

Human Resource Management in Church Development Projects: A Case of Maseno North Diocese of the Anglican Church in Kenya

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Abstract

Upon the departure of the white missionaries from Kenya, leadership of church development projects was handed over to the African Christians. Some of these projects have since stalled, while others are still operational, though at a minimal scale. The study sought to investigate the issues revolving around management of church development projects with specific emphasis on management of human resources in Maseno North Diocese of the Anglican Church of Kenya (ACK). The overall objective of the study was to investigate human resource management issues facing sustainable church development projects in ACK Maseno North Diocese. Scientific management theory was employed as a tool for analysis. Methodologically, this study employed mixed methods for purposes of complementarity. The study population consisted of ten development projects which were in existence. Random sampling through balloting was employed to select the study subjects. The grounded theory approach: in which questionnaires, structured interviews, field notes and Focus Group Discussions (FGDs) were used to collect the data. The study revealed that there was no scheme of service for ACK nursery teachers as well as ACK polytechnic instructors and managers. There was no house allowance, salary scales, timely and consistent salaries. Equally, there was no medical cover and gratuity. The study recommended that ACK church project management committees should develop written human resource policies on recruitment, retention, remuneration and motivation of staff and hand them over to various project managers to enhance their performance.

Keywords: management, projects, human resources, development

1. Introduction

The study examined human resource issues that face church development projects in ACK Maseno North Diocese. This was done by focusing on recruitment of church personnel, training of the workers and dependence of the church on European missionary personnel. It is assumed that the use of unqualified personnel in church affairs led to mismanagement of church development projects. Unfortunately, training programs for church leaders are not sufficient. The leaders are not prepared for managerial roles that they are called to play when they join the ministry (Kivava, 2017). Ninahazwe, Samita and Kearney, (2019) highlight the centrality of human capital through education, training skills as well as vocational training and education enhance productivity and sustainability in informal businesses. This was in the context of Burundian women refugees in Nairobi. Arudo (2010) assessed the factors that influenced the involvement of Christian Community Services (CCS) in the ACK Dioceses of Maseno South and West. According to him, it was on the basis of the church involvement in community services that CCS equally experienced internal conflict and management issues, leading to the collapse of many CCS projects in Maseno South and West Dioceses. The study established that issues that affected the management of CCS included low staff morale and lack of clearly defined job description. Other

issues included lack of open communication system among the project staff, resulting in low interpersonal relationship, suspicion and unfounded fears. In addition, responsibility without authority made it difficult to run and implement project plans. What this means is that lack of clearly spelt out management systems negatively affected programme performance.

1.1 Background of the Study

In some denominations, the pastor is constantly under pressure to produce growth in numbers and develop new programmes. This happens despite the fact that most pastors have not been trained to manage large and dynamic organisations (Myron, 2007). He further insists that part of the reason for the failure of church is the training of its leaders. Currently, most leaders in Christian organisations get the bulk of their management training from secular business world. This means that many Christian leaders manage God's work using secular Philosophy that has been condemned by God. The above observation was supported by Gangel, (1997), who held similar views that many people holding leadership positions lacked the requisite skills. Ill-equipped managers and workers were more likely to create than resolve conflicts. While all these works cited above are related to human resource development in terms of training, none of them addressed the human resource issues in development projects in ACK Maseno North Diocese. The literature though general to church organisations, highlights the importance of trained personnel in an organisation. The current study examined the extent to which training of personnel affected the performance of development projects in ACK Maseno North Diocese.

Mathenge and Ofunya (2015) highlight on the recruitment of the human resource personnel in the Presbyterian church of East Africa, St. Andrews Nairobi Kenya. The research findings revealed that a big percentage of workers of 59.5 were sourced by the church leadership. Only 8.1% of the personnel got their employment after applying for the advertised positions. The rest of the 32.4% were non-committal on how they were hired. The same research indicated that 54.1% of the church personnel were hired based on their spiritual gifts and not for the spiritual aptitude to the job. A 21.6% indicated that leadership was a calling and 2.7% were uncertain of the reasons for their job placement. A percentage of 21.6 declined to comment (Mathenge & Ofunya, 2015, 49).

Hastings (1998) took a historical perspective to analyse the human resource problem of most church projects. He noted that after independence, churches recruited into the mission people of low academic qualifications. The rural areas in particular were more adversely affected in terms of untrained personnel, leading to low performance of many church development projects. Hastings (1998) shares similar sentiments of Gangel (1997) that people holding key positions in the church lacked the required skills and competencies. These findings informed the study on the reasons why church projects have failed over a period of time in general. The current study used the information to assess the training of the personnel and their impact on church development projects in ACK Maseno North Diocese.

Maina (2014) revealed that the competence of staff influenced effective and timely completion of projects. He asserted that construction of structures is a continuous activity in most church sponsored projects. The effectiveness of the project team tasked with church's construction project administration depends to a large extent on the project's staff capacity relative to the demands placed upon them. To be effective, church's construction projects need to have sufficient and capable staff with appropriate mix of skills and expertise, the motivation and the will to act and the incentives and the resources necessary to achieve their mandate. The above literature helped the study to highlight the effect of staff competence on construction of church projects in ACK Thika Diocese. However, the current study intended to assess the extent to which staff competence contributed to stalling or collapse of church projects in ACK Maseno North Diocese.

Speckman (2001) related poor human resource development in Africa to dependency on White Missionaries. Part of it is that Africans had not given themselves space to reflect on their God-given potential and its ability to transform their lot decisively. He further asserted that if sustainability was to be achieved, the solution does not lie in pumping more money into the hands of corrupt managers in the name of development. Rather, it lies in investing in the people and transforming the social structures in a people centred development agenda (Speckman, 2001, 286). The above sentiments of Speckman are in agreement with the theology of relations which put the person at the centre of development. Speckman (2001, 286) held similar views with Gangel (1997) and Hastings (1998) that church trained personnel lacked the prerequisite skills. Speckman (2001) adds that poor human resource is caused by dependency syndrome. Over-dependency on foreigners made African churches not to train their own personnel. The study, therefore, tries to contextualise this dependency and assess the extent to which untrained personnel impacted on management, leading to the collapse of development projects in ACK.

