AN INVESTIGATION INTO EFFICIENT UTILISATION OF HUMAN RESOURCES OF THE METHODIST CHURCH GHANA: A FOCUS ON THE CLERGY

By

Rt. Rev. John A. Y. Adubah B.A. Sociology (Hons), MSc. (National Development Policy and Planning), MPhil. (International Management and Policy Studies in Education)

A Thesis submitted to the Department of Managerial Science, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION (HRM OPTION)

School of Business, KNUST

College of Art and Social Sciences

July, 2012

DECLARATION

'I hereby declare that this submission is my own work towards the Master of Business Administration Degree (Human Resource Management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text'.

John A.Y. Adubah (Rt. Rev.) ………………………… ………………………

(PG 4710310) Signature Date

Certified by:

Mr. J. K. Turkson ………………………… ………………………

(Name of Supervisor) Signature Date

Certified by:

Mr. J.K. Turkson ………………………… ………………………

(Name of Head of Department) Signature Date

ABSTRACT

The Methodist Church Ghana envisions building for itself, a vibrant, Spirit-filled and Spirit-led church at the fore front of a holistic evangelism and discipleship drive for the transformation of society and a mission to equip the church for ministry and demonstration of faith. One of the key provisions of the church's ten year strategic plan developed in 2007 is to develop the human resource base for quality service provision in all departments of the church. For this to materialize the church should be seen to be efficiently utilizing its trained ministers. This study therefore contributes in this direction by investigating into the efficient utilization of human resources of the Methodist Church Ghana. Data was obtained through the use of questionnaire and interview session involving 500 respondents which included Bishops, ministers and other administrative staff. Data presentation and discussion were supported with line graphs and tables.The study found that the church's HR policies had not been effectively communicated to the ministers. Again, systems for routine planning and projecting of the church's HR needs were lacking. It was evident that the church lacked a functional system for ministerial transfers. Currently, ministers are posted arbitrarily and in most cases with no regard to specialties. Ministers who have been trained in specialized areas are often not given the opportunity to utilize their knowhow to the benefit of the church. The study recommended the need to utilize the technical knowhow of ministers trained in specialized areas and provide functional system for determining transfers. Again, there is the need to encourage ministers in deprived areas by ensuring objectivity and transparency in incentive schemesto avert potential resentments. To prevent the current phenomenon of the youth drifting to other denominations, young members of the church who exhibit extra-ordinary gifts and graces must be recognized and fully utilized.

ACKNOWLEDGEMENT

My first gratitude goes to the Almighty God for His protection, guidance and sustenance granted me to complete the course. I also express my profound gratitude to the Methodist Church, Ghana and particularly the encouragement of the Most Rev Professor Emmanuel K. Asante, Presiding Bishop. At a time I nearly gave up the idea of taking a sabbatical leave for the course, he called me and encouraged me to undertake the study which he expressed much interest. I cannot forget the School of Business who also took delight in me realizing that I am a Bishop of the Methodist Church, Ghana. I would like to single out Mr. J. K. Turkson, my lecturer, Head of Department and supervisor who on his sick bed read through and made the necessary suggestions. Special mention is made of Mr. KojoErzuah Siam for the role he played as field assistant and typist. Last but not least, my appreciation goes to Daniel AtoAdubah, my son who served as my personal driver and drove me virtually round the country gathering information.

DEDICATION

This work is dedicated to my dear wife Marian Adubah and my children, Emily, Daniel, Mavis, Marian, Grace, Joanaand Abigail who encouraged and stood by me to finish the race.

Table of Content **page**

List of Tables **Page**

List of Figures **Page**

List of Abbreviations

MSP	Methodist Strategic Plan
SPSS	Statistical Package for the Social Sciences
HRM	Human Resource Management
HPWS	High-Performance Work Systems
HRD	Human Resource Development

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Methodism was born out of crisis. Historians argue that the impact of Wesley's preaching spared Britain from the bloody revolution which France had to endure. This assertion describes the genesis of Methodism from the time of the Wesleys in Britain to 1835 when a Mission was formed in the Gold Coast by the Wesleyan Methodist Church (MSP, 2007).

Methodism started as a movement to revitalize the Church of England and stayed with the Church of England until 1795. Methodism has been described as the embodiment of the familiar basic scriptural truth which was rediscovered at the Protestant reformation and which is central to the Christian faith. A statement attributed to Rupert Davies describes Methodism as "a recurrent form of Christianity which is sometimes contained within the frontiers of the Church at large and is sometimes driven or drives itself over those frontiers to find a territory of its own". Methodism focuses on Bible study and takes a practical and methodical approach to Scriptures and Christian living. Methodist doctrine emphasizes the power of the Holy Spirit, the need for a personal relationship with God, simplicity of worship and concern for the underprivileged. Methodism was spread through evangelism and songs (Methodist Strategic Plan, 2007).

The general mandate of the Methodist Church is to "Make Disciples of all Nations" through evangelism and discipleship. The church was formed to spread Scriptural

Holiness at all times in all places to rescue as many people as possible from the dreadful predicament of eternal separation from the presence of God. In consequence, the doctrines of justification and sanctification are very central to Methodism.

The Methodist Church Ghana is one of the largest and oldest Protestant denominations in Ghana. It traces its roots back to the landing of Rev. Joseph Dunwell on 1 January 1835 in Cape Coast, Ghana. Rev. Thomas Birch Freeman, another missionary, emerged as the father of Methodism in West Africa, taking the Christian message beyond Cape Coast to the Ashanti Kingdom, Nigeria, and other parts of the region. After serving as a district in the British Methodist Conference, the Methodist Church Ghana attained autonomy on July 28, 1961. It adopted an Episcopal structure at the Koforidua Conference in August 1999. Currently, the Methodist Church Ghana has 15 dioceses headed by bishops. Between 2003 and March 2008, 406 new congregations were started and ministry was initiated in Burkina Faso(Methodist Strategic Plan, 2007).

The Methodist Church Ghana now operates in many European and American countries notably, Germany, Holland, Israel, Italy, USA, and Canada. There are also missionaries from Ghana serving in Great Britain, Ireland, Sierra Leone, and Barbados. This new trend in the church's mission calls for ministers to be specifically trained for missionary work.

In its 172 years of existence, the Methodist Church Ghana has gone through several changes to enhance its capacity to fulfill its mandate of "Making disciples of all nations". Through this journey of evangelism and social responsibility by the Church, significant changes have occurred in administrative and management culture regarding human resource practice which should be seen reflecting in the church's own practices. Human resource management is increasingly considered a contemporary development that continues to reshape employment relationships (Beardwell, Holden, and Claydon, 2004).The effective performance of the church as an organization depends not just on the available resources, but its quality and competence as required by the organization from time to time. The difference between two institutions largely depends on the level of quality of human resources. Similarly the difference in the level of performance of two institutions also depends on utilization value of human resources.

The church is regarded as a cohesive organism, which learns to adopt or find better ways of doing things essentially in response to its environment. The question arises as what really the church should do to maintain or to optimize its situation in its environment? Should it focus on its financial situation, its technology, or its human resources? Coff (1994) argues that human assets are a key source of sustainable advantage because of causal ambiguity and systematic information making them inimitable. Guest (1990) states that if management trusts its workers and gives them the necessary support, workers in return will respond with high motivation, high commitment and high performance.

This sums up the fact that sources of competitive advantage have shifted from financial resources to human capital. In other words, success depends on employees' attitudes, competencies and skills; their ability to generate commitment and trust, communicate aspirations and work in complex relationships. To this end, it is important to understand how ministers of the church, given their core role, can be utilized efficiently as critical human resources of the church.

1.1 Problem statement

The Methodist Church envisions building for itself, a vibrant, Spirit-filled and Spirit-led church at the fore front of a holistic evangelism and discipleship drive for the transformation of society and a mission to equip the church for ministry and demonstration of faithand working through love for mankind. One of the key provisions of the church's ten year strategic plan developed in 2007 is to develop the human resource base for quality service provision in all departments of the church. Thus, making human resource development one of the nine thematic areas of concentration.

Statistics generated in 2005 placed the total church membership at about 634,689 with 412,548 (65%)being women. Children of 15 years and below constitute 22% of the total membership of the Church, which works out to 139,631. The statistics puts the number of ministers at 751 which provides the minister-to-member ratio at 1 to 845 members (Methodist Strategic Plan, 2007). It is therefore evidential the enormity of the task of a Methodist minister. This notwithstanding, prevailing conditions further exacerbate the already difficult situation the minister finds himself in. Among other things, most ministers lack the needed motivation to perform their core mandate. This is a known contribution to the unacceptable attrition rate currently being witnessed in many societies of the church.

It is a common knowledge that stationing does not often reflect the status of the minister. On the contrary so called ministers who are "connected" get all the "glamorous" stations. Ministers who have been trained in specialized areas are often not given the opportunity to utilize their knowhow to the benefit of the church, thus questioning the justification for such investment.

In matters of transfers, little consideration is given to the spouse and children of the minister who are critical determinants of the success or failure of the minister. This significantly reduces the efficiency of the minister in his contribution to the church's vision and mission. The study therefore examines the issue critically, with the aim of contributing to an efficient utilization of the church's human resources. In the current missionary drive, how is the church positioning itself, in terms of effective utilization of its human resources, to take up the challenge? This and many other issues inform this study.

1.2 Objectives of the study

The objectives of the study are stated under two headings namely, general objective and specific objectives.

1.2.1 General Objective

The general objective of the study is to investigate into the efficient and effective utilization of human resources of the Methodist Church Ghana with a focus on the clergy.

1.2.2 SpecificObjectives

Following from the problems discussed above, specific objectives of the study are stated below:-

1. To examine the human resources policies of the Methodist Church Ghana with regard to its ministers
2. To assess the implementation breach in such policies if any.
3. To investigate the performance gaps that have resulted from such implementation breach.
4. To identify the challenges to efficient utilization of ministers of the church
5. To recommend pragmatic measures for an efficient and effective utilization of the church's human resources.

1.3Research questions

To achieve the set objectives the study was guided by the following research questions:

1. What are the HR policies of the Methodist Church Ghana with regard to its ministers?
2. What have been the implementation breaches in these policies?
3. What performance gapshave resulted from these implementation breaches?
4. What are the challenges to efficient and effective utilization of ministers of the church?
5. How can an efficient and effective utilization of the church's human resources be achieved?

1.4 Significance of the study

The study is an investigation into the efficient utilization of the human resources of the Methodist church Ghana. This is significant in several respects. In the first place, it will help reveal and address the challenges of effective human resources management in the church. The study serves to inform policy decisions regarding efficient utilization of human resources of the Methodist church Ghana. Again, it is to drive the relevant discourse in the academia. It further serves as an addition to knowledge on issues regarding human resource management in the church.

1.5 Brief methodology

The study used both primary and secondary sources of data. The researcher used questionnaire and interview as data gathering tools to effectively ascertain the needed primary data. The major stakeholders in the Church were used as respondents. To this end, the following key stakeholders were identified for consultation and data collection through interview and questionnaire: Past and present Presiding Bishops, Past and present Lay Presidents, Past and present Administrative Bishops, General Directors of Boards and Directors of Divisions, Past and present Diocesan Bishops, Superintendent Ministers, Ministers, Society Stewards past and present, Society Members, and Organizational Leaders in eight of the fifteen dioceses of the connexion.

Secondary data were sourced from relevant documents of the church, relevant books, journal articles and web portals. Basic data on the Church were sourced from Connexional Statistics. Additional data were gathered from conference reports and other church records. A sample size of 500 respondents from the Headquarters, selected Synods, circuits and societies were used for the study. The convenience sampling method was used for selecting respondents. Findings and results wereanalyzed with the help of the SPSS.

1.6 Scope of the Study

The study looked at human resource utilization in the Methodist church Ghana, with emphasis on the ministers. Given the focus as stated, the investigation was limited to issues that affect the ministers referred to as clergy, although findings are intended for other applications. The study used selected respondents from circuits and societies across selected dioceses in the country. Key stakeholders such as Bishops, ministers, caretakers and stewards were involved in the study.

1.7 Limitations of the study

Constraints that have faced the study are the following:

1. The lack of sufficient study in the research area with regards to the church created an initial challenge during the literature review.
2. The unwillingness of some respondents to return questionnaires which would enrich the study and also establish a strong validity and reliability.
3. Even though a nationwide study would have been more appropriate, there were constraints of financial resources and unavailability of data as well as materials which would not make it possible to undertake such nationwide study.

4. The nature of the study required much longer time to complete but the dateline for the submission of the work served as a major constraint.

1.8 Organization of the study

The study has been organized into five chapters. Chapter One is on introduction. It discusses the background, problem statement, objectives of the study, research questions, significance of the study, brief methodology, scope of the study, limitations of the study, and organization of the study. Chapter Two deals with existing literature that the researcher has found pertinent in gaining an understanding of the research topic. Chapter Three consists of the research methodology to be used for the study. Chapter Four presents the findings and analysis of the findings. Chapter Five summarizes the findings of the study and also make recommendations that would contribute to solving the problem raised, as well as a recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature that is pertinent to the current study. Accordingly, the concept of HRM will be reviewed alongside its various dimensions and functions, especially with respect to the church.

2.1 The Church and Management

The concept of management can be traced back to the beginnings of this planet. Adam and Eve were commissioned to manage the Garden of Eden (Genesis 1:28). Later we read about Noah's building project where he set out to build a structure of a size, shape, or function never before witnessed (Genesis 6). The city where Lot and his family lived had to be managed (Genesis 19). Furthermore, the results of the practice of managing resources are obvious when we view surviving Egyptian monuments like the pyramids (White: 1940).

Management is applied to every aspect of human life. We manage our own lives; manage our families and our finances. There is management of the church, and of government. However, management is usually perceived in the context of the organization, which in itself is a fairly new occurrence - an outgrowth of the industrial revolution (White: 1940).

Management today is a well-developed field of study with a variety of techniques and mechanisms to achieve its purposes. An array of approaches confronts the manager, who is often uncertain about what to pursue for a particular situation. For the Christian manager, the techniques are not as critical as the framework in which management is practiced. The challenge is to reflect the Christian faith in managing people and resources (Walsh and Middleton, 1995).

The notion of management, as introduced by the Bible, centres on the concept of stewardship. Central is the steward, the manager of the household, the one entrusted to administer the master's property, obviously with the idea of effectiveness in mind. In Genesis 1:26 and 2:15 (Walsh and Middleton, 1995), God indicates that man "will have power over the fish, the birds, and all animals domestic and wild and all the earth" and assigns to man the work "to cultivate (develop) it and guard (preserve, take care of) it". So, although we have the function of authority (right to decide) over resources like the earth and the things on the earth, we also have the responsibility of attaining a goal, which is to develop, improve, and cultivate it in harmony with all that is on the earth, guarding it against decay and deterioration.

