy.
• The importance placed by the volunteers on communication by the church is better echoed by Rynes and Boudreau (1986) who pointed out existence of a volunteer human resource management system that provides feedback individually improves on the efficiency of the recruitment process.
CONCLUSION

- In-depth review of the aspects of the independent variables revealed six factors significantly affected volunteer turnover;
- Group supervision and engagement with volunteers before and during their volunteering period,
- Members with disability were not considered;
- Termination of volunteer services was not clear;
- Lack of holistic information updates by the church management on all aspects of the church;
- The friendships developed made volunteers keep on volunteering and the exit interviews done when volunteers left.
- The study recommends that to avoid high turnover of volunteers there is need to have recruitment, selection, termination and retention volunteer written policy that defines the purpose, roles and terms of engagement.
6.0 IMPLICATION AND FUTURE RESEARCH

• A study to review other variables that account for variation in intention to quit.
• Benefits and compensation should be explored in regard to the direct influence on volunteer turnover.
• A casual research design to study the effect of recruitment strategies on volunteers retention.
• This study was limited to investigating the impact of Human resource management practices on volunteer turnover in church organizations, further investigations can be done in other types of organizations.
7.0 REFERENCES


Isabelle W. ( 2008), Factors and Motivations Contributing to Community Volunteers’ Participation in a Nursery Feeding Project in Malawi , Development in Practice, Vol. 18, No. 3 (Jun., 2008), pp. 437-445. Published by: Taylor & Francis, Ltd. on behalf of Oxfam GB


7.0 REFERENCES


Thank You