Kondwo (1998) reports that in Uganda, both the laity and the clergy nurtured a misconstrued notion of development partnership. When dioceses submitted their projects to overseas ecumenical agencies, it assumed that they automatically qualified for support. At the same time, he noted that many people in Ugandan church leadership did not educate the members on Christian stewardship in order to assist the church and Christian community to be self-sustaining. Rather, the leadership assumed, and believed that because the church is

universally one, church resources in the north are readily available to the churches in Africa when, and as needed (Kondwo, 1998).

Kondwo (1998) further states that the church in Uganda had relied on European personnel for a long time, with a minimal effort to train local personnel. This view is in agreement with Speckman on heavy dependency on European personnel by the African churches. In the same vein, Baur (1994) thought that the dependency syndrome among African Christian leaders on missionaries was responsible for the failure to train human personnel. At first, leading African Christians denounced the one-way traffic in which mother churches gave everything and Africa was always the recipient.

Besides being autonomous, most African churches could not fully enjoy their freedom because of their dependence on missionary society's personnel, a situation that persisted for some time. However, the protestant ethic theory emphasizes on building on capacity of people in the church so that development rolls down to the community. It also involves building capacities of people which includes training of human personnel.

While doing research on three church-based health providers in Tanzania, Josephine (2018) established that there was exit of medical staff leading to shortage of doctors, nurses, assistant medical officers and so on, which led to increased competition for human personnel in the health sector. She further stated that churches could not offer competitive wages for staffs at church-based hospitals, increasingly making the staff to seek for employment in public sector. The obvious difference in social benefits for church-based compared to civil servants was a major source of discontentment at church-based hospitals. Social benefits the church-based medical staff lacked was retirement allowances, health insurance and social protection funds Josephine (2018, 8-9). Such a condition often leads to high turn-over rate of employees at a workplace. The remaining staffs at such institutions may become demotivated hence affecting their output.

Baur (1994) shares similar sentiments with Kondwo, Josephine, Gangel, and Speckman on the use of non-trained church workers and leaders. While all these works cited above are related to human resource issues, failure of some project due to high turn-over rate of medical staff, use of unqualified personnel, none of them delved specifically into human resource development in ACK Maseno North Diocese. The current study evaluated the training of staff, high turnover rate of medical personnel and how it affected the sustenance of development projects in ACK Maseno North Diocese. This study, therefore, assessed the extent to which untrained personnel led to poor performance on development projects in ACK Maseno North Diocese.

Similarly, Arudo (2010) observed that Churches in Maseno South and West attracted donor funds that supplemented local membership contributions. More activities such as agriculture, provision of water and housing for the poor were also started. The expansion of development activities required co-ordination at the diocesan level and technical personnel to oversee and run them on behalf of the church. The Christian Community Services (CCS) project activities were open to members of the local communities within the project areas irrespective of their denomination or political inclination. The church found itself faced with a new demand for technical personnel to supervise this area, but its clergy lacked technical training.

Although it was expected that CCS management personnel and the clergy would be fully involved in diocesan development services, on a number of occasions, the two operated on a collision course. Most likely, the conflicts that evolved with time led to the stalling of some of the projects. Arudo (2010) also says that the use of clergy without technical training often led to conflicts with other CCS workers. This state of affairs raised a number of questions in view of the fact that there were high social expectations of positive returns for church sponsored projects. The literature highlights the effect of non-trained personnel on projects in Maseno South and West Dioceses leading to stalling of some projects. The study, therefore, assesses the extent to which the training of the clergy and other personnel in Maseno North Diocese contributed to stalling of projects given the fact that the clergy as BOM members were actively involved in development projects in the diocese.

In his study, Chepngetich (2007) revealed that poor remuneration, lack of scheme of service and poor work environment contributed greatly to high attrition of ECE teachers. Ayiemba (2015) agreed with the above sentiments and added that ACK church in Maseno and Winam divisions in Kisumu lacked resources, both in terms of funds and human resources. Hence it could not employ enough and qualified teachers and expand physical infrastructure for ever increasing number of student population. He further noted that as a result of dwindling financial resources, there is no staff motivation and the church cannot attract specialized staffs that have essential competence and skills in management and governance.

The above literature is brought closer home by Mulievi (1993) who studied on the challenges facing development projects in the Catholic Church in Kakamega Diocese. She found out that the staff who were recruited to run the hospitals and dispensaries in the Diocese mainly at Mukunu and Mumias, often left their jobs because they were poorly paid but overworked. The doctors demanded a salary ranging between 20,000 and 40,000 which the hospitals management could not afford. This is because collections from the patient charges

were low and yet other departments also needed to run. The end result was that hospitals ended up with one or two full-time doctors who could not cope with the number of patients (Mulievi, 1993, 147).

The above sentiments were supported by Mugasia (2015) who wrote on challenges facing Early Childhood Education (ECE) in Kakamega County. These include poor remuneration, lack of scheme of service and poor work environment, which greatly contributed to a high turnover of ECE teachers. Further reports, by Sifuna and Karuku (1998), indicate that the teacher is a key determinant of service quality at pre-school. A teacher's effectiveness is determined by qualification as well as the training, supervision and support given. Teachers with low grades experience difficulty in implementing national centre for ECE, especially in language development. This is because these teachers may have failed in this subject, making it difficult for them to handle it. Mugasia's sentiments are in agreement with Kivava (2017) on human resource development. However, she cites other factors such as poor remuneration, lack of scheme of service and poor working conditions. The above literature helped the study on identifying human resource challenges in public ECD centres and private schools in general. Equally Maseno North Diocese runs nursery schools at Maseno and Soy station in Soy archdeaconry. However, their focus did not enable them to discuss on salary and remuneration structures in particular to development projects in ACK Maseno North diocese. The present study, however, assessed the extent to which the human resource factor in terms of presence of a written HR policy, scheme of service, house allowances, medical cover and gratuity affected the management of development projects in ACK Maseno North Diocese.

1.2 Objective of the Study

The main objective of this study was to investigate management issues facing development projects in ACK Maseno North Diocese.

Specific objective was to:

Investigate human resource management issues facing sustainable church development projects in ACK Maseno North Diocese.

Research Questions

What are the human resource management issues facing sustainable development of church projects in ACK Maseno North Diocese?

Research Premise

Church development projects in ACK Maseno North Diocese face human resource management issues.

