

Management of Occupational Stress among Pastors of Friends Church in Nairobi County, Kenya

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Abstract: *The demands for increased effectiveness and efficiency within the Friends church puts a lot of pressure on few overburdened pastors, considering the fact that they act as vital links between the Christians, church and the government. The pastors become overstretched and end up being stressed while serving the church. The purpose of this study therefore was to find out ways occupational stress among the pastors can be managed while seeking to improve their overall work performance. The study used a descriptive survey design and simple random sampling method. Questionnaires, interview guides and observation check-lists were employed as research instruments to collect data. Data analysis done using descriptive and inferential statistics. The study was based on Welford Performance and demand theory which stipulates that whenever there is a departure from optimum demand which an individual is not able to cope with, stress emerged. An individual's performance is, therefore, less than maximum efficiency when the individual experiences either too high or too low levels of demand. Results of the study showed that when occupational stress is well managed, the church can achieve increased work performance. The results further indicated that pastors work load had a bearing on service delivery. Study findings revealed that there was lack of community support, church wellness programs and individualized approach that would lead to increased work performance with good management. The study recommendations were that there is need for the church to deal adequately with challenges faced by pastors in order to avoid occupational stress.*

Keywords: Management; Pastors; Occupational stress; work performance; effectiveness and efficiency.

1. Introduction

Occupational stress is a major limitation to work performance among the church leaders and it should not just be taken for granted as it sucks the motivation among the church leaders leaving them unable to perform their tasks effectively. The truth be said if not checked and well managed then its effects can be disastrous to the individual pastor, church members and the society at large. The role played by the pastors cannot be under estimated as since inception of the Friends Church in Kenya. Establishment of the church's regional head quarters in Nairobi County in 1987 led to a steady increase in the church membership as well as the roles performed by the reverend pastors.

The pastors link the church to the Government and the outside world, facilitating performance of administrative functions such as marriages and burials. In this light the friend's church leaders have a significant issue to deal with when the people under their supervision become so stressed that they cannot function effectively, when the stress is not properly managed. Not only is there a responsibility for the well being of his people, the pastor has a responsibility not to be the cause of the stress in the first place. These demands that occupational stress has to be adequately managed among the pastors bestowed with the responsibility of nourishment and taking care of the welfare of the Christians under them.

Studies carried out on the management of stress among church leaders have often indicated that if occupational stress is properly managed can help reduce the pressure exerted on the church leaders. For instance in the USA by Barnabas (2013) on how to motivate pastors found out that pastors are overburdened with their tasks, duties and responsibilities in their day to day life. This denies them the much needed privacy and commitment to family, time and again they are away from home and are expected to be on

call at any eventuality to preach or teach and perform, visit the sick and pay visits to the morgues during death of a member. Barnabas (2013) further argues that When they are on vacation, they do not fully relax and may not take their families with them due exigencies. In church, their members are constantly evaluating their work performance.

The pastors are expected to be the mirrors of the society, thus subjecting them to 24 hour surveillance in order to confirm to expected norms as set out by the church. Failure to comply often leads to ridicule, rejection, disillusionment. In the developing countries, they have often remained central in reference to direction on t issues affecting the nation. When a member is taken ill to hospital and the pastor is unaware, his absence is not excused. It is taken as uncaring. Members will scandalize his/her name to others.

Some major responsibilities of the Friends Church Pastors' include church baptisms, preparation of church policies, ordaining other pastors, deacons, deaconesses, church elders, maintenance of church discipline, church property, hospital visitation, prisons, members, evangelize, home cells, do worship services, organize church weddings, burials, child dedications, church finances, ministry to the destitute, orphans and widows, homes for the elderly, encouraging those that are disheartened, promoting church activities, they are role models, community leaders, counselors, fostering world-wide mission and sit on civic committees and developmental committees and many more. Thus, the pastoral work may be depicted to be stressful unless resilience mechanisms are put in place.