White describes a steward as follows: "A steward identifies himself with his master. His master's interests become his. He has accepted the responsibilities of a steward and he must act in the master's stead doing as the master would do if he were presiding over his own goods. The position is one of dignity in that his master trusts him." (White: 1940)

2.2 Human Resources Perspective of Management

Contemporary management has attempted to put together what was learnt from both scientific management and behavioural management, and come to realize that placing too much emphasis on only one perspective or approach brings poor results. Several attempts have been made to provide a comprehensive model - operations management, systems approach to management, situational management. These attempts have endeavoured to provide the manager with a framework in which the worker is seen as a valuable resource, which must be considered on an equal basis as other resources (such as financial, environmental, raw materials, machinery, information systems) (Dessler, 2004).

As a resource, a new dimension of the worker was considered. He is no longer a being with just physical, economic, and social needs, but he also has psychological and intellectual needs. He has talent, resourcefulness, ingenuity, imagination, and is able and eager to use these innovatively and to be recognized for using them. Management attempts then to tap this vitality and use it in furthering management's agenda because it has realized that people will do what is necessary if they are committed to a goal. Management delegates and "explores ways to create an optimal environment, a culture that taps their talents and releases their creative energy" (Covey, 1992).

A strongly humanistic ideology is present as management sees people as "bundles of latent talent and capacity. Their goal would be to identify and develop this capacity to accomplish the objectives of the organization" (Covey, 1992). This enlarged perspective of human beings is referred to as human resource management. Terminology associated with this perspective includes: Management by Objectives, Japanese approach to management (Theory Z), managing for excellence, participative management, quality circles, etc. As before, we find a broadened view of people involvement in an organization of which some of the ideas can be incorporated within a Christian perspective, but what must be questioned, is the worldview within which these techniques and management tools are used.

2.3 The Concept and Definition of HRM

Human resources is a term used to describe the individuals who make up the workforce of an organization, although it is also applied in Labour Economics to, for example, business sectors or even whole nations. Human resources is also the name of the function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals (i.e. the human resources). This function title is often abbreviated to the initials "HR" (Dessler, 2004). Dessler states that the human resources of an organization consist of all people who perform its activities.

Human Resource Management (HRM) is the management of an organization's employees (Kleiman, 2000). While human resource management is sometimes referred to as a "soft" management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals. Effective human resource management also contains an element of risk management for an organization which, as a minimum, ensures legislative compliance (Kleiman, 2000). Again, HRM is concerned with the personnel policies and managerial practices andsystems that influence the workforce. In broader terms, all decisions that affect the workforce of the organization concern the HRM function.According to Lado (1994), the activities involved in HRM function are pervasive throughout the organization. As he suggests, line managers, typically spend more than 50% of their time for human resource activities such as hiring, evaluating, disciplining, and scheduling employees.

Human resource management specialists in the HRM department help organizations with all activities related to staffing and maintaining an effective workforce. Major HRM responsibilities include work design and job analysis, training and development, recruiting, compensation, team-building, performance management and appraisal, worker health and safety issues, as well as identifying or developing valid methods for selecting staff. HRM department provides the tools, data and processes that are used by line managers in their human resource management component of their job (Lado, 1994).

2.4 History of HRM

According to Kleiman (2000) Human Resources is a relatively modern management term, coined as late as the 1960s. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, coordinating a range of worker related processes and becoming known, in time, as the 'personnel function' (Noe, 2006). Human Resources progressively became the more usual name for this function, in the first instance in the United States as well as multinational or international corporations, reflecting the adoption of a more quantitative as well as strategic approach to workforce management, demanded by corporate management to gain a competitive advantage, utilizing limited skilled and highly skilled workers (Noe, 2006).

Fundamentally, Human Resource management is based on the assumption that employees are individuals with varying goals and needs. Human Resources should not be categorized with basic business resources (trucks, filing cabinets, etc.) (Kleiman, 2000). Practising good Human Resource management (HRM) enables managers of an enterprise to express their goals with specificity, increasing worker comprehension of goals, and provide the necessary resources to promote successfully accomplishment of said goals. When HRM is properly employed members of the workforce are expressive of the goals and operating practices of the firm.

HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practised, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organisations (Becker, 1998).

Synonym such as personnel managementis often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. Torrington and Hall (1987) define personnel management as being: “a series of activities which: first enable working people and their employing organisations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled" (p. 49).

2.5 Historical Milestones in HRM Development

Frederick Taylor, known as the Father of Scientific Management, played a significant role in the development of the personnel function in the early 1900s. In his book, *Shop Management*, Taylor advocated the "scientific" selection and training of workers. He also pioneered incentive systems that rewarded workers for meeting and/or exceeding performance standards. Although Taylor's focus primarily was on optimizing efficiency in manufacturing environments, his principles laid the ground-work for future HRM development. As Taylor was developing his ideas about scientific management, other pioneers were working on applying the principles of psychology to the recruitment, selection, and training of workers. The development of the field of industrial psychology and its application to the workplace came to fruition during World War I, as early vocational and employment-related testing was used to assign military recruits to appropriate functions (Delery, 1996).

The Hawthorne Studies, which were conducted in the 1920s and 1930s at Western Electric, sparked an increased emphasis on the social and informal aspects of the workplace. Interpretations of the studies emphasized "human relations" and the link between worker satisfaction and productivity. The passage of the Wagner Act in 1935 contributed to a major increase in the number of unionized workers. In the 1940s and 1950s, collective bargaining led to a tremendous increase in benefits offered to workers. The personnel function evolved to cope with labour relations, collective bargaining, and a more complex compensation and benefits environment. The human relations philosophy and labour relations were the dominant concerns of HRM in the 1940s and 1950s (Abang, 2009).

HRM was revolutionized in the 1960s by passage of Title VII of the Civil Rights Act and other anti-discrimination legislation—as well as presidential executive orders that required many organizations to undertake affirmative action in order to remedy past discriminatory practices. Equal employment opportunity and affirmative action mandates greatly complicated the HRM function, but also enhanced its importance in modern organizations. As discussed more fully in a later section, these responsibilities continue to comprise a major part of the HRM job. Finally, changes in labour force demographics, technology, and globalization since the 1980s have had a major impact on the HRM function.

2.6 Organisational Practice of HRM

Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company (Ballot, 2006). These according to Ballot include: Workforce planning, Recruitment (sometimes separated into attraction and selection), Induction, Orientation and On boarding, Skills management, Training and development, Personnel administration, Compensation in wage or salary, Time management, Travel management (sometimes assigned to accounting rather than HRM), Payroll (sometimes assigned to accounting rather than HRM), Employee benefits administration, Personnel cost planning, Performance appraisal, Labour relations (Bradley, 2004).

2.7 The Activities of Human Resources Management

The activities performed by HRM professionals fall under five major domains: organizational design, staffing, performance management and appraisal, employee and organizational development, and reward systems, benefits and compliance. Acquiring human resource capability should begin with organizational design and analysis. Organizational design involves the arrangement of work tasks based on the interaction of people, technology and the tasks to be performed in the context of the objectives, goals and the strategic plan of the organization (Droussiotis, 2007).

According to Batt (2002), HRM activities such as human resources planning, job and work analysis, organizational restructuring, job design, team building, computerization, and worker-machine interfaces fall under this domain.

Recruitment, employee orientation, selection, promotion, and termination are among the activities that fit into the staffing domain. The performance management domain includes assessments of individuals and teams to measure, and to improve work performance.

Employee training and development programmes are concerned with establishing, fostering, and maintaining employee skills based on organizational and employee needs (Droussiotis, 2007). Reward systems, benefits and compliance to rules and regulations have to do with any type of reward or benefit that may be available to employees. Labour law, health and safety issues and unemployment policy fall under compliance component.

2.8 HRM strategy

An HRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies; however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas (Amah, 2009).

According to Bradley (2004) an HRM strategy typically consists of "Best fit" and "Best practice". These imply that there is correlation between the HRM strategy and the overall corporate strategy. Since HRM as a field that seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such goals by applying a firm's personnel needs with the goals or objectives of the organisation. As an example, a firm selling cars could have a corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific HRM functions, such as recruitment and selection, reward/recognition, an

HR plan, or learning and development policies, would be tailored to achieve the corporate objectives (Conti, 2005).

Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy is in the best interest of the organization. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel, or provides a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organization (Dearden, 2006).

The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the institution, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm. Dearden (2006) suggests that an HRM strategy can be divided, in general, into two facets – the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met. HRM strategies can also be depicted in the form of models. The best fit strategies relate to Hard HRM model and people centric strategies relate to Soft HRM strategies.

2.8.1 Hard and Soft Approaches to HRM

Human resource as defined by Dessler (2004) is the strategy for acquiring, using, improving and preserving the organisations human resource. It could be well argued that in most cases the human aspect is forgotten in relation to how they manage people, leaving most staff dissatisfied thus creating a high staff turnover which affects organisational performance. It is therefore an utmost importance that people as opposed to just employees-need to be managed in a way that is consistent with broad organisational requirement such as quality or efficiency. As in most cases organisational effectiveness depends on there being a tight 'fit' between human resource and organisational strategies.

Human resource management (HRM) as described by Kleiman (2000) has a concept with two distinct forms; soft and hard approaches, where the soft approach of HRM is associated with human relation and the hard on the other hand sees people as human resource.

The Soft HRM is the notion that workers respond better when an organisationrecognizes their individual needs and addresses them as well as focusing on the overall business objectives. The work of Maslow in stating that humans have a 'hierarchy' of needs, which they will exert considerable energy towards achieving, claims that organisations that recognize and address these needs will have a happier, more fulfilled, more loyal and productive workforce (SHRM Online). As argued by Noe (2006) the way to success is through deep empathy of other people either by observing how to best 'connect' with others in the workplace, and motivate and inspire them as a result. As illustrated by Simon (1960) all of these soft HRM can of course be balanced by hard HRM; the notion that successful organisations are those that best deploy their human resource in the way that they would deploy any other resource.

The Hard HRM on the other hand therefore sees people as human resources. Holding that employees are a resource in the same way as any other business resource and they must therefore be; obtained as cheaply as possible, used sparingly, developed and exploited as much as possible. As indicated by Kleiman (2000) under this model of HRM, control is more concerned with performance system, performance management and tight control over individual activities with the ultimate goal being to secure the competitive advantage of the organisation. The hard HRM therefore is primarily concerned to promote human resource strategy and align with business strategy. It may also include out-sourcing, flexibility, performance management, hence downsizing or work intensification, sees workers as another resource to be exploited and can operate against the interest of workers.

The Harvard model on the other hand as indicated by Lado and Wilson (1994) sees employees as resource, but human where the managers are responsible to make decisions about the organisation and employee relation. The employment relation is seen as a blending of business and societal expectations and because it recognizes the role societal outcomes play, it could be argued that the Harvard model provides a useful basis for comparative analysis. The Harvard model also covers the four HRM policy areas which are human resource flows, reward system, employee influence and work system, which lead to the four Cs; competence of employees, commitment of employees, congruence of organisation/employees goals and cost effectiveness of HRM. As could be argued striving to enhance all four Cs could lead to favourable consequences for individual well-being, societal well-being and organisational effectiveness.

2.9 Focus of the HRM department

According to Ballot (2006) the HRM focus should always be maintaining and, ideally, expanding the customer base while maintaining, and ideally, maximizing profit. .... believes that HRM has a whole lot to do with this focus regardless of the size of the business, or the products or services you are trying to sell. HRM is involved in managing the human resources with a focus on expanding customer base that gives profit to the company. The bottom line of the company is the focus of the HRM department as well as the function (Dearden, 2006).

A growing body research shows that progressive HRM practices have a significant effect on corporate bottom-line and middle-line performance. The positive effect on financial performance, productivity, product and service quality, and cost control are documented by researchers (Droussiotis, 2007).

Droussiotis mentions High-Performance Work Systems (HPWS) as a term used to describe a collection of HR practices or characteristics of HR systems designed to enhance employees' competencies so that employees can be a reliable source of competitive advantage. According to him, a summary of the research on HPWS indicated that a one standard deviation of improved assessment on a HPWS measurement tool increased sales per employee in excess of $15,000 per employee, an 8 percent gain in labour productivity.

2.10 Major Trend Affecting HRM

Batt (2002) identifies increased globalization of the economy, technological changes and environmental changes, the need to be flexible in response to business changes, increase in litigation related to HRM and changing characteristics of the workforce, as trends having an effect on human resource management function and department. In his opinion, the importance of HRM increases due to some of them and the practices of HRM are affected to some extent due to some of them.

2.11 Key functions

In his opinion, Droussiotis believes that Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. Khilji (2007) describes the following as typical of a wide range of organizations:

Maintaining awareness of and compliance with local, state and federal labour laws; Recruitment, selection, and on boarding (resourcing); Employee record-keeping and confidentiality; Organizational design and development; Business transformation and change management; Performance, conduct and behaviour management; Industrial and employee relations; Human resources (workforce) analysis and workforce personnel data management; Compensation and employee benefit management; Training and development (learning management); Employee motivation and morale-building (employee retention and loyalty).

Implementation of such policies, processes or standards may be directly managed by the HR function itself, or the function may indirectly supervise the implementation of such activities by managers, other business functions or via third-party external partner organizations. Applicable legal issues, such as the potential for disparate treatment and disparate impact, are also extremely important to HR managers (Lee, 2007).

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding the staffing needs of an organization and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies (Lee, 2007).

Lee (2007) believes that small businesses (for-profit or non-profit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals.

2.12The Church and Human Resources Management

Armstrong (2006) identifies six basic Christian Principles for human resource management. These are stated below:

2.12.1 Dignity of the Human Person

All people are created in God's image and likeness. The dignity of each person, realized in community with others, is the criterion with which all ethical, economic, social, and relational aspects are to be measured. Is that dignity protected or undermined? Is the working environment one that promotes mutual respect and trust?

2.12.2 The Significance of Work

As articulated in John Paul II's encyclical, LaboremExercens (On Human Work), "work is a good thing for people – a good thing for humankind – because through work people not only transform nature, but also achieve fulfillment as human beings and in a sense become more fully human. Indeed, it is through work that people become co-creators with God in transforming the world."

2.12.3 Collegiality

Persons within the church have different roles and functions, talents, skills, and abilities to be developed and shared. All should cooperate in a spirit of trust and generosity. Decisions should be made with as much consultation and collaboration as appropriate.

2.12.4 Subsidiarity

Individuals need to participate in decision-making processes about their work situations and not have such decisions made without appropriate consultation. Decisions should be made at the lowest appropriate level. This principle has to be balanced with a proper respect for the common good and for the authority responsible for the broader mission of the church.

2.12.5 Individual Responsibility (Autonomy) and Initiative

Each person should enjoy the right to act freely, conscientiously, and responsibly without undue force. As with all freedom, this right is accompanied by corresponding responsibility and accountability.