2. Research Methodology

2.1 Research Design

This study utilized a mixture of both qualitative and quantitative methods for the purposes of complementarity. Quantitative methods give quantifiable figures which are more convincing whereas qualitative method explains the figures and facts (Mugenda & Mugenda, 2003, 198). Descriptive research design was used to establish the management issues facing sustainable development projects in the Anglican Church of Kenya, Maseno North Diocese. The design helped to establish the nature and the current condition of a phenomenon (Enon, 1998). In addition, it helped in collecting data from a representative sample and generalization of the results beyond the given sample (Cohen & Marion, 1980). The design helped the researcher describe, record analyse and interpret conditions as they exist without changing of variables (Kothari, 2003, 48). The researcher also took part in what he was investigating and got first-hand experience on what was going on in the church projects.

2.2 Location of the Study

The study area was the ACK Maseno North Diocese, which is part of the Anglican Communion. The area of study is restricted to ACK Maseno North Diocese because the first development projects were located within its domain (Walaba, 2009, 55). The region is known to have received early Christian missionaries in Kenya; the Church Missionary Society (CMS) included (Walaba, 2009, 56). Maseno North Diocese is on the border between the Luo and the Abaluhya in Western region of Kenya. The Diocese has six archdeaconries, 13 deaneries, 42 parishes, 175 congregations, 45 priests, eight church workers and a population of 12, 000 Anglican worshippers (<http://www.Ackenya.org/diocese/maseno-north.html>). Maseno North Diocese covers the current sub counties of Likuyani, Lugari, Matete, Kakamega North, Kakamega Central, Kakamega East and Kakamega South in the current Kakamega County. The Diocese also covers the Sub counties of Vihiga, Sabatia, Hamisi and Emuhaya in Vihiga County.

2.3 Population and Sample Size

Ten projects that were in existence were selected for study in ACK Maseno North Diocese in order to get a bird's eye view on the progress of development projects. Mugenda and Mugenda (2003, 44) recommends that in case the target population is so small selecting a sample would be meaningless. Taking the whole population in such a

case is advisable.

2.4 Target Population

According to Orodho (2004, 37), target population refers to all the items or people under consideration in any field of inquiry. Target population is the people the researcher expects to meet and get information concerning a given research topic (Enon, 1998). In this research, the target population consisted of all those people who, in one way or another, are involved in the running of development projects in ACK Maseno North Diocese. They included current and former managers, workers, the ACK staff, gate keepers, politician and ACK partners around the ten church projects. The study targeted the entire population of the ten projects situated in Maseno North Diocese. These were as follows: one theological institution, two nursery schools, one mission hospital, one mission station (Soy Farm) and five youth polytechnics. The projects traverse the two counties of Vihiga and Kakamega, which fall under the ecclesiastical jurisdiction of Maseno North Diocese.

2.5 Sampling Strategy

The study used cluster sampling to ensure that all projects were included in the sample. Random sampling was used to ensure that all people in the project had an equal opportunity to be selected into the sample. Questionnaires were administered to twenty respondents from each of the project centers. Twenty respondents were manageable and could give adequate and accurate data. Six key informants were used. Three FGDs of three people each totaling to nine people were administered and thirty interviews were carried out totaling to a sample of 245 respondents. Cluster sampling is used when it is not possible to obtain a sampling frame because the population is either very large or scattered over a large geographical area (Mugenda & Mugenda, 2003, 49). In the case of Maseno North Diocese, the projects were scattered all over the diocese within the eleven sub counties (<http://www.Ackenya.org/diocese/Maseno-north.html>). Random sampling through balloting was used to select participants in the diocese. Orodho (2002, 37) states that in simple random sampling, each and every item in the population is given an equal chance of inclusion in the sample. Purposive sampling was used to select participants to participate in the study. The participants were selected purposely due to their active participation, knowledge and experience on the management of projects in the diocese. The researcher sampled a total of 245 participants.

2.6 Sample

A sample size of between 10%-30% was selected from a population of 496 subjects drawn from all 10 projects in Maseno North Diocese. Kombo and Tromp (2006) recommend a sample size of 10%-30% which is a representative enough for the study population. A 10% of the target population of Maseno Mission Hospital was sampled while 30% of St. Philips Theological College, Soy Farm, two Nursery schools and five Youth Polytechnics were sampled.

These research units included the following projects: Ekwanda Youth Polytechnic, St. Philips Theological College, St. Philips Sunrise Nursery School at Maseno and Maseno Mission Hospital. Others included St. Francis Mission Farm, Soy Youth Polytechnic and St Francis Soy Nursery School — in Soy, Mautuma Youth Polytechnic, Nzoia Youth Polytechnic and Nzalwa Youth Polytechnic. The informants included workers, gatekeepers, community members, administrators and politicians. Others were managers, ACK staff, Board of management and ACK partners. Workers and the managers enumerated the issues they face in their work stations. The ACK staff helped to shed light on the recruitment procedures and the financial issues they encountered in the day-to-day administration of their parishes and projects. The Board of Management (BOM) members informed the study about the financial constraints that they face, workers' recruitment process and the adequacy of the physical and human resources. Finally, the ACK partners shed light on the issues they faced in their interaction with development projects.

Table 1. Sampling Size for Questionnaires

Project category	Number of projects	Target population	% Sampled	Sample size
Maseno Mission Hospital	1	200	10%	20
St. Philips Theological college	1	60	30%	20
Soy Farm	1	61	30%	20
Nursery schools	2	60	30%	40
Polytechnics	5	115	30%	100
Totals	10	496	30%	200

Source: The Researcher, 2016.

The table above shows the categories of the projects under study, the target population and the sample size for questionnaires. There were six key informants, nine people for the FGD and thirty interviewees, bringing the total number to two hundred and forty-six respondents.

2.7 Validity and Reliability of Research Instruments

Face validity was estimated by use of correlations between the objective and subjective items utilized in the scales. Content validity was assessed through review and verification of the literature for the items contained in the questionnaire. The researcher ensured content validity by developing the instruments in such a way that all concepts in the objectives were included in the instruments (Mugenda & Mugenda, 2003). To ensure reliability and validity of the research instruments questionnaire and interview were first discussed with the supervisors. Revisions were made on their comments and recommendation. The researcher sort expert's judgement in research methodology. Experts verified the adequacy in coverage of the topic and ensured the questions were logically arranged and the aspects were well covered. These ensured that the instruments yielded valid data. Enon (1998) contended that validity is determined through expert judgement by carefully and critically examining or inspecting the items that make the instruments. The researcher took measures aimed at enhancing validity of the research questionnaire, by formulating simple and straight forward questions for easier answering by the respondents.