Complexity and scope of the role played by pastors' demands that professionalism must prevail and whenever such responsibilities are placed upon the religious workers. Team leadership, budgeting, and project administration are often significant demands in a role that requires continual public speaking and individual counseling. Combine that with being a scholar, an effective evangelist on the cutting

edge of cultural relevance, and a leader in the righting of social injustices, even the most prepared church leaders are usually left feeling inadequate.

Zolli (2013), ever since mankind realized that they had to work hard, toil or even exert their energies in order to earn their daily bread and butter, they have been under the scourge of stress. Bloona (2007) adds that whereas several studies have focused on stress and individual performance, researchers have also gone further and delved into the link between stress and work performance. This view, he argues, has emerged out of the realization that stress is a threat to the health of individuals and that of the organization.

Meanwhile, London and Wiseman, (2013), in their study dubbed "Help for pastors and hope for the church" focused on more than 1700 pastors in USA. They came up with conclusions that pastors are far at greater risk for depression and anxiety mostly due to stress than those with other occupations.

Zolli (2013) , London & Wiseman (2013) concur with Kay (2000) and Kuhne & Donalson (2008), that pastoral stress stems from lack of defined work limits, work holism, lack of time management, incompetence, difficulty managing interruptions and difficulty to be spontaneous. The researchers explain that because of the overwhelming tasks, there are no defined work limits and priorities. This often results in pastors working outside normal stipulated hours of duty and hence overshadows prime times with their families. If they were able to manage their times appropriately, pastors would better develop their duties and accede to their families' wishes. In addition, pastors lack specialization in many of the tasks they handle, which sometimes come spontaneously resulting in incompetence's and several difficulties in managing interruptions. The studies indicate that many people participate in mercy ministry due to nature of functions which demand voluntary service and long working hours. They also observe that pastor's major handicap is the challenge of expectations and the realities that they face.

Ng'eno (2007) listed causes of the challenges as poor diet, environmental conditions, political uncertainty, insecurity, negative ethnicity, corruption, poor working conditions and extreme levels of abject poverty. Munali (2005) concurs and points out that employees are report increased strain when stressed, leading to poor health and consequently poor work performance. This study therefore seeks to find out how occupational stress can be effectively managed to enhance their job performance.

2. Statement of the Problem

Church leadership roles, stress from the demands of vocational ministry can considerably impede not only their zeal and fervour, but also the health and longevity of their service. It's important to note that the church congregation has been growing geometrically while the population of the pastors has been increasing linearly. This has resulted in and imbalance between the demand for pastors' support and the capacity to provide effective and efficient service. By September, 2014, there were 50 churches with membership of 28,300 served by 83 pastors. The current pastor member

ratio of 1:340 makes it more difficult for the pastors to be more efficient and effective in work performance as pointed out by London and Wiseman (2013). The focus of the study is determining ways in which occupational stress can be favorably managed in order to boost the morale and work performance of men and women of God.

3. Research Questions

- (ii) What is the relationship between the Pastors' work load and work performance?
- (iii) What innovative approaches can be used to effectively manage occupational stress among Pastors of the Friends Church, Nairobi County?

4. Significance of the Study

Study findings may significantly contribute towards effective management of occupational stress among the pastors and other leaders in the environment. It also sought to establish how the relationship was influenced by management of stress and individual characteristics.

The study was of significant to the church organization as a means of helping the church to better manage patients by understanding the relationship between occupational stress and work performance. An understanding of the relationship will help develop mechanisms through which the pastors can be helped to overcome stressors and their effects.

To the church members, this will present an opportunity of experiencing what the pastors go through while seeking ways and means of helping pastors to manage their workloads better, leading to improved performance. The study will significantly contribute towards the congregation members' attitude towards the pastors.

Finally, the findings may assist civic authorities and Government to evaluate areas where pastors may be incorporated in planning for national development. This will also provide an opportunity to the Government to mobilize resources that may help the government and the church to fully support the pastors in performance of their work.