2.12.6 Stewardship of Resources

A balanced, mutually beneficial work relationship needs to exist between the parish in its role as employer and its workforce. Parishioners voluntarily contribute the financial resources for needed services and support provided by the parish. Parish leaders and staff must demonstrate accountability for the human, capital, and financial resources given to the parish

2.13 Management Trends and Influences

In organizations, it is important to determine both current and future organizational requirements for both core employees and the contingent workforce in terms of their skills/technical abilities, competencies, flexibility etc. The analysis requires consideration of the internal and external factors that can have an effect on the resourcing, development, motivation and retention of employees and other workers. Martins (2003) describes external factors as those largely outside the control of the organization. These include issues such as economic climate and current and future labour market trends (e.g., skills, education level, government investment into industries etc.). On the other hand, internal influences are broadly controlled by the organization to predict, determine, and monitor—for example—the organizational culture, underpinned by management style, environmental climate, and the approach to ethical and corporate social responsibilities (Martins, 2003).

2.14 Human Resource Development (HRD)

Human Resources Development is a framework for the expansion of human capital within an organization or (in new approaches) a municipality, region, or nation (Lee, 2007). According to Lee, HRD is a combination of training and education, in a broad context of adequate health and employment policies that ensure the continual improvement and growth of the individual, the organization, and the national human resourcefulness. Adam Smith states, "The capacities of individuals depended on their access to education". Human Resources Development is the medium that drives the process between training and learning in a broadly fostering environment.

Human Resources Development is not a defined object, but a series of organised processes, "with a specific learning objective". Within a national context, it becomes a strategic approach to inter sectoral linkages between health, education and employment

(Martins, 2003). Noe (2005) contributing to the theory on HRD suggests that HRD is the structure that allows for individual development, potentially satisfying the organizations, or the nation's goals. Development of the individual benefits the individual, the organization - and the nation and its citizens. In the corporate vision, the Human Resources Development framework views employees as an asset to the enterprise, whose value is enhanced by development, "Its primary focus is on growth and employee development…it emphasizes developing individual potential and skills" (Elwood, Olton and Trott 1996). Human Resources Development in this treatment can be in-room group training, tertiary or vocational courses or mentoring and coaching by senior employees with the aim for a desired outcome that develops the individual's performance. At the level of a national strategy, it can be a broad inter-sectoral approach to fostering creative contributions to national productivity (Noe, 2005).

At the organizational level, a successful Human Resources Development program prepares the individual to undertake a higher level of work, "organized learning over a given period of time, to provide the possibility of performance change" (Noe, 2005). In these settings, as Lee (2007) suggests, HRD is the framework that focuses on the organization's competencies at the first stage, training, and then developing the employee, through education, to satisfy the organization's long-term needs and the individual's career goals and employee value to their present and future employers. Human Resources Development can be defined simply as developing the most important section of any business, its human resource, by attaining or upgrading employee skills and attitudes at all levels to maximize enterprise effectiveness (Lee, 2007).

The people within an organization are its human resource. Human Resources Development from a business perspective is not entirely focused on the individual's growth and development; "development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself" (Noe, 2005). According to Lee, the broader concept of national and more strategic attention to the development of human resources is beginning to emerge as newly independent countries face strong competition for their skilled professionals and the accompanying brain-drain they experience.

2.15 Recruitment and Selection

Employee recruitment and selection form a major part of an organization's overall resourcing strategies, which identify and secure people needed for the organization to survive and succeed in the short- to medium-term. According to Noe, recruitment activities need to be responsive to the increasingly competitive market to secure suitably qualified and capable recruits at all levels. To be effective, these initiatives need to include how and when to source the best recruits, internally or externally. Common to the success of either are: well-defined organizational structures with sound job design, robust task and person specification and versatile selection processes, reward, employment relations and human resource policies, underpinned by a commitment for strong employer branding and employee engagement and on-boarding strategies (Pierce, 1996).

Internal recruitment can provide the most cost-effective source for recruits if the potential of the existing pool of employees has been enhanced through training, development and other performance-enhancing activities such as performance appraisal, succession planning and development centres to review performance and assess employee development needs and promotional potential (Martins, 2003).

For many organizations, securing the best quality candidates requires external recruitment methods. Rapidly changing business models demand skill and experience that cannot be sourced or rapidly enough developed from the existing employee base. Martins believes that it would be unusual for an organization to undertake all aspects of the recruitment process without support from third-party dedicated recruitment firms. This may involve a range of support services, such as: provision of CVs or resumes, identifying recruitment media, advertisement design and media placement for job vacancies, candidate response handling, short listing, conducting aptitude test, preliminary interviews or reference and qualification verification. Typically, small organizations may not have in-house resources or, in common with larger organizations, may not possess the particular skill-set required to undertake a specific recruitment assignment. Where requirements arise, these are referred on an ad-hoc basis to government job centres or commercially-run employment agencies (Martins, 2003).

As Lee (2007) puts it, except in sectors where high-volume recruitment is the norm, an organization faced with sudden and unexpected requirements for an unusually large number of new recruits often delegates the task to a specialist external recruiter. Sourcing executive-level and senior management as well as the acquisition of scarce or 'high-potential' recruits has been a long-established market serviced by a wide range of 'search and selection' or 'headhunting' consultancies, which typically form long-standing relationships with their client organizations. Finally, certain organizations practice outsourcing complete responsibility for all workforce procurement to one or more third-party recruitment agencies or consultancies. In the most complex of these arrangements, the external recruitment services provider may not only physically locate, or 'embed', their resourcing team(s) in the client organization's offices, but work in tandem with the senior human resource management team in developing the longer-term HR resourcing strategy and plan.

2.16 Other Considerations

Despite its more everyday use, terms such as "human resources" and, similarly, "human capital" continue to be perceived negatively and may be considered insulting. They create the impression that people are merely commodities, like office machines or vehicles, despite assurances to the contrary.

Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings in a productive enterprise. The 2000 revision of ISO 9001, in contrast, requires identifying the processes, their sequence and interaction, and to define and communicate responsibilities and authorities. In general, heavily unionised nations such as France and Germany have adopted and encouraged such approaches. Also, in 2001, the International Labour Organization decided to revisit and revise its 1975 Recommendation 150 on Human Resources Development (Noe, 2005). One view of these trends is that a strong social consensus on political economy and a good social welfare system facilitates labour mobility and tends to make the entire economy more productive, as labour can develop skills and experience in various ways, and move from one enterprise to another with little controversy or difficulty in adapting. Another view is that governments should become more aware of their national role in facilitating human resources development across all sectors.

2.17 Contemporary/ Diversity Issues

HRM departments within organizations, just as the organizations themselves, do not exist in a vacuum. Events outside of work environments have far-reaching effects on HRM practices. The following paragraphs describe some of these events and indicate how they influence HRM practices (Ruwan, 2007).

As mentioned previously, the enactment of federal, state, and local laws regulating workplace behaviour has changed nearly all HRM practices. Consider, for instance, the impact of anti-discrimination laws on firms' hiring practices. Prior to the passage of these laws, many firms hired people based on reasons that were not job-related. Today, such practices could result in charges of discrimination. To protect themselves from such charges, employers must conduct their selection practices to satisfy objective standards established by legislation and fine-tuned by the courts. This means they should carefully determine needed job qualifications and choose selection methods that accurately measure those qualifications (Ruwan, 2007).

Social, economic, and technological events also strongly influence HRM practices. These events include: an expanding cultural diversity at the work-place, the emergence of work and family issues, the growing use of part-time and temporary employees, an increased emphasis on quality and team-work, the occurrence of mergers and takeovers, the occurrence of downsizing and layoffs, the rapid advancement of technology, an emphasis on continuous quality improvement, and a high rate of workforce illiteracy.

These events influence HRM practices in numerous ways. For example: Some firms are attempting to accommodate the needs of families by offering benefit options like maternity leave, child care, flex time, and job sharing, Some firms are attempting to accommodate the needs of older workers through skill upgrading and training designed to facilitate the acceptance of new techniques, Some firms are educating their employees in basic reading, writing, and mathematical skills so that they can keep up with rapidly advancing technologies.

Unions often influence the firm's HRM practices. Unionized companies must adhere to written contracts negotiated between each company and its union. Union contracts regulate many HRM practices, such as discipline, promotion, grievance procedures, and overtime allocations. HRM practices in non-unionized companies may be influenced by the threat of unions. For example, some companies have made their HRM practices more equitable (i.e., they treat their employees more fairly) simply to minimize the likelihood that employees would seek union representation.Legal, social, and political pressures on organizations to ensure the health and safety of their employees have had great impacts on HRM practices. Organizations respond to these pressures by instituting accident prevention programs and programs designed to ensure the health and mental well-being of their employees, such as wellness and employee assistance programs.

Today's global economy also influences some aspects of HRM. Many firms realize that they must enter foreign markets in order to compete as part of a globally interconnected set of business markets. From an HRM perspective, such organizations must foster the development of more globally-oriented managers: individuals who understand foreign languages and cultures, as well as the dynamics of foreign market places. These firms also must deal with issues related to expatriation, such as relocation costs, selection, compensation, and training (Sheppeck, 2001).

2.18 HR Policies

Human resource policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning (Wikipedia, June 2012). Organisations have different set of circumstances, and so develop an individual set of human resource policies. HR policies provide an organization with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies must be framed in a manner that the organization’s vision and the human resource helping the organisation to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective (Wikipedia, June 2012).

HR policies allow an organization to be clear with employees on: the nature of the organization, what they should expect from the organization, what the organization expects of them, how policies and procedures work, what is acceptable and unacceptable behaviour, and the consequences of unacceptable behaviour (Wikipedia, June 2012).

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements.

The establishment of an HR Policy which sets out obligations, standards of behaviour and document disciplinary procedures, is now the standard approach to meeting these obligations. HR policies can also be very effective at supporting and building the desired organizational culture. In the church, HR policies determine, for example, whom to be accepted into the ordained ministry, training and development, what is entitled to a minister at every level of his rise through the ranks, number of years a minister will spend at a particular station, and other fringe benefits.

2.19 Performance Gaps

Performance gap is generally the difference between the current situation and the intended situation. Performance gap analysis helps an organization identify how far it has come toward reaching its goals and how far it still needs to go to attain them, with the objective of developing a concrete strategy to close any existing gap. Performance gap analysis is also a way of inspecting a situation, usually from a business perspective, to see how an organization, branch or individual can reach certain necessary goals.

In an article cited on ehow.com, Lacoma (2011) suggested that performance gap analysis is usually conducted in three different stages. First, a problem is identified--an issue that could be expressed as a goal that has not yet been reached or a specific difficulty that needs to be overcome to improve individual or team performance, and hence the business. Next, criteria are developed to accurately define the current performance (as observed and recorded by company metrics) and then the performance required to solve the problem. Lastly, steps to move from current performance to desired performance are formulated and implemented (Lacoma, 2011). It is important that the church identifies its current situation given its objectives and the role that efficient utilization of HR can facilitate the attainment of its objectives.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methods used in undertaking the study. The chapter covers the procedural outline which guided the conduct of the research. It includes sources of data, population, sampling, data collection instruments, tools for data analysis and methods of data presentation.

Researches can be classified in terms of their purpose. Accordingly, they are most often classified as exploratory, descriptive or explanatory (Saunders, Lewis and Thornhill, 2006).

This study is primarily descriptive. A descriptive research is a study that seeks to "portray an accurate profile of persons, events or situations '(Robson 2002:59 in Saunders et al 2007). It involves formalizing the study with definite structures in order to better describe or present facts about a phenomenon as it is perceived or as it is in reality. According to Malhotra (2007), descriptive research is a type of conclusive research that has as its major objective the description of something. Accordingly, this study is justified to be descriptive because the researcher's intention was to portray an accurate profile of the activity of HR utilization in the Methodist Church Ghana.

Again, since the main objective of this study is an investigation into the utilization of HR in the Methodist Church, qualitative approach was used in the study. Qualitative researchers study things in their natural setting, attempting to make sense of, or interpret, phenomenon in terms of the meanings people bring to them (Newman and Benz, 1998). This is justified because the researcher sought to examine the subject matter in its natural setting. It is also because the researcher used strategies of inquiry such as the case study. The researcher collected open-ended, emerging data with the primary intent of developing themes from the data (Creswell, 2003).

3.1 Sources of Data

To successfully undertake this study, the researcher used both primary and secondary sources of data.

3.1.1 Primary Data

Primary data is data originated by the researcher for the specific purpose of addressing the research problem (Malhotra and Birks, 2007). It is what the researcher originally collects from the sample or target population. In this study, primary data was used, as questionnaires were administered.

Questionnaire was used because it is clear and uniformly workable. It will permit wide coverage for minimum expense both in terms of money and effort. The researcher believes that a questionnaire could elicit more candid and objective response since it does not require any means of identification.

3.1.2 Secondary Data

Secondary data are data collected for some purpose other than the problem at hand.

(Malhotra and Birks, 2007). In this study, secondary data were collected from websites of companies used for the study, online articles and scientific journals.

3.2 Population and Sample Size

The target population for the study was composed of all serving Bishops including the Administrative Bishop, Ministers, Lay Executives, Stewards, Caretakers, Lay Members and Supernumeraries of the entire fifteen Dioceses of the Methodist Church Ghana.

3.2.1 Sample Size

Due to the size of the population, it would be very difficult and in certain instances impossible to undertake such a survey without sampling. Accordingly, a sample size was chosen out of the population (table 3.1). For the purpose of this study, respondents were classified into the following categories for data collection:

Table 3.1 Sample Size

Category	Population	Sample size
1. Bishops	40	10
2. Ministers	763	280
3. Lay Executives	46	15
4. Stewards	3,340	35
5. Caretakers	2,461	50
6. Lay Members	632,102	100
7. Supernumeraries	101	10

Source: Researcher's own construction

3.3 Sampling Technique

The sampling technique was mainly used to determine the sample size. According to Punch (1998), one cannot study everyone, everywhere, doing everything and so sampling decisions are required not only about which people to interview or which events to observe, but also about settings and processes. In view of this, randomly selected Ministers and administrative personnel were selected for the study. The purposive sampling technique was adopted since the intention was to gain an insight into the phenomena hence, the need to choose personnel who were relevant to the HR policies and practices of the Methodist Church Ghana.

3.4 Data Collection Instrument

The researcher used questionnaires in collecting the necessary primary data for this study Primary data is data originated by the researcher for the specific purpose of addressing the research problem (Malhotra& Birks, 2007). Questionnaire was used because it is clear and uniformly workable. It will permit wide coverage for minimum expense both in terms of money and effort. The researcher believes that a questionnaire will elicit more candid and objective response since it does not require any means of identification.