A pilot study was conducted with managers of development projects and diocesan development officers in Eldoret Diocese in June 2016. The Diocese of Eldoret was ideal for this purpose as it had similar projects as those of Maseno North Diocese — initiated by the late Bishop Alexander Muge. During the pilot study, it was established that some projects had collapsed because of financial challenges mainly due to withholding of donor funds. The findings informed the study of challenges facing church projects. The research questions that were unclear were revised. The sequence of some questions was also revised. The results were used to calculate the reliability of the questionnaires.

Access and acceptance in this study was attained by the researcher by obtaining authority from the relevant authorities, which was granted. These authorities included, Ministry of Education (MOE), National Commission for Science Technology and Innovation (NACOSTI), as well as the Ministry of Interior and Coordination of National Government (MICNG) in Vihiga and Kakamega Counties, in whose jurisdiction the Diocese of Maseno North falls.

2.8 Data Collection Instruments

Data was collected through semi-structured questionnaires, interviews, FGD guides and POs. A questionnaire was used to gather data to allow measurement for or against a view point given. Questionnaires were used to collect data from project workers, managers and ACK staff. The questionnaires were structured in two sections, A and B. Section A gathered data on gender, age and academic qualifications. Academic qualifications were gathered to determine the qualifications of workers and other stake holders. Section B collected data on human resource, financial management, cultural and leadership issues facing development projects in Maseno North Diocese. These were the core aspects constituting the study's research objectives. Interview schedules were used to collect data from project workers, managers, ACK staff and BOM members. Other targeted respondents included community members, politicians, administrators as well as ACK partners. The interviews were done to gain in-depth information about management issues facing development project in Maseno North Diocese, a key area of research focus for this study.

2.9 Data Collection Techniques

Participatory Approach was used in data collection. This study adopted the PO where the researcher was immersed in the day-to-day lives of the people and observed and interviewed the group participants (Spradley, 1980). The researcher used tree participant observation for nursery school, Soy firm and other institutions such as polytechnics, hospitals and theological. He watched and observed what went on in the projects, that is, physical facilities, resource materials and other activities in the projects. The PO schedules were used to gather information on the teaching, learning resources, teaching/learning resources, physical facilities and farm structures. Checklists were used to observe the conditions of the facilities, whether they were repaired, painted and renovated. The conditions and state of this facility reflected on the kind of leadership and management of these institutions. The PO schedules were used to record what the researcher anticipated to observe during data collection. For the nursery schools, the researcher focused on tables, chairs being used by the children, teachers' furniture, adequacy of tables and classroom structures like permanency of buildings. Others included classrooms with lockable windows, doors and classrooms with brightly painted walls. This was informed by the Ministry of Education (2008), which recommended that buildings and physical facilities for young children should meet the basic standards of space, comfort and safety. At the polytechnics, hospitals and the St. Phillip's Theological College, the researcher was interested in the size of the halls, workshops, kitchen, dormitories and halls of

residence for both sexes. Others included the movement of staff as well as libraries to supplement reading and research. The researcher wanted to ascertain if the facilities were available for trainee population. For Soy farm, the researcher observed the land use; farm structures, resources such as water, size of the land, road system and enterprises being carried out such as crops grown, livestock kept and the labour force. The researcher intended to assess the viability of the land and establish if it was still meeting the objectives for which it was set up.

2.9.1 Interviews

Interview schedules are useful as follow-up to questionnaires, or further responses (McNamara, 1999). The in-depth interviews are useful in that they are ideal for investigating personal, sensitive, or confidential information, which is unsuitable to cover in a group format. Interviews are also the best method when seeking for individual interpretations and responses (Mugenda & Mugenda, 2003). Purposive sampling was used to select six categories of respondents with some financial management and leadership knowledge to be interviewed (project managers, project workers, ACK staff, BOM, Community members and ACK Partners). These were drawn from 50% of the project centres giving a total of five project centres. Five out of the six categories were interviewed based on their availability during the researcher's visit to the centres. There were interview schedules derived from the research objectives. The interview questions were administered verbally with minimal probing and responses recorded.

2.9.2 Key Informant Interviews

A key informant interview is one where an individual with prior knowledge of the affected community is questioned to gather key information on the impact of an issue and on priority community needs. The crucial element of a key informant interview is that the informant is well versed about information about the community and its inhabitants, Guidance on Profiling Internally Displaced Persons — IDPs (Ministry of Education, 2008). Key informants are people with specific knowledge about certain aspects of the community, the site visited, the population or the emergency either because of their professional background, leadership responsibilities or because of their personal experiences. Further, key informant interviews allow a researcher to explore a subject in depth. The give-and-take of these interviews can result in the discovery of information that would not have been revealed in a survey. Information-rich participants are recommended by Gall and Borg (2006).

For this study, six key informants (project managers, project workers, ACK staff, BOM, Community members and ACK Partners) were purposively sampled from a list of diocesan development staff during one of the bishop's function in Christ the King Cathedral in Kakamega. The researcher requested each of them to participate in an interview with him after the function at their convenience. They were picked on the basis of complex nature of activities they carry out, their abilities and the knowledge they possess on running church projects. Because of time the researcher visited them in their respective offices thereafter. Four of the key informants had useful information on when the projects were initiated and the challenges, they had been experiencing since the inception of those projects.

2.9.3 Focus Group Discussions (FGDs)

FGDs involve narrowly focused issues discussed by a group of equal status (Payne & Payne, 2004). According to Barbour and Kitzinger (1998), FGDs are better for exploring how views are constructed and expressed. The researcher asked questions and exchanged ideas in view of experiences of respondents in Maseno North Diocese. The aim of FGDs is mainly to gain rich and often exploratory information (Tacchi, Slater & Lewis, 2003). Discussions are important because the group develops its own conversation, raising issues and ideas that might not emerge in a discussion with the interviewer alone (Cohen, Manion & Morrison, 2007). It is recommended that a group should not be large as to be unwieldy or to prevent adequate participation by most members, should be small to provide substantial coverage than that of an interview with one individual (Bloor *et al.*, 2001).

The names of the respondents were written on paper and picked by an independent person to select three project centres from which three workers, mainly heads of departments and those in top management participated in the FGD. The participants were then purposively selected based on their knowledge and experience with regard to management of development of projects in ACK Maseno North Diocese. The focussed groups had relevant information on human resource, finance and leadership challenges facing the projects. They discussed issues of management affecting church development projects under the researcher's guidance. The researcher always kicked off the discussion in FGDs by asking questions such as 'Which books of account do you keep in your office?' 'Which disciplinary measures do you have for people who misappropriate church project resources?' This helped to trigger the streaming of specific information from the respondents, then their main ideas about finance and human resource issues facing management of projects were noted down.