5. Justification of the Study

- 1) The study sought to provide measures that may help mitigate the challenges the pastors experience while nourishing their sheep. Spiritual. Considering the role played by the pastors, there is dire need to address ways in which pastors can efficiently and most effectively deliver their services. However, they cannot deliver their service efficiently and effectively if they are stressed.
- 2) The Church was selected because it is one of the oldest churches in Kenya whose congregation has grown over the years yet the pastoral unit has not expanded significantly to meet the needs of the growing population.
- 3) While a lot of research has been done on stress management, there is a dearth of information about management of occupational stress among pastors in Friends church and Kenya at large.

6. Scope and Delimitation

The study limited itself to pastors serving in the Friends Church, Nairobi County, Kenya. The study investigated ways in which stress among pastors can be adequately managed to enhance their efficiency. The study mainly involved pastors employed and by large inhabitants of Nairobi County, Kenya. The study will be limited to 60 pastors of Friends Church, Nairobi County. Friends Churches are scattered in Nairobi. The long distances between the churches and the constraint of time were limiting factor. Occupational stress is very personal and sensitive, making it very difficult to elicit possibilities of getting insincere responses.

7. Theoretical Framework

Welford performance and demand theory (2006) that expresses that whenever there is a departure from optimum conditions of demand which an individual is unable to cope with, stress will emerge. An individual's performance is, therefore, less than maximum efficiency when the individual experiences either too high or too low levels of demand. This theory uses the inverted "U" when explaining the relationship between stress and work performance. When there is very little pressure on an individual to carry out a task, however important it may be, it does not attract ones energy and attention to it. This is more evident particularly when there are tasks which are more urgent, more interesting or competing for attention. Thus, the individual is said to experience low pressure. However, as pressure on the individual increases, he/she is said to be entering the area of best performance (the optimum level).

When there is enough pressure to focus their attention in the job but not so much as to disrupt their performance. The pastors are more likely to have decreased levels of performance due to pressure increases. Additional pressure leads to a dramatic decline in performance. Although, the reasons behind the shift may be complex, gaining an understanding would enable the pastors to perform better even when under pressure. Thus in many work situations, how one responds to stress may affect ones work performance; either positively or negatively.

Bloona (2007) in the Welford performance and demand theory does not consider individual characteristics such as age, gender, level of education, marital status, tenure and personality, yet these appear to explain why some people may perform differently under the same conditions. This view is accepted by the American Journal of Public Health, 2008.

It's important that in seeking to manage occupational stress one has an understanding of the characteristics of the individuals that he/she is dealing with, in order to come up with suitable measures of handling stress related issues among the pastors.

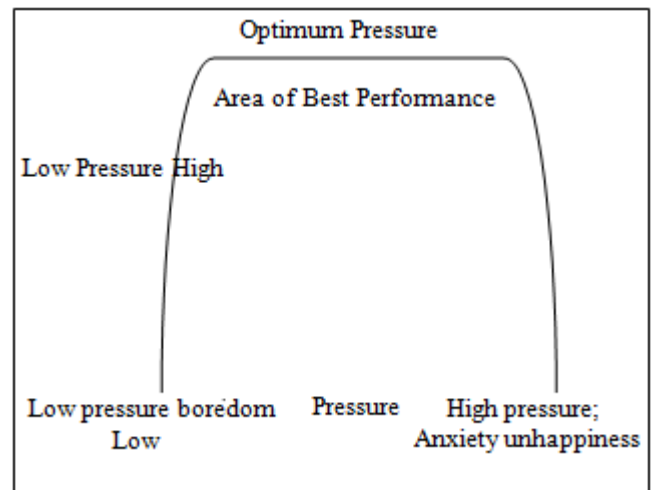


Figure 1: Theoretical Framework

Source: Modified from Manktelow (2007)

8. Conceptual Framework

The conceptual framework, demonstrates the diagrammatic relationship between the independent variable and the dependent variable. The conceptual framework enabled the researcher to quickly see the proposed relationships, while the pictorial representation left a lasting impression in the mind of the researcher and even that of the reader (Mugenda and Mugenda, 2003). In this regard, the conceptual framework laid emphasis on how well occupational stress can be adequately managed. Thus, the conceptual framework served as a guide to the researcher in collection of data and in data analysis.