3.4.1 Questionnaire

The researcher used questionnaire which he personally administered as data collection method. The questionnaire was designed in a concise and precise language to avoid ambiguity, and also to arouse the respondent’s interest. The questionnaire consisted of well structured (close ended) multiple choice questions, which just required ticking the right answers by the respondent. It also consisted of unstructured (open ended) questions, which allowed respondents to answer to the questions in their own words and freedom. The researcher decided to use questionnaire to allow responses to be gathered in a standard way, bringing out objectivity, and reducing bias.

Also, the use of questionnaire, allows information to be presented in numerical and graphical backgrounds. The use of questionnaire is not without its limitations. Since questionnaires are issued after the event being researched has taken place, there is the likelihood that many respondents would have forgotten major parts in the events being researched. Another limitation is that of distribution of the questionnaire, as it might not include all employees as some employees may have been absent from work, while it was being distributed for various reasons.

3.4.2 The interview method

As a supplement to the questionnaire, the interview method was adopted to ascertain some of the information that could not be accessed using the questionnaire. The researcher personally conducted all interviews which were at the convenience of the respondents.

3.5 Data Analysis

In this study, the researcher used statistical package for the social sciences in analyzing the data. The quantitative data provided by the questionnaire were analyzed with the Statistical Package for Social Sciences (SPSS) analysis programme and Microsoft Excel.

These programmes are easy and simple to analyze data in numerical values for producing graphical representation and graphical interface in data analysis.

3.6 Profile of the Methodist Church Ghana

The Methodist Church Ghana is one of the largest and oldest Protestant denominations in Ghana. It traces its roots back to the landing of Rev. Joseph Dunwell on 1 January 1835 in Cape Coast, Ghana. Rev. Thomas Birch Freeman, another missionary, emerged as the father of Methodism in West Africa, taking the Christian message beyond Cape Coast to the Ashanti Kingdom, Nigeria, and other parts of the region.

After serving as a district in the British Methodist Conference, the Methodist Church Ghana attained full autonomy on July 28, 1961. It adopted an Episcopal structure at the Koforidua Conference in August 1999. Currently, the Methodist Church Ghana has 15 dioceses headed by bishops. Between 2003 and March 2008, 406 new congregations were started and ministry was initiated in Burkina Faso. The current Presiding Bishop is the Most Reverend Prof Emmanuel Kwaku Asante, the third presiding bishop and the tenth person to lead the Methodist Church Ghana

The Methodist Church Ghana was established through the collaboration of the Wesleyan Methodist Missionary Society and a band of local Christians dedicated to the study of the Bible. At their request the first missionary arrived in 1835. He and many others died of malaria. All these pioneer missionaries are buried under the pulpit of Wesley Chapel at Cape Coast. The Methodist Church Ghana, which used to be under the British

Conference, became autonomous in 1961. Methodism has since spread throughout the country and beyond. The Methodist approach to evangelization in Ghana has always included formal education and other social services including medical care.

The church has several hospitals and health care facilities in the country. It also has a school for the visually impaired, and two of the best secondary schools in the whole of West Africa. In addition, a distinguished college of Education in Ghana, Wesley College, is also a Methodist institution with more than 80 years of history behind it. In 2000, the church established the Methodist University College Ghana that is accredited by the government to offer courses in business administration, economics and information technology among others.

In 1999, the church adopted a "Biblical Pattern of Episcopacy". The head of the church was re-designated "Presiding Bishop" instead of "President" and the "District Chairman" is now "Diocesan Bishop". The Presiding Bishop is assisted directly by a Lay President and each Diocesan Bishop also has a Lay Chairperson as assistant. Through this system of church government, the Methodist Church Ghana has maintained its belief in the teaching of John Wesley that sees the ministry as belonging to both the clergy and the laity. The expression "Superintendent Minister" has been maintained for ministers in charge of Circuits, that is, a group of congregations around a specific geographical area constituting an administrative unit. The highest decision-making body of the church is the Conference, made up of equal numbers of lay and clergy representatives from the 15 dioceses in the country. The work of the church is facilitated through boards including the Board of Education and Youth, Board of Administration, Board of Ministries, Board of Finance and Development and Board of Social Responsibility and Rural Development.

.

In 1942 the church together with the Presbyterian and Evangelical Presbyterian churches of Ghana co-founded the Trinity Theological Seminary for the training of ministers. Over the years it has expanded its team of sponsoring churches to include the Anglican Church and the African Methodist Episcopal Zion Church. It also accepts self-supporting candidates from other ecclesial communions like the Pentecostal/Charismatic churches into its programmes.

Methodist Church Ghana maintains fraternal links with the British Conference and United Methodist churches worldwide. Within the last decade Ghanaian Methodists in several cities in Western Europe and the USA have established "Ghanaian Methodist Churches" in order to provide a more relevant worship context for themselves in the Diaspora. The church remains one of the strongest Christian communions in Ghana and indications are that it will continue to grow both in numbers and influence mediating God's kingdom among his people.

CHAPTER FOUR

PRESENTATION OF FINDINGS, DISCUSSIONS AND ANALYSIS

4.0 Introduction

Chapter four presents the findings from data gathered through the two instruments used – questionnaire and interview; and its analysis. The findings are presented with the help of tables and figures to complement the interpretation of data collection. Analysis is based on the set objectives which include; an examination of the HR policies of the Methodist Church with regards to its ministers; an assessment of the implementation breach in these policies; an assessment of the performance gaps that have resulted from these implementation gaps; andidentification of the challenges to efficient utilization of ministers of the church.

4.1 Sample and Response Rate

The table defines the sample selected of each category of respondents out of the population, and the response rate obtained of each category, which included Rev. Ministers and church administrators. The table, as shown below, depicts a fair representation of the selected categories of respondents used.

Table 4.1 Sample and Response Rate

Category of Respondents	Sample size	Total Response	Response Rate
Rev. Ministers	300	250	83%
Administrators:Bishops	15	10	66.6%
Caretakers	85	60	70.5%
Stewards	100	90	90%
Total	500	410	82%

Source: Field Data (2012)

4.2 Demographic Classification of Respondents

Variables of gender, age and years of association with the church were inquired in the questionnaire to know the demographic and social features of the respondents. Creating a profile of the respondents would help better understand and address issues with respect to the various categories. In all,410(82%) people responded to the questionnaire whilst the various diocesan bishops also responded to the interview. The demographic composition of the respondents showed the following picture.

4.2.1 Gender of Respondents

The gender distribution of the respondents is presented in this section. Table 4.2 illustrates the results in the study. It can be seen from the results that, 328 representing 80% being majority of the respondents were males while 82 representing 20% were females. The results indicate that, the likelihood of a worker in the church being male is higher than female. This is by no means surprising because it follows the already existing trends in the Ghanaian churches today.The 20% female respondents is however significant given the previously held notion linked to Paul's injunction that women should not be allowed to speak in public – and by extension hold any position in the church, which is still upheld by some churches (1 Timothy 2:11-14).

Table 4.2: Distribution by Gender

Category	Respondents	Percentage
Male	328	80
Female	82	20
Total	410	100

Source: Field work, 2012

4.2.2 Age of the Respondents

The age of the respondents is also presented in this section. Table 4.3 illustrates the results.

Tables 4.3: Distribution by Age

Age group	Frequency	Percentage
Less than 30yrs	30	7.5
31 – 40	50	12.5
41 – 50	270	65.5
Above 50yrs	60	14.5
Total	410	100

Source: Field work, 2012

The results indicate that 30 (7.5%) of the total number of respondents were less than 30yrs and 60 (14.5%) were aged 50 years and above. The results further indicate that 270 (65.5%) of the respondents being the majority were within the range of 41 and 50 years. Thus, it is evident that majority of respondents constituted the highly productive group of human resources in the church.

4.2.3 Number of Years Spent With the Church

Perception on human resource utilization in any institution is stronger with a higher level of experience. It became imperative therefore to ascertain the level of experience, in terms of the number of years respondents had been with the church. Findings revealed that377 of the respondents representing 92% had worshiped with the church for more than 30years, 20 of them representing 5% had been with the church for between21-30 years, the remaining 13 representing 3% indicated that they had been with the church for a period between 11-20 years whilst none of the respondents had been with the churchfor 10 years or less (Fig 4.1 below).

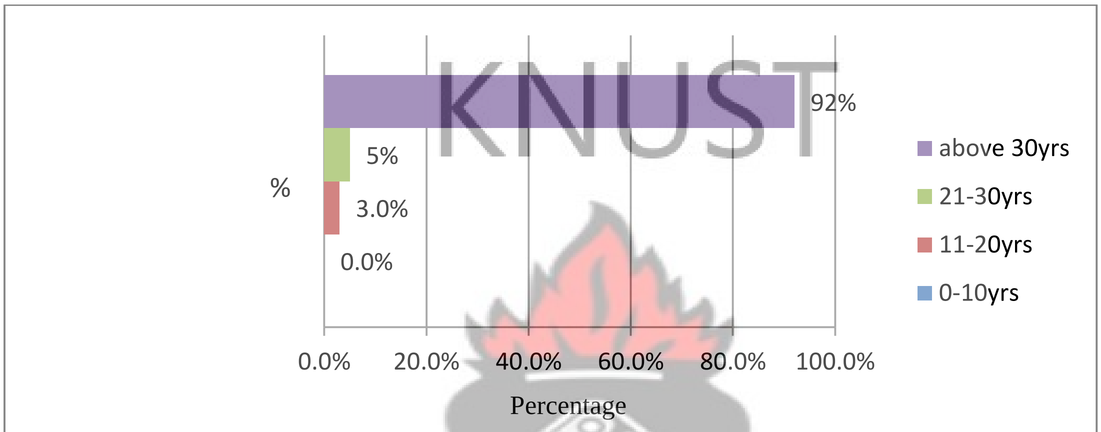

Fig 4.1 **Number of Years Spent With the Church**
Source: Field work, 2012

This suggests that length of association with the church is a consideration for the selection of a member to an administrative or a ministerial role in the church. This is in respect of the fact that respondents, 92% of whom had been with church for more than 30 years, were persons in authority at society, circuit or diocesan levels. This is also an indication of positive correlation between length of service and position one occupies.

It can also be inferred from the above that most respondents were in the category of those born into the church, given that they had spent more than 30 years with the church, and that the church had done very little in bringing in new converts from other religious background or Christian denominations. This phenomenon threatens the future sustenance of the church and corroborates the perceived migration of the church's membership to other denominations.In as much as experience is vital in the selection of people to position in the church, sight must not be lost of special gifts. Young members of the church who exhibit extra-ordinary gifts and graces must be recognized and fully utilized. This will help stem the tide of the youth drifting to other denominations.

It is worthwhile to note that the church since the last decade had put in place a deliberate policy to give at least 30% of positions to the youth. This includes membership to all official meetings, i.e. Leaders meetings, Quarterly meetings, Synods and Conferences; not excluding the various committees at all levels of authority).

4.3 Findings to Research Questions

The main objective of the study was to investigate the efficient utilization of the church's human resources. This was done by evaluating the human resources management (HRM) capacity through an assessment of the current HRM policies, plans and procedures. In addition to the interviews conducted, perception of the various categories of respondents were also sought as part of the process of identifying the implementation breach in HR policies and the performance gaps that have resulted from these implementation gaps.

Findings and discussions are presented under the followingheadings: "Existence of HR policies", "System implementation and breaches", "Ministerial duties", "Ministerial Development", "Relationship with Superiors", "Relationship with local administrators", and "Ministerial benefit".

4.3.1 Existence of Human Resource (HR) Policies

This section sought to ascertain the existence and implementation of an HR policy of the church, especially with respect to its ministers. Identifying the existence and the level of implementation was the researcher's means of establishing implementation breaches and the resultant performance gaps. While responses from the various circuits and dioceses were included in the analysis, interpretation of the results is not limited to the various dioceses.

Key informant interview respondents indicated that the church has a policy and guideline functions, while other key HRM activities are performed at the diocesan and circuit levels. Policies specific to the minister were also indicated to be existing. About 188 of the ministersrepresenting75% corroborated this assertion in response to the statement "there are policies specific to the minister". The remaining 62 representing 25% were either not sure or largely uneducated on the subject matter (Fig 4.2 below).

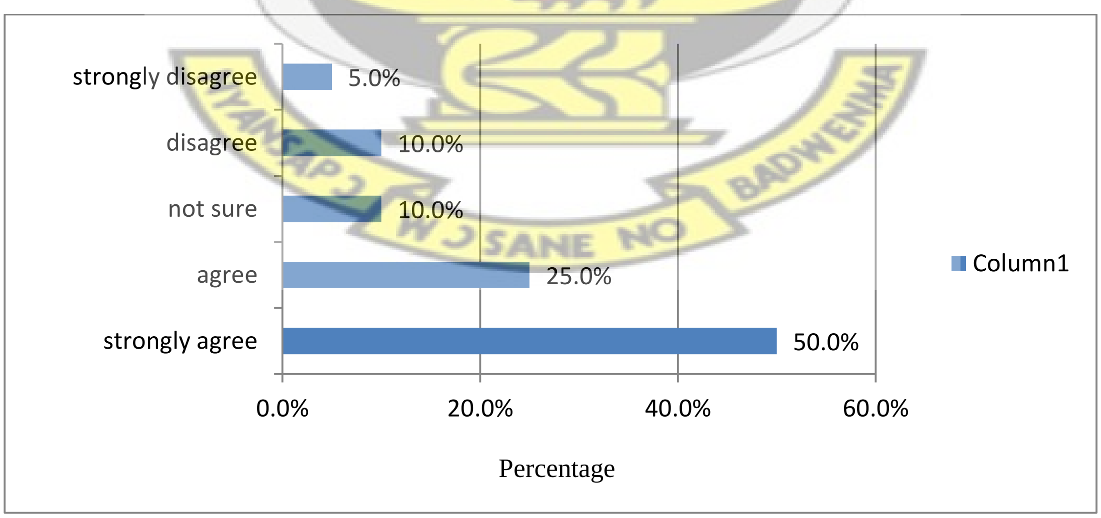

Fig 4.2 **There are policies specific to the minister**
Source: Field work, 2012

4.3.2 System Implementation and Breaches

This section examines the HRM systems of the church andidentifies the weaknesses and policy breaches that affects the effective utilization of the human resources of the church particularly the ministers. Discussions are presented under the following headings: HRM policies and procedures, communication of HR policies and guidelines, and monitoring compliance with HR management policies and guidelines.

4.3.2.1 Human Resource Policies, Plans and Procedures

According to Kleiman, (2000), HRM is concerned with the personnel policies and managerial practices and systems that influence the workforce.Apart from issues of HRM, new staff orientation, and development of an HR database, major issues of decisions on postings, transfers, promotions, retirement, staff welfare and training are within national (connexional) purview.