2.10 Data Recording Procedures

The researcher made field notes using cards as interacted with the informants. The researcher observed people's daily routine activities in the projects, physical resources available and other activities within the institutions. He

made more field notes using the observation schedules as he interacted with the informants. For the FGDs the researcher noted down the frequent responses of the participants on the issues of human resource, finance management and community involvement in the affairs of the ACK Maseno North Diocese (Kombo & Tromp, 2006, 118).

The researcher recorded key issues of the discussion, narrative report was written enriched with quotations from key informants and other respondents. Recording using the phone was done with permission from the participants to record the discussions. The researcher played the taped discussion to note down the main themes. Background information was recorded to allow cross referencing of information when needed.

2.11 Data Analysis

Data from the field was edited by checking completeness of the information. The information obtained was sorted out, classified and categorised into major themes. A summary of the themes was identified based on HRM issues affecting developments projects in ACK Maseno North Diocese. The key function of coding was to create codes from the responses which could be summarised in various ways (Kombo & Tromp, 2006). The major themes were identified in relation to research themes by the use of Kwalitan computer program. The Kwalitan program helped identify all key categories within the created codes and finally made a tree structure that gave a bird's eye on how these categories are related to the themes created. Quantitative data was coded and analysed by use of Statistical Package for Social Sciences (SPSS) to obtain descriptive statistics and percentages. The SPSS helped to locate and merge codes for the identification of the themes in relation to the study objective and question. Based on the field findings, conclusions were made. Data was presented through tables and percentages.

Qualitative data was analysed using content analysis; a research methodology that utilizes a set of procedures to make valid inferences from the text. Content analysis was used to analyse qualitative data in this study because it helps in making valid, replicable and objective inferences about the message based on explicit rules. This technique of data analysis transcends merely counting words to examining language intensely for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meanings (Weber, 1990). Content analysis is based on core areas that are relevant to research topic and subjects. The analysis has to match with specific objectives and sub-themes of the research. The qualitative data collected was organized into themes corresponding to the study objectives. Theme analysis technique was complemented by Kwalitan computer program, whereby codes were created for the data in accordance with the study objectives. Kwalitan helped to identify all key categories within the created codes, and then a tree structure was made to give a bird's eye view of how the categories are related to the codes and segments.

2.12 Ethical Considerations

Ethical issues considered during the study were access, acceptance, and informed consent, privacy (anonymity and confidentiality) (Bryman & Bell, 2007). Informed consent was ascertained by informing the participants of the nature and purpose of the study, Smith and Quelch (1992) and assuring them that there were no risks involved in the study. At the beginning of the study, the participants were informed that their participation was voluntary. This ensured that the information given was correct and that the subjects were not influenced, eliminating undue pressure (real or perceived). Thereafter, upon the completion of the field work, research findings were given to some experienced researchers to assess the relevance and originality of the work.

3. Data Analysis, Presentation and Discussion

Data collected on issues in church development projects in ACK Maseno North Diocese was analyzed and presented in line with the set research question and objective.

3.1 Demographic Characteristics of Respondents

Determining characteristics of respondents involved establishing the sex, age, and academic qualification of the respondents. The results of the study were presented as per the following research objectives and research questions.

3.1.1 Respondents Return Rate

The study targeted 200 respondents drawn from ten development projects of ACK Maseno North Diocese. Each centre was represented by the centre manager, workers, ACK staff, ACK development partners, community members and local administrators. The response rate was 180 (90%) respondents, as indicated in Table 2 below. According to Mugenda and Mugenda (2003, 83), a 50% response rate is adequate, 60% good and above 70% rate, very good. Therefore, the response rate was impressively good.

Table 2. Response rate

ACK Development Projects	Sampled	Returned	Percentage
Ekwanda Youth Polytechnic	20	18	90
St Philip Theological college	20	16	80
St. Philip sunrise academy	20	19	95
Soy Youth Polytechnic	20	20	100
Mautuma Youth Polytechnic	20	16	80
Nzoia Youth Polytechnic	20	19	95
Nzalwa Youth Polytechnic	20	17	85
Maseno Mission Hospital	20	17	85
St. Francis Soy Farm	20	20	100
St Francis Soy Nursery School	20	18	90
			900 divide by 10
Total	200	180	90

Source: Researcher (2016).

Table 2 above shows that this sample was a homogeneous and representative since the response rate was more than 80% in all the stations.

3.1.2 Distribution of Respondents by Gender

Although gender was not part of study objectives, it was deemed important because it helped the researcher to understand the demographic profile and dynamics of the sample as well as the larger population. The results are shown in Table 3.

Table 3. Distribution of Respondents by Gender

Gender Institution	Males		Females	
	Frequency	(Percentage)	Frequency	(Percentage)
Ekwanda Youth Polytechnic	9	50	10	50
St Philip Theological college	9	56	7	44
St. Philip sunrise academy	10	53	9	47
Soy Youth Polytechnic	11	55	9	45
Mautuma Youth Polytechnic	10	62	6	38
Nzoia Youth Polytechnic	10	53	9	47
Nzalwa Youth Polytechnic	10	59	7	41
Maseno Mission Hospital	9	53	8	47
St. Francis Soy Farm	12	60	8	40
St. Francis Soy Nursery School	9	50	8	45
Total	99	55	81	45

Source: Researchers (2016).

The findings of the study showed that both males and females were involved in the development projects. Some were managers of polytechnics while others head of departments. Both sexes were, therefore, involved in decision making processes of the institutions. However, males still dominated at 55% as compared 45% of females. Rationally, women were side-lined from church leadership as alluded by Kweyu (2017). The study therefore assessed gender issue to establish whether there was inclusivity of women and tapping of their potentials in management of church development projects.

3.1.3 Academic Qualification of Project Workers

The study sought to establish the academic qualification of project employees. The results are tabulated in Table 4.

Table 4. Academic qualifications of project employees

Academic qualifications	Frequency	Percentage (%)
Non-certificate holders	12	6.94
KCPE/CPE	87	48.61
KCE/KCSE	38	20.84
KACE	12	6.94
Diploma	19	10.42
Degree	9	4.86
Masters	3	1.39

Source: Researcher, 2016.