The study investigated management of occupational stress of work performance for Friends Church, Nairobi County, Kenya. The study variables were namely; the independent variables which included the number of working hours, pastors' workload and innovative measures of dealing with stress. The independent variables included timely delivery of ministerial services, delivery of civic functions and health of pastors. The dependent variable was the work performance of the pastors of the Friends Church, Nairobi County. The interaction between the independent and dependent variables was mediated by intervening variables. In this study the intervening variables were a family of the characteristics or individual differences of the pastors; namely, Age, gender, length of the service of the pastor (tenure), level of education, marital status and individual personality and members' expectations. In Figure 1.1, the schematic diagram presented shows the relationship between the variables in the study: the independent variables (Number of working hours, pastors workload and innovative measures), the intervening variables (age, gender, length of service tenure, level of education, members' expectations, marital status and personality) and the dependent variable which are the (delivery of ministerial services, delivery of civic functions and health of pastors). The independent variables lay their effects on the dependent variable which attempts to indicate the total management of occupational stress can lead to improved work performance. As Mugenda and Mugenda (2003) points out the dependent variable, varies as a function of the independent variable.

Independent Variables

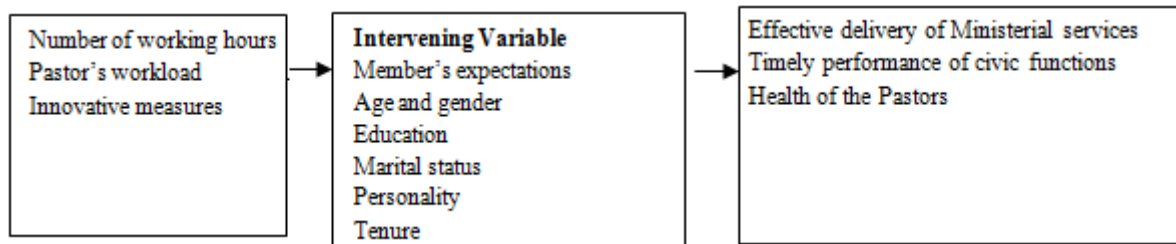


Figure 2: Interaction of occupational stress that influence its management

Source: Owners Model

9. Research Methodology

Location of the Study

This particular study was carried out in Nairobi City, Nairobi County, Kenya, which serves as a model and the Regional headquarters of Friends Church in Kenya. The churches in Nairobi serve as model to other Friends Churches in the country. Nairobi is the only center that has a cluster of Friends Churches that were conducive in providing the necessary numbers for the study. Obtaining relevant information from the authorities was not problematic, including acquisition of secondary data. The results of this study can be used to make decisions and conclusions about the situation of other Friends Churches in Kenya.

The Friends Church was selected as it is among the oldest churches in the country and pioneer in Nairobi. Since then, church membership has grown by leaps and bounds; without corresponding match in recruitment of pastors leading to occupational stress among the pastors thus necessitating mechanisms through which it can effectively be managed. There was also, no known study addressing occupational stress among the pastors and church leadership.

The study employed a descriptive survey of churches affiliated to the Friends Church in Nairobi County, Kenya. Zigmond (2003) notes that surveys provide quick and accurate means of assessing information if properly conducted. Mugenda and Mugenda (2003) explain further that, a survey attempts to quantify social phenomena on particular issues, conditions or problems that are prevalent in a society. This in essence means asking members of a population questions about issues in order to determine the current status of that population. Thus, it assists the researcher to establish whether vital associations among variables exist at one point in time depending on the resources available at the target population. Information is obtained from a sample rather than the entire population. This research design was selected for the study because:

It was able to offer the researcher the opportunity to establish the relationship between stress and work performance. It helped the researcher establish the influence of work environment and individual pastoral work of Friends Churches, Nairobi County, Kenya. Furthermore it also ensured the unbiased representation of the population of interest; consequently the researcher had no control of the variables in the sense of being able to manipulate them and reported only the results of the research. Finally, as any researcher maybe aware, any research undertaking involves

lots of cost implications. This design was, therefore, deliberately selected for the study because it allowed for quick collection of data at a relatively cheap cost (Grinnell, 2009).