Assessment findings indicated that insufficient consensus has been built on the HR document, and that it is not used extensively for guidance on its HR practices, although it is expected to be a reference document on HR for the church. The researcher found a number of draft policies and guidelines, including those on recruitment, postings, promotions, training and development. Most of these documents remain in-house at connexional level. They require extensive review and consensus building to be circulated for use. There are, for example, the Conditions of Service for Ministerial Staff but none was identified for other categories of staff.

4.3.1.2 Communication of HR Policies and Guidelines

It was found that policies and guidelines were communicated through weekly, monthly and quarterly memos from connexional level and within dioceses. Most respondents expressed contrasting views that policies are not effectively communicated to persons in authority for implementation (Fig 4.3 below).

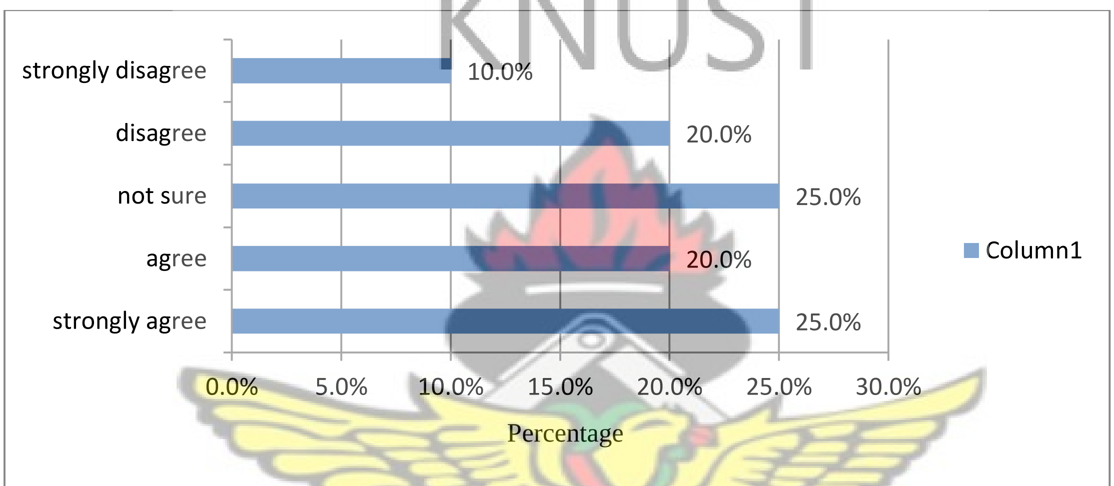

Fig 4.3 **All ministers are aware of HR policies**
Source: Field work, 2012

As depicted by Fig 4.3 above, just about 50% each of the respondents were at the opposite ends of the scale. This explains the contrasting response indicated above. Effective communication of HR policies was therefore identified as one breach of the tenets of an effective HR utilization procedure. This is likely to result in a number of ministers not being informed on certain critical issues that concern their functioning, and consequently creating a potential gap in their knowledge expectations.

4.3.1.3 Monitoring Compliance with HR Management Policies and Guidelines

A clear system for monitoring policy compliance could not be identified. It was evident that various issues are reviewed at diocesan levels to ensure that HR policies were followed. Even though routine reports are requested at circuit, diocesan and connexional levels, they are not used to actively monitor or enforce compliance with the policy directive. The conclusion was drawn therefore that policies are not implemented to the letter. This conclusion was largely shared by most ministers in their response to the statement "Policies are implemented to the letter" (Fig 4.4 below).

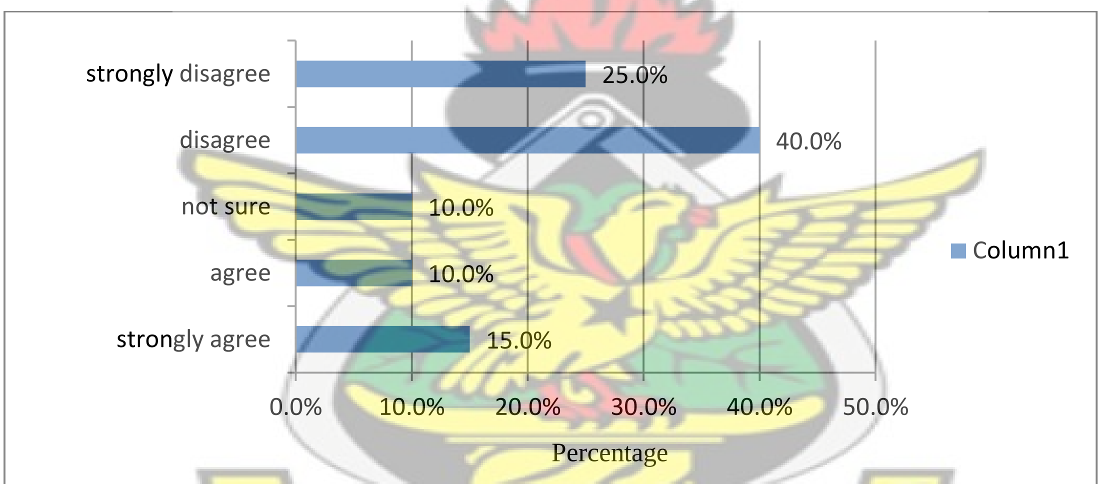

Fig 4.4 **HR policies are implemented to the letter**

Source: Field work, 2012

As depicted by Fig 4.4 above, 151 representing over 60% of respondent ministers did not believe that HR policies are implemented fully, thus exposing weaknesses in the church's policy monitoring mechanism. Although some respondents appeared not to agree, they were not of any significant proportion given the relatively smaller number of about 62 representing 25%. The church's internal communication needs to be strengthened and appropriate mechanisms developed to monitor compliance with HR policies and guidelines.

Majority of ministers and administrators believe that this casts a slur on any conscious effort to effectively utilize the minister since there is no effective monitoring mechanism at any level in addition to the internal communication challenge. This was recorded through respondents' opinion in connection to the statement "there are conscious efforts to effectively utilize the minister" (Fig 4.5 below)

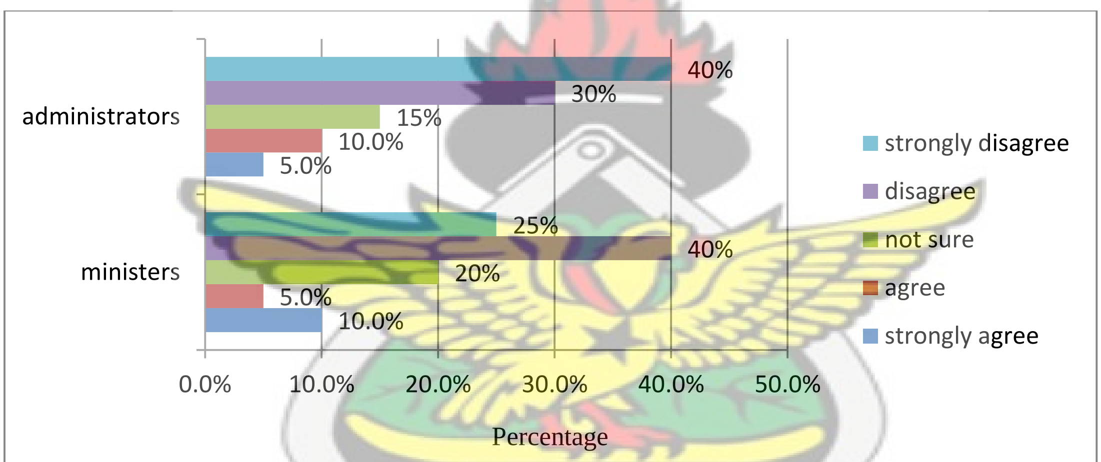

Fig 4.5 there are conscious efforts to effectively utilize the minister

Source: Field work, 2012

Both categories were however quick to agree that ministers are given performance targets though majority could not confirm whether targets are always met (Fig 4.6 below). This calls into question the effectiveness of performance appraisal systems as part of the church's HR policy implementation. An effective performance appraisal system should reveal staff performance gaps periodically. This will enable the development of appropriate measures to eliminate gaps in staff performance at any given point in time.

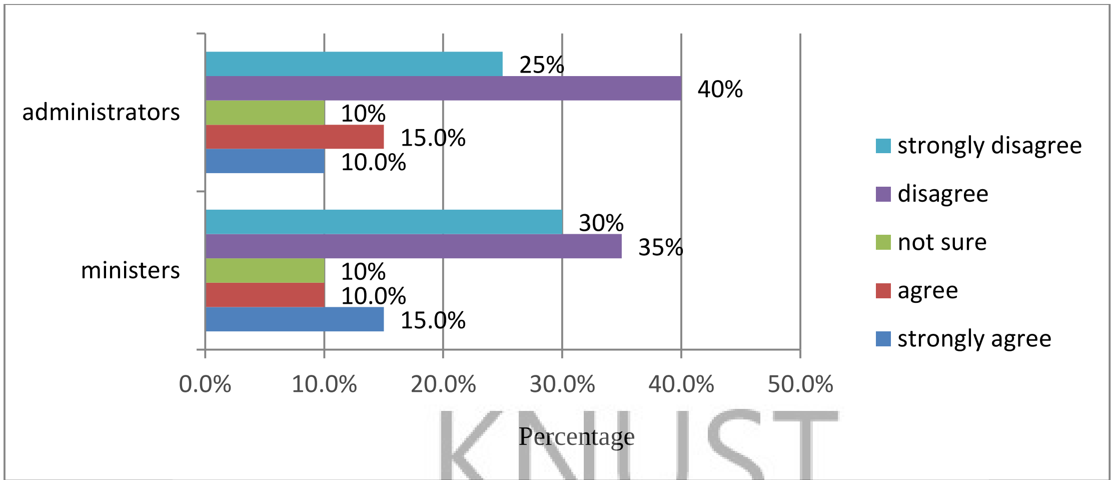

Fig 4.6Performance targets are always met

Source: Field work, 2012

4.3.2Systems for HR Planning

The study found that systems for routine planning and projecting of the church's HR needs is lacking. There is no forum for reviewing the staffing needs of the church; rather, individual circuits prepare their staffing requirements and budgets for personnel costs, which are submitted to diocesan offices. There were suggestions to the effect that collated plans are reviewed annually and at quarterly meetings. However such reviews are not likely to be as rigorous as would be necessary for adjusting requirements for the various departments, circuits and societies.

4.3.2.1 Compensation System

Salaries of ministers are centrally controlled to some extent.However, the various circuits and societies depending on their financial strength influence the net salaries of ministers. Ministers move with their salaries to where they are posted. Salaries are fixed and not dependent on productivity or quality. Ministers with similar qualifications sometimes find themselves at different levels on the salary scale depending on their station, thus sometimes creating discontent among affected ministers. Benefits are an important way to supplement salary to compensate staff for their work. Most ministers reported having welfare benefits in place that support them at their various levels, though this was not assessed for effectiveness.

One significant finding was that most ministers felt that benefits are not commensurate with responsibilities (Fig 4.7 below). This was especially reported from circuits that had a lot of deprived societies. Most ministers were of the opinion that this situation arises because benefits are not tied to performance but left to the decisions of society and circuit administrators.

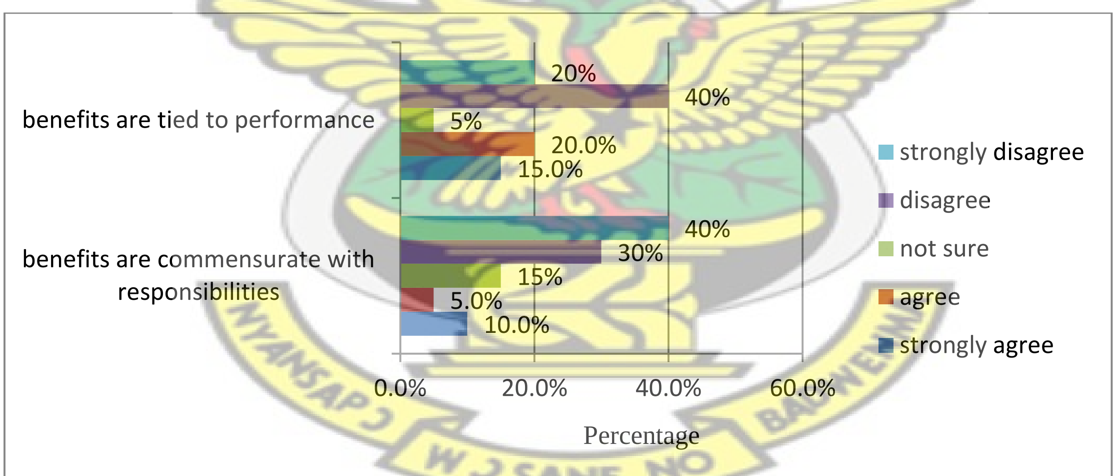

Fig 4.7Ministers' perception of benefits

Source: Field work, 2012

It is clear from the table that more than 164 ministers representing about 65% of respondents believed that benefits were not tied to performance while about 150 of them representing 60% were emphatic that they did not believe that benefits were tied to performance.Again, evidence suggested that benefits were not reviewed as regular as they should be. This is established through respondents' opinion on the statement "benefits are reviewed regularly". Most of the administrators (Stewards and Caretakers) appeared to corroborate this position by the ministers when majority also rejected the statement that benefits are reviewed regularly (Fig 4.8 below).

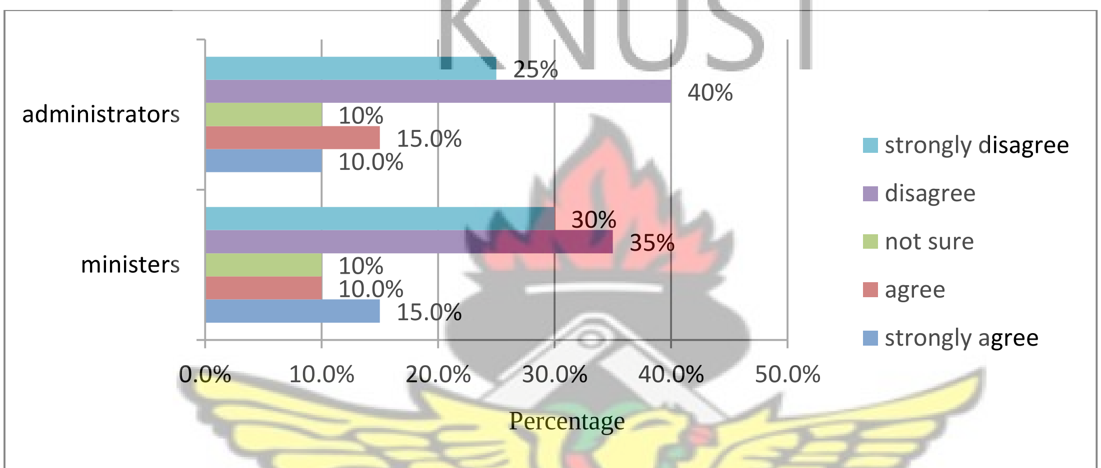

Fig 4.8Benefits are reviewed regularly

Source: Field work, 2012

Fig 4.7 above clearly shows that150 (60%)ministers of the administrators admitted that ministerial benefits were not reviewed as regularly as they should. About 62 (25%) however, were of a different opinion, raising the need for a proper review of this particular situation. Issues relating to benefits and rewards systems have negative repercussions on staff performance if not properly handled.There was evidence to this effect when about 88 (35%) ministers indicated that the level of benefits affect their performance (Fig 4.9 below).