With regards to academic qualifications of project employees, the following results were obtained: 6.94% were non-certificate holders, 48.61% were KCPE/CPE holders, 20.84% were KCE/KCSE holders, 6.94% were KACE holders, 10.92% were diploma holders, 4.86% were Bachelor's degree holders and 1.39% was Master's degree holders. Majority of the project workers were thus KCPE or CPE holders accounting for 48.61% of the respondents, whereas the least were holders of Master's degree at 1.39%. Though some of the tasks in these projects like polytechnics and Soy Farm may require a worker to have acquired professional training and experience, but most tasks like those in managerial positions like farm managers, teachers in nursery schools and lecturers at Maseno theological college would require both professional training and higher academic qualifications of a degree and above. Education may give one powers to lead, capacity to make informed decisions and solve complex issues in their managerial capacities. The findings confirm the arguments of the PET. For instance, project managers seem not to have applied the moral values that upheld competitive recruitment of workers. Ignoring these principles could have led to collapse of projects in Maseno North Diocese.

3.2 Human Resource Development Issues

The study sought to establish human resource issues affecting sustainable development projects in Maseno North Diocese. These issues included Inconsistencies in recruitment of workers, Low levels of motivation of project workers and High turnover rate as well/low retention rates of workers. The results were recorded in Table 5.

Table 5. Human Resource Development Issues

Human Resource Development Issues	Gender	Response				Total
		Agree	%	Disagree	%	
Inconsistencies in recruitment of workers.	Male	72	40	27	15	100
	Female	60	33.3	21	11.7	
Low levels of motivation of project workers	Male	58	32.2	41	22.8	100
	Female	52	28.9	29	16.1	
High turnover rate as well/low retention rates of workers	Male	64	35.6	35	19.4	100
	Female	63	35	18	10	

Source: Researcher, 2016.

3.2.1 Inconsistent Recruitment of Workers

Table 5 shows 40% of the male and 33.3% of the females agreed that there were inconsistencies in the recruitment of workers. More females indicated they were discriminated against in the recruitment of staff in Maseno North Diocese. The trend replicates itself for the number of male and female who disagreed on the inconsistencies in the recruitment of staff in ACK Maseno North Diocese. In contrast, more males (15%) disagreed whereas 11.7% of female disagreed. This analysis proved a gender shift at the point of agreement and

disagreement. Females scored higher in agreeing with the level of inconsistencies while scoring low on the disagreement on the level of inconsistencies.

3.2.2 Low Levels of Motivation of Workers

Of the total informants interviewed, 32.2% of males and 28.9% of females agreed on the low level of motivation for project workers while 22.8% of males and 16.1% of females disagreed respectively. This showed that a higher number of respondents in both genders agreed that low levels of motivation of project workers was a human resource issue affecting performance in church projects in Maseno North Diocese.

3.2.3 High Turn-Over Rate as well as Low Retention Rates of Workers

On the issue of high turn-over rate and low retention rates of workers, men had a lower score of 35.6% agreement against 35% women agreement on high turn-over rate as well as low retention of workers. The above analysis indicates that men have a low score on supporting and a higher score on disagreeing. The trend replicates itself at the point of disagreement where 19.4% of men disagree compared to 10.0% women. This analysis shows that high turn-over rate as well as low retention of workers has a serious effect on church projects.

3.3 Employment Criteria of Workers

The study further sought to assess the criteria used in employment of project workers. The findings were recorded in Table 6.

Table 6. Employment criteria for workers

Employment criteria	Frequency	Percentage
Interview	25	13.9
Election by congregation	36	20.2
Appointment by related church leaders	88	48.6
Secondment by the parish	25	13.9
Transfers	6	3.5

Source: Researcher, 2016.

The results in Table 3 show that 13.9% of the workers were interviewed, 20.14% were elected by the congregation, and 48.6% were appointed by respective church leaders. Then 13.9% were seconded by the parish while 3.5% were through transfers. This shows that most of the employees got the employment by related church leaders, leading to nepotism. Table 3 shows that 48.6% of the informants were not happy with the appointment procedures, since they were not properly done. Most of the appointments were done by the respective church leaders, who considered their relatives irrespective of their qualifications. This goes against Taylor's theory on recruitment, which insists on right staff with right skill for the right work.

Following an interview with a former manager at Soy youth polytechnic over recruitment of workers, he noted that instructors could go to Nairobi and come with appointment letters the following day. According to him, people who were elected and who bribed their way were motivated by wrong perception that church positions were a potential source of income and employment. Such a mentality was viewed as a recipe for projects to collapse.

Most of the church and project workers did not go through a competitive recruitment process. Whenever a position fell vacant, the management looked around and picked on one of the congregants. Such practices accounted for the failure of most health centres and polytechnics since the hand-picked staff did not have the prerequisite qualifications or skills.

The practice of irregular hiring of church personnel is supported by Mathenge and Ofunya (2015) who reported on ad hoc recruitment of church workers in PCEA, St. Andrews church. Irregularly hired, the workers could hold church leadership accountable for the church property. The personnel discipline was also compromised by the church leadership.

An ACK partner at Maseno from Action Aid shared similar sentiments of *ad hoc* recruitment of most church workers. He indicated that most projects did not have a plan for the HRM. In cases where they had, it was not adhered to. Leaders ended up overstaffing the projects, hence overstraining the finances through overpayment. New workers were always brought in, even where there was no need assessment. This is not in agreement with the tenets of PET which emphasises on limiting input and maximising output, that is employ one skilled person to

handle various tasks, hence minimising the amount of workers and getting same desired outcomes. A former manager at Mautuma Youth Polytechnic observed that recruitment of the institution staff had been changing. There had been no sessional papers especially in 1970s, 1980s and through towards 2010 to guide workers' recruitment.

Until 1975, the staffs at the polytechnic were recruited through the Ministry of Housing and the Local Government — Department of Social Services. Things were very different. Officers of the then Social services came to the site; through the Community Development Assistants (CDAs), they identified instructors to the institutions called village polytechnics. Then the government paid the instructors in form of grants given to the polytechnics. Later, the recruitment was carried out through the Ministry of Social Services, by the District Social Development Officers (DSDOs). The community formed management committees which identified instructors and recommended them to the DSDOs. In turn, the DSDOs carried out the interview and recommended them to the management of the polytechnics for employment. The DSDOs appointed the instructors and offered letters to them through the polytechnic committee. Hence, the instructors became the polytechnic employees, the government thereby supplementing the community's efforts in form of grants.