The target population of the study was pastors of the Friends Church, Nairobi County, Kenya. The sample population of the study consisted of a selection of 60 pastors within Nairobi County. These pastors were targeted for the survey because of similar characteristics which separate them from pastors of other churches. The study used structured questionnaires, personal interview guides and observation check lists as techniques of data collection as pointed out by Spasford (2006) and Phellas (2011).

Observations: - the researcher used observation technique to collection information without necessarily interviewing the respondents. The researcher developed observation check list to help in collecting data. The researcher observed any signs of pressure on pastoral work during the study.

Questionnaires: - a structured questionnaire was used to collect data from the pastors. The tool provided an opportunity to the researcher to collect data without necessarily interviewing the pastors. They allowed the researcher to reach a large sample within limited time. The questionnaires were also used to ensure confidentiality and helped in gathering more candid and objective responses. The questionnaire covered the following issues; stress of pastors, its management, community and church response to stress management.

Interview: - the researcher used the interview guide to gather as much in-depth information as possible. The interviews were either structured or unstructured and based on some pre-conceived questions. This type of collection was normally the preserve of the researcher who conducted it. Phellas (2011) sums up that the triangulation method of Questionnaires, interviews and observations check-mates against each other and confirmed the accuracy of various responses. This allowed a systematic flow of interview and also saved time.

A sample population of 60 pastors out of the possible 83 pastors of Friends Church in Nairobi County. The pastors were selected using simple random sampling. The sampling frame of pastors was obtained from the Administration Resource office of the Friends Church, regional head quarters.

The selection criteria involved allocation of numbers to each of the 83 pastors that formed the target population; then they

were all put in a box and shaken well to ensure a thorough mix. Sample was then selected randomly from the box until a sample of 55 pastors was reached. The art of choosing a small population was to enhance accuracy due to time and financial constraints.

Reliability for this study focused on the degree to which empirical indicators or measure of a theoretical concept; that is the degree to which a particular measuring procedure will give similar results over a number of repeated trials (Orodho, 2013).

According to Orodho (2013), one expects that information obtained by each respondent on first and subsequent test (s) will be quite close; and if they are not, then the instruments are of low reliability. This is corroborated by Grinnell (2014) who observes that reliability measures the degree of accuracy in the measurements an instrument provides. It ensures that the instruments generate similar data when used by independent researcher. He further observes that to remove possible errors, every instrument should be tested before it is formally administered. Therefore, to ensure reliability of the instruments, the researcher conducted a pilot study as mentioned in 3.6.1; the main purpose of the pilot study was to also check on sustainability and the clarity of the instruments designed, relevance of the information being sought, the language used and the content validity of the instruments from the responses given. The researcher also reduced sampling error by ensuring that the sample was selected scientifically.

Data analysis procedures

Descriptive statistics and inferential statistics were used to analyze the data by category. This presupposed that the primary data would have been obtained from the questionnaires and from operationalization of the variables in the study from the subjects in the sample. The pastors supplied this information through the questionnaires. Data was presented in form of frequencies, averages, tables and in percentages for analysis. Meanwhile secondary data was obtained from literature, interviews and from observations recorded. Data was also classified as quantitative and qualitative.