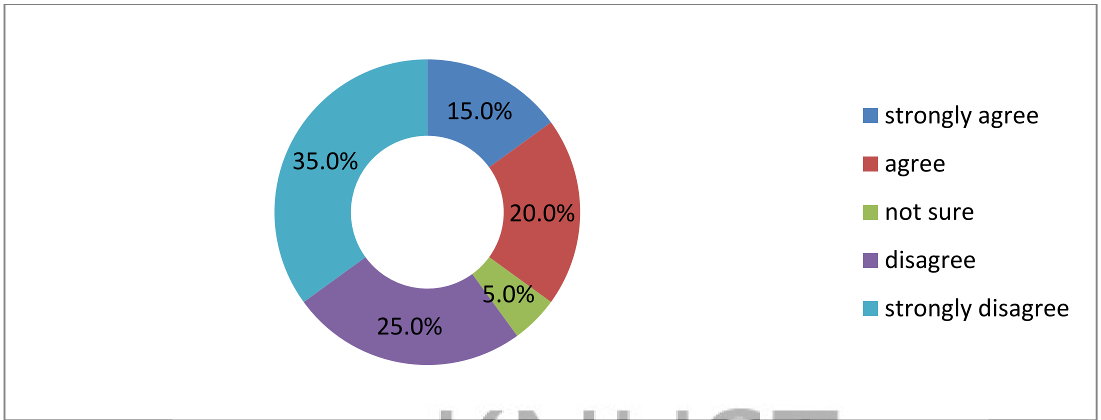

Fig 4.9Level of benefits affects your performance

Source: Field work, 2012

The relatively smaller percentage can be traced to the fact that other considerations apart from material benefits reduce the general resentment that would usually accompany such situations. This is in recognition of the duty of a minister which is perceived to be spiritually motivated rather than material benefits. This notwithstanding, the church should reward ministers adequately to avoid the temptation of a financial malfeasance.

The researcher also noted that in the various dioceses, there have been, in principle, formal systems for determining incentives in the form of awards, but these have been generally ineffective. The criteria for national recognitions are standardized but the various dioceses have their own criteria. There are occasions when persons benefit from incentives/rewards for reasons other than merit. For ministers to be efficient, fairness and equity should be strictly applied. This finding constitutes another major breach in the church's HR policy implementation.

4.3.3 Formal Systems Linking Incentives to Performance

Performance is supposed to be monitored via the ministerial appraisal system and supervision checklists. However, this is barely effective. There is a need for a system of regular performance appraisal that will objectively identify and reward staff working above average. The current performance appraisal arrangement was found to be very subjective. It was found that about170 respondents representing 68% indicated that staff performance appraisal is carried out, in most cases, when staff are due for promotions. Interviews with the selected diocesan Bishops revealed that performance appraisals are often done specifically because a person is eligible for promotion due to time at post rather than on a predetermined schedule as a routine responsibility of supervisors.

Staff performance appraisal is a useful management tool if applied properly since it motivates employees to achieve institutional goals. It also helps the appropriate authorities to identify performance gaps and thereby determine additional support or training required by staff. Stronger mechanisms are needed to ensure that criteria for selecting staff for incentives are objective. About 300 of the respondents representing 73.1% confirmed that the national criteria for staff recognition are not widely circulated and staff do not know about these. Most local incentive schemes lack objective, transparent means of candidate selection.

4.3.4 Staff Retention

Staff retention in this context describes the ability to retain ministers in deprived areas and societies of the church and not their loss to other denominations. It was found that there had been instances where some societies had faced problems retaining ministers. This was revealed through interviews with the Bishops of the selected dioceses. Reasons identified through the interview included the deprived nature of the place, low incentives, and local church politics. Effectively utilizing ministers includes ensuring that no society is deprived of a ministerial presence.Coff (1994) argues that human assets are a key source of sustainable advantage because of causal ambiguity and systematic information making them inimitable.

4.3.4.1 Strategies for Improving Retention

Despite the paucity of data, respondents at the diocesan level reported having retention strategies in place because they know that such situations should not arise given the mission of the church. Ministerial retention efforts identified include well-furnished, free accommodation, prompt payment of salaries, training, and payment of fuel costs for transport.

Other incentives included free or staff loans for residential accommodation, cash, allowances for study leave, giving staff T&T for official trips, settling telephone bills, buying basic items like cooking utensils and televisions, and soft loans for other purposes. About 405 ministers representing98.7% of respondents corroborated this claim.

4.3.5 Recruitment, Postings and Promotions

The Conditions of Service and Recruitment Policy and Guidelines documents describe a formal ministerial recruitment process but in the opinion of the researcher, bureaucracy has rendered the process very slow, especially given the current minister congregation ratio which stands at 1 to 845.

Most of the diocesan Bishops admitted that a functional system for posting ministers is lacking, despite documentation of a system in the Conditions of Service. Currently,ministers are posted arbitrarily and those with influence in high places have lobbied to reject postings to areas they do not want. About 300 ministers representing 73.1% reported a time lag between information on transfer and actual transfer of about two months. This suggests the need for the use of personnel data specifically for planning redistribution of ministers. The criteria currently used for postings include number of years at a particular station, need to fill a vacancy, need to fill critical shortages, need to replace ministers on study leave or those who have retired, and when a staff member returns from temporary assignment elsewhere.

Ideally, individual attributes like experience, qualifications, specialized skills, and the staff member's health should play a role in posting decisions, whereas community attributes like population should affect the equation for filling posts. Findings however suggested the contrary to a large extent.For example, 259 of the ministers representing63.1% of respondents reported that transfers are generally not transparent. This was recorded when the statements "transfers are generally transparent" and "you are consulted on transfers" both revealed a largely negative response (Fig 4.10 below).

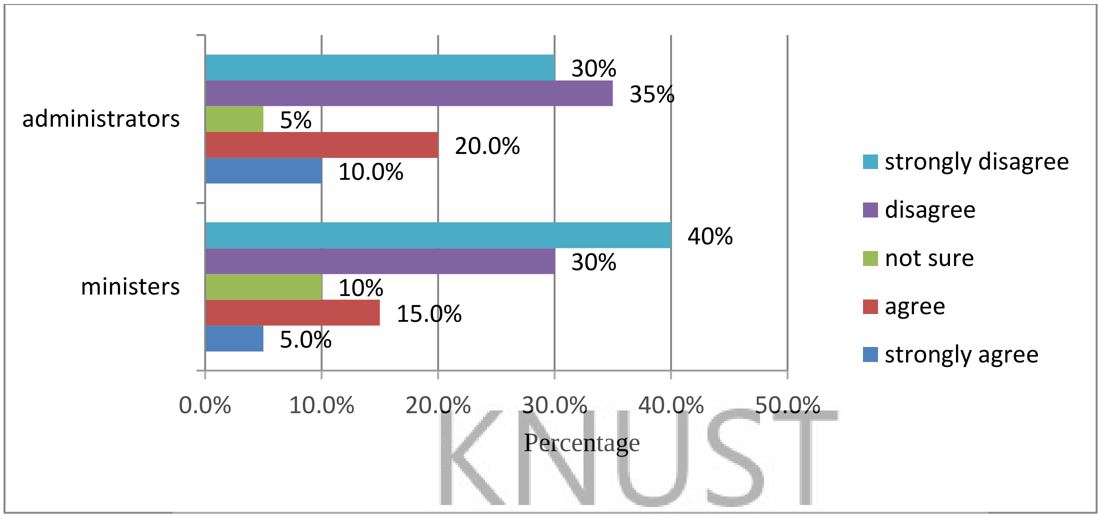

Fig 4.10Transfers are generally transparent
Source: Field work, 2012

Fig 4.9 above reveals that as many as 104 (65%) of the administrators were even aware of the non-transparent nature of ministerial transfers.About 50 (20%) of ministers reported being involved in controversial transfers to their current stations. Most of these people believe that controversial transfers have negative impact on performance (Fig 4.11 below).

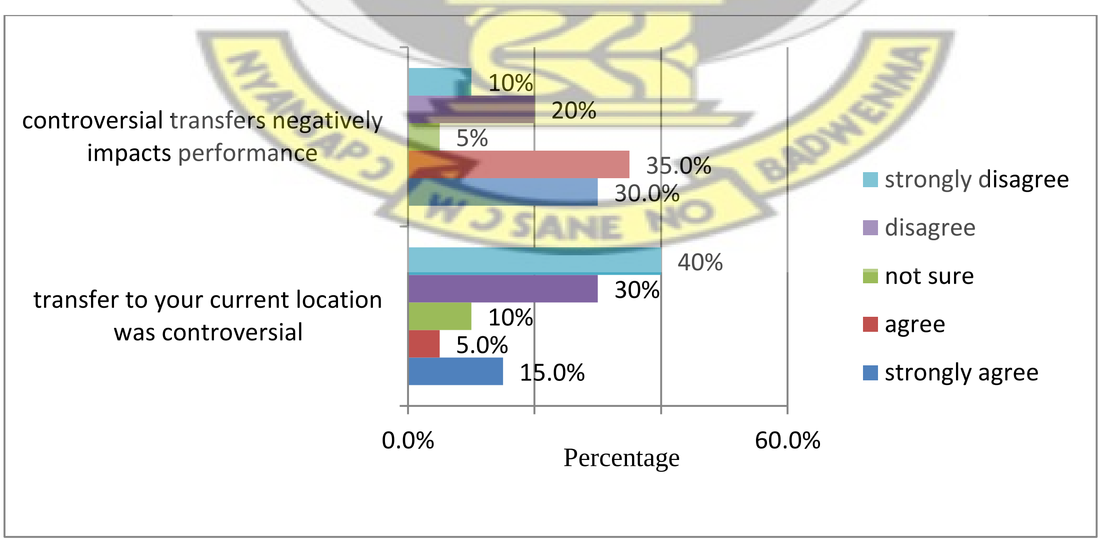

Fig 4.11Perception of controversial transfers
Source: Field work, 2012

As was largely the case, the church has a formal system for promotions based on years of service rather than on competition and merit. There are two major disadvantages of this practice. First, ineffective ministers may be promoted simply because of years of service and once they assume leadership positions, the quality and productivity of their units suffer. The second problem is that even this inefficient system has suffered bureaucratic delays. Currently, many ministers have served more than the requisite number of years to meet the criteria for promotion, yet they have not been promoted. This situation has invariably led to resentment, reduced morale and low productivity. This situation has arisen due to unavailability of stations reserved for senior staff. To curtail further resentment the position has been converted to status. Ministers who serve for the requisite number of years and pass an interview automatically assume the status irrespective of where one is serving.

4.3.6 Ministerial Performance Management

This section examined ministers' extent of appreciation of their duties and responsibilities. This was to ascertain their effectiveness and performance management at their various societies.Variables examined included orientation programmes, ministerial duties, discipline, grievance and termination procedures.

4.3.6.1 Orientation Program

Findings revealed that there is a formal orientation for newly recruited staff which focuses on church reforms, mission and goals of the church and the job description of the staff. Generally, orientation for ministers is not regular or structured and it varies from one location to another. Separate administrative and technical orientations would benefit the church and new entrants. An administrative orientation would review organizational structure, working relationships, reporting channels, and benefit packages. A technical orientation would review roles in the church, standard procedures, and processes for getting the work done.

4.3.6.2 Ministerial Duties

Most ministers, 90% reported that they are generally satisfied with the work they do.However, 151(60%) of them reported that they do not have all the necessary material they require to effectively perform their duties (Fig 4.12 below)

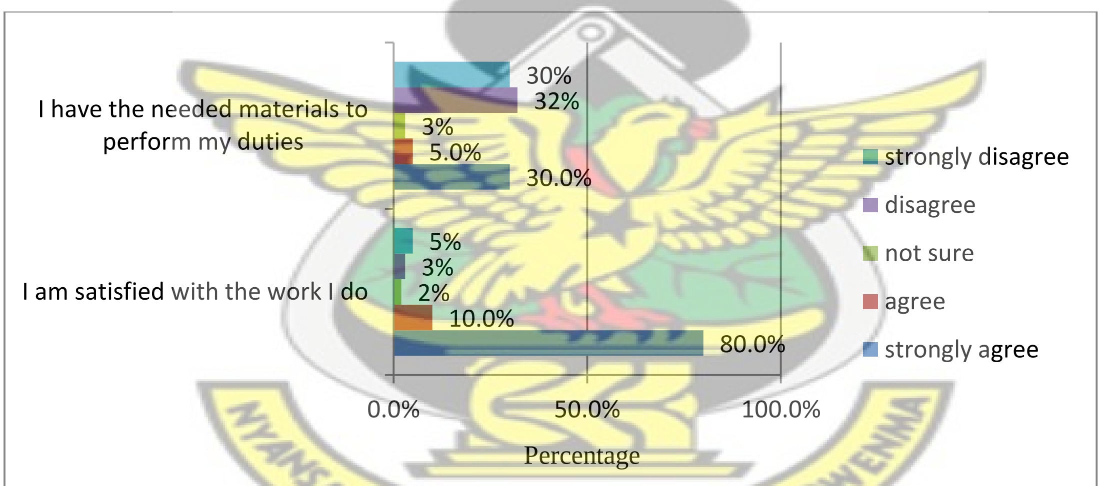

Fig 4.12Ministers perception of their duties

Source: Field work, 2012

The fact that about 41 ministers representing 10% suggested that they are not satisfied with the work they do as ministers raises issues on morale and motivation. The tendency is to ignore it given the relatively small percentage that gave this indication. However, given the congregation they are likely to impact, they can be effectively utilized if issues of this nature are quickly attended to.

Further, about 138 (55%) of ministers indicated that they are satisfied with their working conditions, while the remaining were either not sure or were simply dissatisfied with current working conditions (Fig 4.13 below). There was an indication however, that church structures did not appear a determinant of the performance of the minister. This was in response to the statement "church structures affect your performance" which showed the following breakdown: 25 (10%) strongly agreed, 13 (5%) agreed, (13) 5% were not sure, 88 (35%) disagreed whilst the remaining 113 (45%) strongly disagreed.