However, most of the youth polytechnic instructors were ill-equipped to handle artisan courses. This is because most of the instructors were either classes Seven, Eight or Form Four leavers, who attained a Grade Three Trade Test certificate. "Hence, these poorly qualified personnel could not adequately handle the trainees," remarked a former manager at Nzoia Youth Polytechnic. The above sentiments are in agreement with Myron (2007) who insisted that some of the reasons for failure of the church and its projects is the training of its leaders.

A clergy at Soy Farm decried low resource support by the Diocesan Development Office (DDO). An ACK partner cited heavy dependency on foreign funding for most of the projects' development. The clergy asserted that when the management anticipated some grants or donor funding, they rushed to pick people, simply for the purposes of having office bearers. When the funds were depleted, the management dismantled the workforce quietly. First, they reduced salaries. Second, workers were not paid for some period of time: out of frustrations, workers and managers quit quietly. Equally, one of the workers at Ekwanda Youth Polytechnic stated that paying of salaries was a contentious issue. Yet when the management wrote the funding proposals, there was a budget for salaries. During the recruitment process, the management sourced for workers with less qualification so that they could underpay them. Sometimes, they even paid a half of the stipulated salary scale.

During a visit to Soy Farm the researcher observed the following: much of the land was fallow. Around five indigenous breed cows were seen on the compound, given the fact that Soy Farm lies in the former White Highlands region. There were broken water pipes, broken and hanging doors and windows. At one point, the researcher saw animals being driven through the compound to the neighbouring forest. At the edge of the farm, there were many herds of animals with several young boys taking care of them. When the researcher asked whose animals they were, he was told the animals belonged to farmers around the institution. It is like farming activities had gone down drastically. Many institutional houses were vacant with no doors and windows. The fish pond was dysfunctional. The findings were confirmed by Maina, Boit and Kosgey (2011) who observed that lack of effective maintenance of physical resources was characterised by leaking roofs, fading wall paintings and decorations, broken windows and doors. Other aspects include rotting parts and broken toilets, faulty electrical installations and overflowing sewer lines among other defects.

Ayiemba (2015) equally observed that the critical challenge that the ACK church in Maseno and Winam divisions in Kenya faces in its attempt to provide education and other facilities is lack of resource. The church depends on some donor aid to finance its programmes, yet some of this aid is limited and not reliable. The same ACK in Maseno and Winam thus faced multiple challenges caused by lack of resources as it cannot employ enough and qualified teachers and expand physical infrastructure for the ever-increasing number of student population. Equally, in agricultural sector, the capital requirement which applies to agriculture is enormous. The capital requirement applies to acquisition of planting materials and maintenance of the farm structures, but also for working capital that is required to finance and develop cash crops until they come to maturity. The church cannot afford to employ qualified agricultural specialists in their projects (Ayiemba, 2015).

Besides lack of qualified personnel in the project, an instructor at Nzoia Youth Polytechnic decried the absence of scheme of service for polytechnic instructors and managers. He noted that there was no policy framework to guide the remuneration of youth polytechnic instructors and managers. There was no framework on salary scales, salary increase, and no union for bargaining on behalf of the workers. There were equally no promotions or retirement age and gratuity. He stated that his manager had been retired in October 2000, but he came to know of it in February 2001. All the extra months he had worked were never paid for yet all retirement and retrenchment procedures were fully catered for by the government. As a result of this lacuna, majority of youth polytechnic instructors and managers quit their jobs at the polytechnic; others were retrenched. This led to general inadequate staffing in youth polytechnics. Inadequate staffs affected the performance of trainees some

quitting their jobs.

During an interview with a BOM member at Soy Youth Polytechnic, he noted that the Ministry of Education, Science and Technology (MOEST) and County Government of Kakamega started employing new staff to these polytechnics at Ksh.15, 000 but ignored the old polytechnic instructors, who were retained at the old salary scale of Ksh.2, 000. An employee worked and when he or she got tired and saw no hope of salary increment, quit at own pleasure. Others resorted to stealing project assets as a way of paying themselves.

Myron (2007) held similar views with Ayiamba (2015) and indicated that many Bible professors and other workers in para-church organisations were ill equipped for ministry. He asserted that there was need for better prepared people to manage effectively the organisations God has established to accomplish his work. With the set objectives not achieved, projects suffer. The study findings further established that projects in Maseno North Diocese failed due to absence of workers with competences to accomplish their work. This is in agreement with Haimann (2016) who noted that staffing pertains to recruitment, selection, development and compensation of subordinates. Hence need to consideration the retirement process of staff. So, managers must meet the needs of the people as they accomplish their tasks.

From the study findings, it was noted by a former manager at Soy youth polytechnic that some of the staff in youth polytechnics in Maseno North Diocese were hired irregularly. Need assessment of employees by the board of management was absent. The highest academic qualifications held by most instructors was class seven or eight graduates, hence the level of knowledge and skills of these workers was low. This contradicts the tenets of SMT on staffing which states that staffing involves training leaders and equipping them for ministry. Therefore, the workers could not be efficient and effective to achieve the tasks of the project. Hence, based on the employment criteria, 48.6% cited that the workers were appointed by related church leaders. It was further observed that there was low retention rate of workers, leading to high turn-over rate.

While interviewing youth polytechnic instructors at Mautuma and Soy youth polytechnic, majority of the instructors indicated that workers quit due to poor pay. The projects were unable to hire and retain qualified staff with the salary scales of Ksh2000 per month. This affected the quality of its products, and was therefore unable to attract best practices in the market. This contravenes the doctrines of SMT on continuous improvements. It involves creating and increasing surplus as well as staffing. This involves recruiting, training and retaining the workers. With high turn-over rate of workers, most projects in Maseno North closed their doors.

From the interviews with instructors and a board member at Mautuma Polytechnic, the study further revealed that, polytechnic instructors and managers lacked scheme of service. There was no policy framework to guide the remuneration of ECE teachers, youth polytechnic instructors and managers. Equally, other workers and the managers lamented that there was no house allowance salary scales and timely and consistent salaries. The concerned teachers, instructors and managers got tired and quit some with institutional resources. The findings were supported by Josephine (2018, 8-9) who established that church-based health providers in Tanzania were unable to pay and retain qualified medical staffs leaving them frustrated.