Quantitative data (numerical) (Mugenda and Mugenda (2003) was collected from questionnaires, was also analyzed by the use of descriptive statistics (frequencies and percentages). The descriptive analysis was appropriate for this study because it involved the description, analysis; and interpretation of circumstances prevailing at the time of study. Basic statistical technique: was used. These included averages, percentages and showed the number of subjects in given category of the questionnaires. The use of frequencies and percentages do communicate easily the research findings to majority of people; thus the reason for the researcher's use. Moreover, frequencies show easily the number of subjects in a given category. Meanwhile, number of tables and charts used presented data findings. Data, thus collected was analyzed (according to the nature of responses. The total number of frequencies established was converted in the percentage of the total number. Qualitative data (words, phrases) Mugenda and Mugenda (2003); from appended items in the questionnaires, all the

responses were categorized. To establish the frequencies of each response, the number of respondents giving similar answers was categorized into patterns in order to establish relationships in answering the research questions. Each category was then converted into percentages to illustrate related levels of opinion and assigned numbers to them to permit analysis.

Data from interview and observation were summarized by use of content analysis — getting a meaning out of the words people spoke, emotions attached to how they spoke, classifying text. The researcher then used the analysis to establish patterns, trends and relationships in the study population.

Ethical Considerations

The researcher before embarking on the study obtained the necessary consent from the Church authority, the university and the National Council for Science, Technology and Innovations. The researcher took precautions by seeking to establish a rapport with the respondents. The researcher was sensitive at all times to ethical issues as to consent, privacy and confidentiality. The researcher ensured that this privilege was not abused. In enlisting any form of assistance, the researcher guided the participants accordingly. He further ensured that confidentiality, privacy and anonymity if necessary were observed so that participants did not suffer any physical or psychological harm. The researcher also confirmed to the participants that their answers would be confidential and would be used for the purpose of research and nothing else.

The researcher obtained the necessary permits from the University and other relevant bodies for the onset. The researcher then ensured voluntary and informed consent of the participants, who were made aware of the purpose of the research before being interviewed or any information collected from them. The researcher ensured that other people's work which was used was acknowledged and due recognition given to the authors.

Presentation, Discussion and Interpretation of the Study Findings

The findings on the biodata of the respondents are presented in Table 1. Aim was to find out the influence of the individual characteristics on the overall performance of the pastors. The characteristic included marital status, work experience, and gender.

Table 1: Distribution of Participants by Marital Status, Work experience and Gender

Marital Status			Work Experience			Gender		
	Freq	%	Age	Freq	%	Gender	Freq	%
Married	50	90.91	Below 5	0	0	Male	50	90.91
Single	5	9.09	5-10	20	36.36	Female	5	9.09
Others	0	0	Over 10	35	63.64	Total	55	100.0
Total	55	100.0	Total	55	100.00			

The results in Table 1 indicate that 90.91 percent of the participants were married. The single pastors accounted for 9.09 % of the participants. There were no participants from other status. This is in line with Scott (2012) in her studies

all stress management, customer care in USA established that married couples experience more stress than unmarried persons. Considering that majority of the pastors were married, it was evident that the occupational stress experienced can equally be attributed to family issues.

The table shows that 36.36% of participants have worked for the church from 5 to 10 years, whilst a bigger number of 63.64 percent have done more than 10 years. Karatepe (2010) on the island of Cyprus carried out research which established that long tenured workers manage their stress effects better. He further argued that tenure gives sense of stability with less worry among employees. It also appeared to moderate role conflict and encourages organization bonding.

The study further found out that 90.91% of the respondents were male pastors, while 9.09% were female pastors. This can be attributed to the fact that women are hindered from active church activities as a result of the family commitments and failure by the society to recognize the gift of pastor as trait women can equally explore.

The results in the above table show that more pastors are in the age bracket of 30-39 and the least in the age above 50. The results also show that more people, 56.36 percent are in the youngest category as opposed to those in 38.18 percent and the 5.46 percent respectively. According to American Psychological Association of 11 January 2012, younger people experience the impact of stress more than their older counterparts. The report concludes that managing stress improves with age.