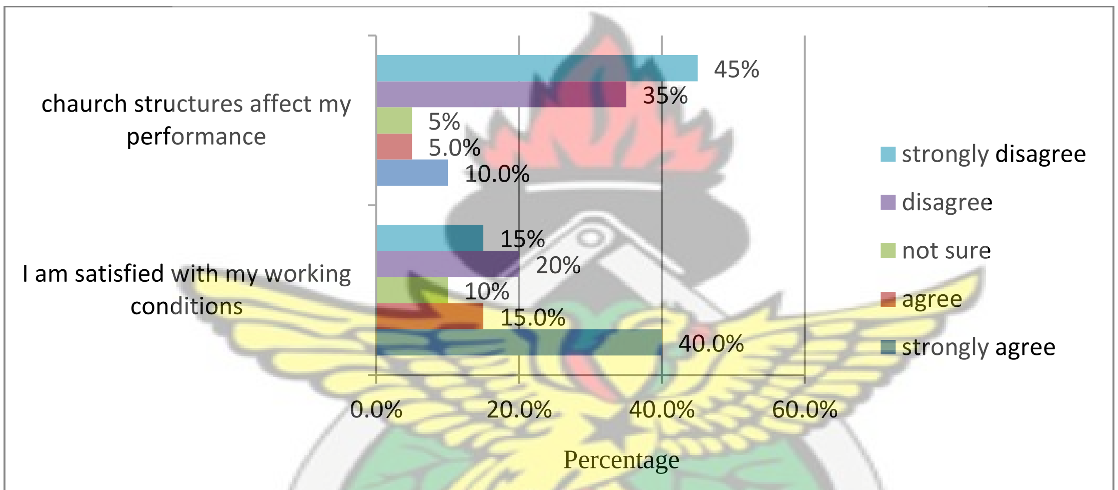

Fig 4.13Level of satisfaction with working conditions

Source: Field work, 2012

One of the conditions to effectively utilize ministers is to ensure that working conditions adequately facilitate the performance of their duties. This should occur at all levels from connexion to diocese to circuits and societies. Most society administrators (caretakers and stewards) however reported that they are sometimes challenged in this regard due to the overburdening nature of the assessments they have to pay on monthly basis.

Most ministers also reported that they do not receive ample feedback on their performance. A breakdown revealed that 138 (55%) strongly agreed, 50 (20%) agreed, 8 (3%) were not sure, 30 (13%) disagreed whilst the remaining 25 (10%) strongly disagreed (Fig 4.14 below). Feedback as a measure of performance so that ministers can address weaknesses. Sometimes training needs are generated from feedback mechanisms. It is important therefore that mechanisms are put in place to ensure ample feedback to ministers on their performance.

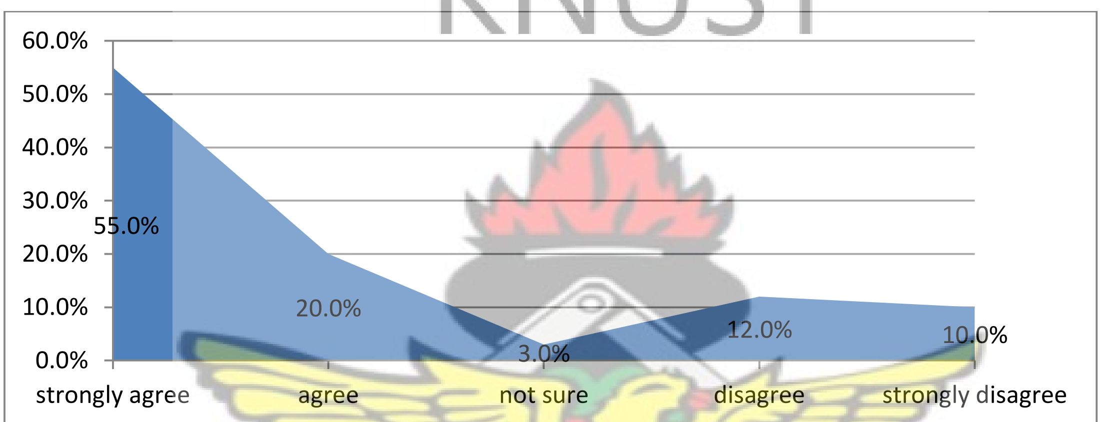

Fig 4.14There is not ample feedback on minister's performance

Source: Field work, 2012

Most ministers reported that the only feedback they get is from their congregations who eitherappreciate the sermon presentations or their leadership style in general.

4.3.6.3 Ministerial Training and Development

Most ministers do not see the existence of adequate support for personal development. A breakdown revealed that 75 (30%) strongly agreed, 88 (35%) agreed, 13 (5%) were not sure, 50 (20%) disagreed whilst the remaining 25 (10%) strongly disagreed (Fig 4.15 below).

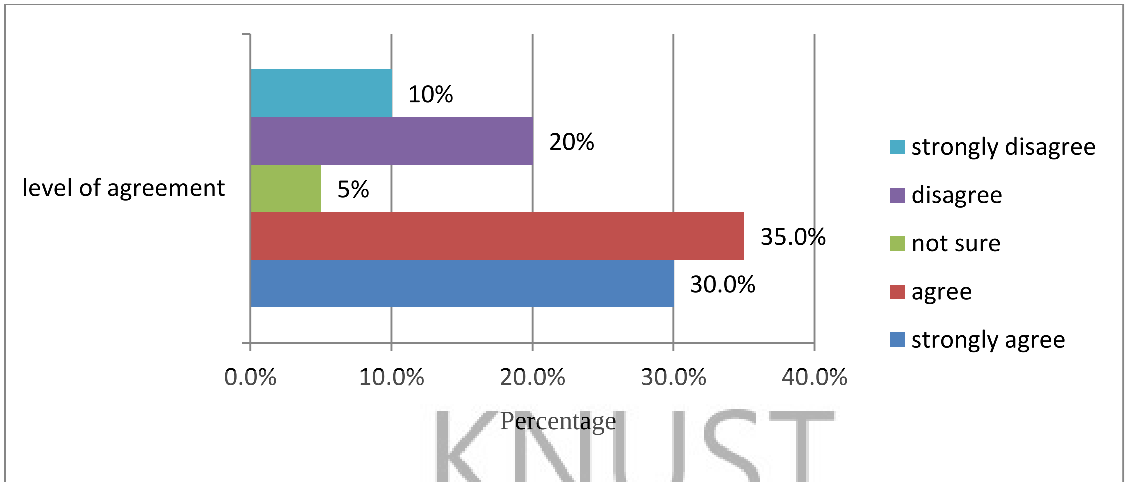

Fig 4.15There are adequate support for personal development

Source: Field work, 2012

Again, most ministers were not sure if development programmes are linked to church needs. In their opinion, when they do, technical competencies of ministers are not recognized and utilized (Fig 4.16 below).

As suggested by Beardwellet al, (2004), the effective performance of the church as an organization depends not just on the available resources, but its quality and competence as required by the organization from time to time. The difference between two institutions largely depends on the level of quality of human resources. Similarly the difference in the level of performance of two institutions also depends on utilization value of human resources.

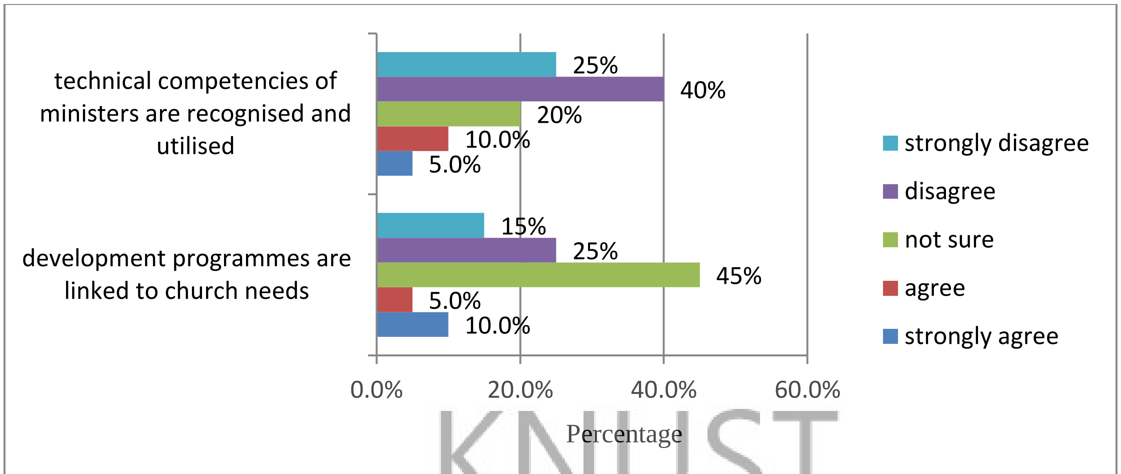

Fig 4.16Level of satisfaction with development programmes

Source: Field work, 2012

4.3.6.4 Ministerial Relationship with Superiors

Ministerial effectiveness is also dependent on relationship with superiors. This section therefore assessed the extent of cordiality between ministers and their superiors. Most ministers reported enjoying adequate support from their superiors. There were however, reported instances of interference from superiors. Respondents generally reported of good communication between them and their superiors.This facilitates the necessary correspondence that helps the effective utilization of the minister.According to Beardwellet al, (2004), Human Resource Management is increasingly considered a contemporary development that continues to reshape employment relationships.

4.3.6.5 Ministerial Relationship with Subordinates (stewards) at Society level

The ministers' ability to work effectively also depends on the working relationship he/she enjoys with the stewards he/she works with at the society level. There was therefore an attempt to assess the level of support provided by the local stewards. Most ministersreported enjoying a good working relationship with their stewards. Instances of divergence were also recorded. A breakdown revealed that 100 (40%) strongly agreed, 63 (25%) agreed, 25 (10%) were not sure, 38 (15%) disagreed whilst the remaining 25 (10%) strongly disagreed (Fig 4.17 below).

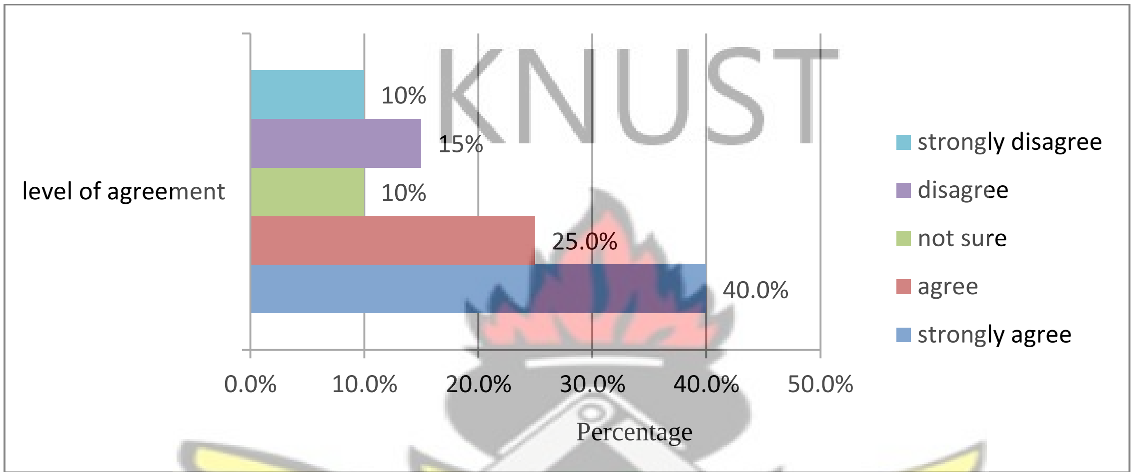

Fig 4.17Stewards are cooperative

Source: Field work, 2012

Most respondents believe that as a result of the cooperation they enjoy, congregations have grown under their care

4.3.6.6 Discipline, Grievance and Termination Procedures

A formal centralized procedure for discipline exists but it is described as ineffective. Staff (ministers) may express grievances at meetings or through petitions but this procedure is not formalized. Most dioceses reported having formal procedures for staff discipline, many citing the church's Code of Ethics, which is put into practice by the various dioceses and disciplinary committees. Again, most dioceses reported having formal procedures for staff to express their grievances, often through staff durbars and meetings. Grievances may also be communicated verbally through local leaders, and senior representatives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings to the set objectives and also draws a conclusion. The chapter further provides recommendations to challenges in HR policy implementations that were identified and makes a suggestion for further studies.

5.2 Summary of Findings

Findings of the study are summarized under the specific objectives of the study which include HR policies of the Methodist Church with regards to its ministers, Implementation breach in the Church's HR policies, and Challenges to efficient utilization of ministers of the church

5.2.1 Demographic Classification of Respondents

Variable of gender, age and years of association with the church were inquired in the questionnaire to know the demographic and social features of the respondents. It was found that about 328 (80%) of the respondents were males while 82 (20%) were females. This revealed the likelihood of more males being workers in the church than females. The results further showed that majority about 267 (65%) of the respondents were within the age range of 41 and 50 years. Findings further revealed that majority of the respondents representing 377 (92%) had worshiped with the church for more than 30years

5.2.2 HR policies of the Methodist Church with regards to its ministers

The study found that the church has a policy and guideline functions, while other key HRM activities are performed at the diocesan and circuit levels. Policies specific to the minister were also indicated to be existing. It was found that apart from issues of personnel management, new staff orientation, and development of an HR database, major issues regarding postings, transfers, promotions, retirement, staff welfare and training received directions from connexion. The researcher found a number of draft policies and guidelines, most of which remain in-house at connexional level

5.2.3 Implementation breach in the Church's HR policies

Some policy implementation breaches were identified. The first issue identified regarded the communication of these policies to ministers. It was evident that most of the church's HR policies had not been effectively communicated to the ministers.

Even though routine reports are requested at circuit, diocesan and connexional levels, it is not used to actively monitor or enforce compliance with the policy directive. In effect, a clear system for monitoring policy compliance could not be identified.

The study found that systems for routine planning and projecting of the church's HR needs were lacking. More seriously, there exists no forum for reviewing the staffing needs of the church; rather, individual circuits prepare their staffing requirements and budgets for personnel costs, which are submitted to diocesan offices.

The researcher also noted that in the various dioceses, there have been, in principle, formal systems for determining incentives in the form of awards, but these have been generally ineffective.

The current performance appraisal arrangement was found to be very subjective. Several respondents indicated that ministers' performance appraisal is carried out, in most cases, when ministers are due for promotions. Interviews revealed that performance appraisals are often done specifically because a person is eligible for promotion due to time in post rather than on a predetermined schedule as a routine responsibility of supervisors.

Further, most respondents reported that transfers are generally not transparent. This was identified as another major breach in the church's policy implementation. Currently, many ministers have served more than the requisite number of years to meet the criteria for promotion, yet still have not been promoted. This situation has invariably led to resentment, reduced morale and low productivity.

5.2.4 Challenges to efficient utilization of ministers of the church

The first challenge identified was that, as a result of the lack of communication of policies to ministers most of them were uninformed on certain critical issues that concern their functioning, and consequently creating a potential gap in their knowledge expectations.