Chepngetich (2007) is in agreement with the above sentiments and revealed that poor remuneration, lack of scheme of service and poor work environment contributed to high attrition rate of ECE teachers. Mugasia (2015, 31) makes similar sentiments and emphasized that without a scheme of service, and a provision of adequate and appropriate resources and facilities, very little is likely to be realised in these institutions. In the same vein, Kivava (2017) noted that staffing pertains to recruitment, selection, development and compensation of subordinates. Hence, when the morale and passion for work of the staff was low, productivity was much affected; hence, projects were not sustainable. Equally, the supervisors and the BOM lacked the moral authority to demand for performance from the workers, remarked one instructor at Nzoia youth polytechnic. This contravenes the SMT on staffing. The theory stresses on training leaders, motivating and equipping them for ministry. Equally, the low morale and passion for work on the staff contravenes the PET which advocates for building on capacities for the people and empowering them to take up economic development of projects in the areas.

Similarly, one of the staff members at St. Philips Theological College at Maseno noted that some employees went away with correspondence of donor funding. "Nobody demanded that you surrender documents or clear with the administration," she explained. "You went away at your own discretion. Now that it had become the tradition, whenever people could not be paid their dues, they disappeared with any resources at their disposal." She noted that most projects did not retain their personnel. Whenever the key trained personnel exited the institution, everything came to a standstill.

The above findings were shared by a worker, at Esalwa Youth Polytechnic who lamented over the low levels of motivation in the work force. The management was only keen on the money paid by trainees. The management was not ready to buy required tools. Even the salaries for instructors were low. Sometimes the salary was

delayed for months. Instructors tried to fail trainees by not training them adequately for trade tests. Another instructor at the same polytechnic lamented that instructors worked for many years with no promotions, low salaries and no scheme of service. There was no salary increment and no house allowances. There was equally no medical cover and no job security.

While at the Maseno Mission Hospital, the researcher observed low number of patients/clients seeking health care services. One worker at the hospital confided that there was a decline in bed occupancy due to high charges, levies and poor services to the patients. Most of the staff had quit for better paying jobs elsewhere. He hinted that clients/patients were seeking health care services at the neighbouring Coptic hospital and others hospitals in Kisumu City. The observations were in agreement with the study of Ayiamba (2015) in Maseno and Winam divisions of Kisumu District who noted that ignorance among the local people was a major challenge to the church. He found out that most people, especially in the rural areas believed that needed services could only be provided for free by government institutions. Hence, strong apathy exhibited towards church health centres or dispensaries in some regions by the sick poor. Sometimes they would prefer travelling long distances to access government health centres rather than attending church health centres in the neighbourhood.

3.4 Dependency Syndrome and High Turn-Over Rate in the Church

The last objective was to assess the issue of dependency syndrome and establish reasons for high turn-over rate in the church. The issue of resource mobilization and utilization was a tricky one as it was veiled in blame and counter blame. On one hand, a member of the clergy at Soy Farm decried low resource support by the DDO. On the other hand, an ACK partner cited heavy dependency on foreign funding for most of the projects' development. The clergy asserted that, when the management anticipated some grants or donor funding, they rushed to pick specific people, for the purposes of having office bearers. When the funds were depleted, the management dismantled the workforce quietly. First, they reduced salaries; second, workers were not paid for a certain period of time and out of frustrations workers and managers quit quietly. One of the workers at Ekwanda Youth Polytechnic stated that paying of salaries was a contentious issue, yet when the management wrote the funding proposals, there was a budget for salaries. According to her, the management sourced for workers with less qualification so that they could underpay them. Sometimes, they even paid a half of the stipulated salary scale.

Finally, an ACK partner in Lugari Extension Programme at Soy Farm lamented about high turn-over rate. Parishes lacked qualified clergy to run their parishes and projects (most clergy are the overall managers of the church assets). Most trained clergy left their jobs for greener pastures. He stated, once you went beyond diploma level, you were still posted to a very remote centre with no basic facilities. Most of them have joined Pentecostal churches, after failing to be promoted.

4. Summary, Conclusions and Recommendations

4.1 Introduction

The study sought to investigate HRM issues facing sustainable church development projects in ACK Maseno North Diocese. The principles of protestant ethic and the scientific management theory were applied to help in analyzing administrative procedures for exploiting human and material resources in order to attain the objectives of an organization.

The tenets of PET advocated for human resource development that emphasized on developing and building on the knowledge of a person. SMT on the other hand advocates for administrative procedures for exploiting human and material resources. The findings indicated that the tenets of PET and SMT were missing in the project.

4.2 Summary of Major Findings

With regard to HR issues, it was observed that there were a wide range of HR issues that directly affected organizational competence and performance of works in ACK Maseno North Diocese. There was lack of a written HR policy in the projects. For instance, there was low retention rate of workers leading to high rate of turn-over of workers. It had a serious effect on church development. The management could not attract specialized staff that had essential skills and competences due to lack of financial resources. The purpose of management is to sustain the maximum well-being of personnel as advocated by the tenets of PET. The study revealed that there was no scheme of service for ACK nursery teachers as well as ACK polytechnic instructors and managers. There was no house allowance, salary scales, timely and consistent salaries. Equally, there was no medical cover and gratuity. The findings were in agreement with Ayiamba (2015) that ACK church in Maseno and Winam Divisions in Kisumu lacked resources both in terms of funds and human resources. The church in Winam and Maseno divisions could not employ enough and qualified teachers and expand physical infrastructure. Ayiamba (2015) further stated that because of dwindling financial resources there was no staff motivation. The same sentiments of Ayemba (2015) were expressed by Mulievi (1993, 147) that the catholic diocese of Kakamega could not attract and retain qualified nurses and doctors due to poor pay. Though the

county governments of Kakamega and Vihiga had taken over most operations at the ACK polytechnics, disparities remained between the county government employees and the old ACK staff in terms of salaries.

4.3 Conclusion

Development projects in Maseno North Diocese still face human resource challenges. The respondents agreed that there was need for better HR policies to strengthen the management of development projects. It was observed that HR factor had an influence on the management of development projects. The HR influenced the utilization of project funds and timely completion of projects through proper monitoring and evaluation processes. Unless competence, skills and integrity are all put into consideration during the recruitment process, church projects are likely to be staffed with incompetent workers. The incompetent staff ran down the projects in Maseno North Diocese. The study recommended that ACK church project management committees should develop written human resource policies on recruitment, retention, remuneration and motivation of staff and hand them over to various project managers to enhance their performance.

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