Another challenge had to do with the fact that most local incentive schemes lacked objective, transparent means of assessment and so the desired impact is not attained. It was found that there had been instances where some societies had faced problems retaining ministers. Reasons identified included the deprived nature of the place, low incentives, and local church politics.

The study found that the church lacked a functional system for posting. Currently, ministers are posted arbitrarily and those with influence in high places have lobbied to reject postings to areas they do not want. Most ministers reported a time lag between information on transfer and actual transfer of about two months, thus suggesting the need for the use of personnel data specifically for planning redistribution of ministers.

Despite these challenges, most ministers reported that they are generally satisfied with the work they do, although over 151 (60%) of them reported that they do not have all the necessary material they require to effectively perform their duties. Further, about 138 (55%) of ministers indicated that they are satisfied with their working conditions.

Another challenge had to do with the fact that most ministers reported not receiving ample feedback on their performance and that the only feedback they get is from their congregations who either appreciate the sermon presentations or their leadership style in general. Most ministers were not sure that development programmes are linked to church needs, and when they do, technical competencies of ministers are not recognized and utilized.

Most ministers reported enjoying adequate support from their superiors. There were however, reported instances of interference from superiors. Respondents generally reported of good communication between them and their superiors. About 163 (65%) of ministers reported enjoying a good working relationship with their stewards.

5.3 Conclusions

This study has examined the HR policies of the Methodist Church with regards to its ministers and also assessed the implementation breach in these policies. Again, the study assessed the performance gaps that have resulted from these implementation gaps and identified the challenges to efficient utilization of ministers of the church.

Ministers in the Methodist Church Ghana are ordained to perform two main duties, mainly to espouse the Word and administer the Sacraments (Baptism & Holy Communion). These are by no means the only duties of a Methodist minister. In addition, he/she exercises spiritual and physical leadership of the local church. As the shepherd of the local flock, he/she sees to the spiritual nourishment of the local congregation, offers counseling and physical support to all especially the vulnerable members of the congregation. The Methodist Minister is accountable to the society, the circuit, diocese and the connexion.

The role of the Bishop who by extension is a minister is similar to that of the minister outlined above. The jurisdiction of the Bishop is however wider than that of the local minister. He administers a whole Diocese made up of a number of circuits. He has the responsibility of shepherding the ministers in the diocese who are by themselves shepherds of the local congregations. The Bishop is therefore a shepherd of shepherds, counselor of counselors. He travels around the Diocese, strengthening and encouraging the various congregations. He equips the ministers for the equipping of the saints. He is accountable not only to the Diocese but also to the Connexion and more importantly to God.

Given the sanctity of the work of the Methodist Minister, it is important that effective HR management mechanisms are vigorously pursued to ensure the effective utilization of the minister at all times.

5.4 Recommendations

In recognition of the challenges identified that hinder the effective utilization of the Methodist Minister, the study makes the following recommendations:

5.4.1 Need for Effective Communication of HR Policies

There should be deliberate efforts to ensure effective communication of HR policies to ministers so that they become well informed identify the appropriate mechanisms to address particular challenges they may have.

5.4.2 Need for Objectivity and Transparency in Incentive Schemes

Local incentive schemes should have an objective and transparent means of assessment so that the desired impact is achieved.

5.4.3Need to Provide Functional System for Determining Transfers

The church should have a functional system for determining postings and transfers of ministers. This will prevent the unnecessary resentments that it sometimes generates and ensure that ministers give out their best.

5.4.4 Need to Provide Feedback to Ministers on performance

There should be mechanisms to provide feedback to ministers so that individually they can undertake a reassessment and adjust their performance.

5.4.5 Need for Proper Needs Assessment

In addition, development programmesmust be linked to church needs so that ministers can develop and upgrade their technical competencies which should be recognised and utilized by the church.

5.4.6 Need to Recognize Young Talents

To prevent the current phenomenon of the youth drifting to other denominations,young members of the church who exhibit extra-ordinary gifts and graces must be recognized and fully utilized.

5.5 Recommendation for Further Study

The researcher believes that an effective HR policy should be complemented by a effective reward system. It is therefore recommended that a study is conducted into the reward systems of religious institutions using the Methodist church as a case study.

REFERENCES

AbangEkhsanAbang Othman, (2009) "Strategic integration of human resource management practices: Perspectives of two major Japanese electrical and electronics companies in Malaysia", Cross Cultural Management: An International Journal, Vol. 16 Iss: 2, pp.197 – 214

Amah, O. E. (2009). Job Satisfaction and Turnover Intention Relationship: The Moderating Effect of Job Role Centrality and Life Satisfaction. *Research and Practice in Human Resource Management*, *17*(1), 24-35.

Armstrong, M. (2001).*A handbook of human resource management practice*, 8thEd.Kogan Page Limited, pp.51 – 55.

Ballot, Gérard, Fakhfakh, F., &Taymaz, E. (2006). Who benefits from training and R & D, the firm or the workers? *British Journal of Industrial Relations, 44*,473-495.

Batt, R. (2002). Managing customer services: HR practices, quit rates and sales growth. *Academy of Management Journal*, *45*, 587.

Becker, Brian and Mark A. Huselid (1998). High Performance Work Systems and Firm Performance: A Synthesis of research and managerial implications. Research in Personnel and Human Resource Management, pp.39 – 48.

Bradley, S., Petrescu, A. & Simmons, R. (2004).The Impacts of Human Resource Management Practices and Pay Inequality on Workers' Job Satisfaction.*Paper presented at the Western Economic Association 79th Annual Conference Vancouve.*

Conti, G. (2005). Training, Productivity and Wages in Italy.*Labour Economics, 12,* 557-576.

Covey, S. R.(1992). Principle-Centred Leadership, Simon & Schuster

Creswell, J.W. (2003). *Research design.Qualitative, quantitative and mixed methods approaches*. Thousand Oaks, CA: Sage.

Dearden, Lorraine, Reed, H., & van Reenen, J. (2006). The Impact of Training on Productivity and Wages: Evidence from British Panel Data. *Oxford Bulletin ofEconomics and Statistics 68,* 4, 397-421.

Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. Academy of Management Journal, 39, 802–835.

Dessler, Gary (2004). Human Resource Management. 10th ed. Englewood Cliffs, NJ: Pearson/Prentice-Hall, pp66-71.

Droussiotis, A. & Austin, J. (2007).Job satisfaction of managers in Cyprus.*EuroMed Journal of Business*, *2*(2), 208-222.

Elwood F. Holton II, James W. Trott, Jr.,(1996,)Trends Toward a Closer Integration of Vocational Education and Human Resources Development, Journal of Vocational and Technical Education, Vol. 12, No. 2, p7

Khilji, S. & Wang, X. (2007). New evidence in an old debate: Investigating the relationship between HR satisfaction and turnover. *International Business Review*, *16*(3), 377-395.

Kleiman L (2000). *Human Resource Management: A Managerial Tool for Competitive Advantage.* 2ndEdition, Cincinnati, OH: South-Western CollegePublishing, pp55-63.

Lado, A.A. & Wilson, M.C. (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective .*Academy ofManagement Review, 19, 4: 699-727.*

Lee, F-H.& Lee, F-Z. (2007). The relationships between HRM practices, Leadership style, competitive strategy and business performance in Taiwanese steel industry, *Proceedings of the 13th Asia Pacific Management Conference*, Melbourne, Australia, 2007, 953-971.

Malhotra, N. K.; Burks, D. F., (2007).Marketing research – An applied approach, 3rdEuropean edition.

Martins, P. S. (2003). Firm wage differentials in competitive industry: some matched-panel evidence. *International Journal of Manpower*, *24*(4), 336-346.

Middleton, Richard J. and Walsh, Brian J.(1995).TruAth Is Stranger Than It Used to Be: Biblical Faith in a Postmodern Age. Downers Grove, IL: InterVarsity Press, 1995.

Newman, I., & Benz, C. R. (1998).*Qualitative-quantitative research methodology: Exploring the interactive continuum*. Carbondale, Illinois: Southern Illinois University Press.

Noe, R. A. (2005). Employee Training and Development (Third Edition).*McGraw Hill: New York.* OECD.Employment Outlook. Paris, July 1993.

Parish Personnel Administration (2000), 4th Edition, National Association of ChurchPersonnelAdministrators.Pierce, L. L., Hazel, C. M. &Mion, L. C. (1996).Effects of a Professional Practice Model onAutonomy, Job Satisfaction and Turnover.*Nursing Management*, *27*(2), 48-53.

Punch, K (1998) Introduction to Social Research: Quantitative and Qualitative Approaches, London, Sage.

Ruwan A. (2007). The Impact of Human Resource Management Practices on Marketing Executive Turnover of Leasing Companies in Sri Lanka. Contemporary Management Research, *3*(3), 233-252.

Saunders, M., Lewis, P. and Thornhill, A. (2007).*Research methods for businessstudents*.4th ed. London: Prentice Hall.

Sheppeck, M.A. and Militello, J. (2000), "Strategic HR configurations and organizational performance", Human Resource Management, Vol. 39 No. 1, pp. 5-16.

Simon, H.A., (1960). The New Science of Management Decision, New York, NY: Harper and Row.

Torrington, D. and Hall, L. (1987) *Personnel Management a New Approach*, New York: Prentice/Hall, pp 73-75.

Appendix 1

QUESTIONNAIRE – MINISTERS

PREAMBLE

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is 'An investigation into efficient utilization of Human Resources of the Methodist Church Ghana: A focus on the clergy'. The church has granted me (The Rt. Rev. John A. Y. Adubah) the permission to use your Diocese as one of my case study outlets. Consequently, sampled ministers, of which you are a member, are required to fill the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

1. Background Information

a. Gender: Male ☐ Female ☐

b. Age: less than 30 yrs. ☐ 31-40yrs ☐ 41-50yrs ☐ above 50yrs ☐

c. Number of years spent with the church

0-10yrs ☐ 11-20 yrs. ☐ 21-30yrs ☐ above 30yrs ☐

d. Circuit ………………………. Diocese ……………………………………………..

From the table below, indicate which of the following responses best describes your response to the statements.

Key: 1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

To what extent do you agree with the following as pertaining to HR Policies in the Methodist Church?

	Statements	1	2	3	4	5
1	The church has policies on Human Resource (HR) utilization					
2	There are policies on HR specific to the ministers					

3	All ministers are aware of HR policies specific to them					
4	Policies are implemented to the letter					
5	There is conscious effort to effectively utilize the ministers					
6	Adequate transparency is exhibited in policy implementation					
7	Ministers are given performance targets					
8	Targets are always met					

Transfers

	Statements	**1**	**2**	**3**	**4**	**5**
1	Transfers are generally transparent					
2	Transfer to your current location was controversial					
3	Controversial transfers impact performance					
4	You are consulted on transfer					

Your Job Performance

	Statements	**1**	**2**	**3**	**4**	**5**
1	I am satisfied with the work I do					
2	I have the material/equipment and tools I need to do my job well					
3	I am satisfied with my working conditions					
4	I am adequately rewarded					
5	Church doctrines affect your performance					
6	Church structures affect your performance					
7	I receive ample feedback on my performance					

Developments

	Statements	**1**	**2**	**3**	**4**	**5**
1	The church treats me well.					
2	There are adequate support for personal development					
3	Development programmes are linked to church needs					
4	Technical competencies of ministers are recognized & utilized					

Your Superiors (Supt. Ministers, Bishops)

	Statements	1	2	3	4	5
1	There is adequate support from immediate superiors					
2	Superiors sometimes impede subordinates' effectiveness					
3	Superiors interfere at society level					
4	Superiors maintain good communication with subordinate ministers					

Your Work Group (stewards,church congregation)

	Statements	1	2	3	4	5
1	Congregation size influences ministers' effectiveness					
2	Congregations have grown under my care					
3	Stewards are cooperative					
4	The church's constitution is applied at the local level					

Your Benefits

	Statements	1	2	3	4	5
1	Benefits are commensurate with responsibilities					
2	Benefits are tied to performance					
3	Benefits are reviewed regularly					
4	Benefits are both financial and non-financial					
5	Level of benefits affect my performance					

Open Ended Questions

1. What are you not comfortable with in your role as a minister?

…………………………………………………………………………………………………

………………………………………………………………………………………………..

2. What do you need to improve your performance and productivity?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

3. What suggestions do you have on the effective utilization of HR to improve the performance of the church?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

4. Are discussions held with you on your transfers?

…………………………………………………………………………………………………

………………………………………………………………………………………………....

5. What is the time lag between information for your transfer and actual transfer?

Appendix 2

QUESTIONNAIRE – ADMINISTRATORS, STEWARDS & CARETAKERS)

PREAMBLE

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is 'An investigation into efficient utilization of Human Resources of the Methodist Church Ghana: A focus on the clergy'. The church has granted me (The Rt. Rev. John A.Y. Adubah) the permission to use your Diocese as one of my case study outlets. Consequently, sampled church workers, of which you are a member, are required to fill the following questionnaire. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. You are assured that all the data/information you provide would be treated with utmost confidentiality. I thank you in advance for your co-operation.

1. Background Information

a. Gender: Male ☐ Female ☐

b. Age: less than 30 yrs. ☐ 31-40yrs ☐ 41-50yrs ☐ above 50yrs ☐

c. Number of years spent with the church

0-10yrs ☐ 11-20 yrs. ☐ 21-30yrs ☐ above 30yrs ☐

d. circuit ………………………. Diocese ……………………………………………..

From the table below, indicate which of the following responses best describes your response to the statements.

Key: 1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Human Resource (HR) policies of the Methodist Church with regard to its ministers

	Statements	**1**	**2**	**3**	**4**	**5**
1	HR policies of the Methodist Church are known to you					

2	There is effective communication between the society & circuit					
3	This has translated into effective policy implementation					
4	Current HR policies are discriminatory					

Human Resource Policy implementation

	Statements	**1**	**2**	**3**	**4**	**5**
1	These policies are strictly adhered to					
2	The policies are sometimes localized					
3	The policies are occasionally reviewed					
4	Societies are involved in the implementation of the HR policies					
5	Benefits are commensurate to responsibilities					
6	HR policy implementation is fairly applied					

Ministerial Performance

	Statements	**1**	**2**	**3**	**4**	**5**
1	Ministers' performance meet HR expectation					
2	Performance is affected by the size of congregation					
3	Performance is measured by financial targets					
4	Ministers are supported with all relevant resources					

Challenges to efficient utilization of HR (ministers of the church)

	Statements	**1**	**2**	**3**	**4**	**5**
1	The size of the congregation affects minister's performance					
2	Disunity among leadership at the society affects the minister					
3	Financial targets affect minister's performance					
4	Ministers are under-resourced					

Any other comment

……………………………………………………………………………………………………

……………………………………………………………………………………………………

……………………………………………………………………………………………………