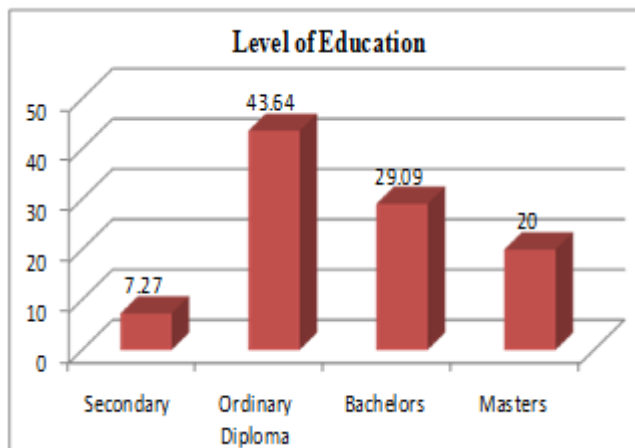


Figure 3: Distribution of Participants by their Education Level

The study sought to find out the effect of educational level on the pastors level of occupational stress and its management among the pastors. The results presented in Figure 1 indicate that 20.0% of the pastors had a masters degree, although, it was not immediately established, the field of study. Those with a bachelor's degree represented 29.09% of the respondents, with the pastors with an ordinary diploma accounted for 43.64% and 7.27% having secondary school education level. The level of education can also be a contributory fact towards the occupational stress experienced by the pastors. The finding is in line with Grzywacz (2004), who established that downward turn in

health was connected with highest level of education. He carried out this research in USA, titled, "stress levels tied to Education."

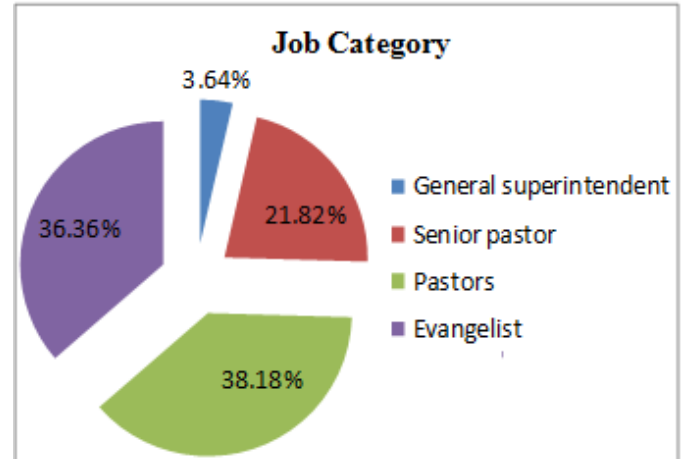


Figure 4: Distribution of Pastors by Job Category

The study found out that majority of the respondents were pastors, while 36.36% were evangelists, with 21.82% being senior pastors, and 3.64% being general superintendent. The results indicate that there was near even categorization of the pastors and evangelists, while at the realm of the general superintendent were inadequate. This was important in helping to determine whether the rank held by the pastors was a probable cause of stress. The findings confirm the importance of individual characteristics (age, gender, and marital status, level of education, work experience and personality) according to Bloona (2007) affect work performance. The overall implication being they do contribute towards stress experienced by the pastors, necessitating need for effective management.

Sources of Occupational Stress

Reports from 56.0% of participants indicated that the pastors they were affected by church politics, while 57% were affected by job insecurity very much. Another 68.5 percent of participants were affected by inadequate pay very often, with 69 percent of participants experiencing difficulties with finances very often. However, 50 percent of participants were affected by insecurity in the country very often. These findings are in line with Munali (2005) who carried out studies on stress and individual performance of workers in hotels at the Kenyan coast and established that because of added responsibilities managers experienced more stress than the rest of the employees.

Table 2: Symptoms of Stress

Symptoms	Very often (%)
Headaches	62.8
Irritability	44.3
Depression	31.4
Irrational beliefs	51.4
Guilt	33.6
Low motivation	59.4
Opting to leave work	68.6

The study findings indicated that the most common and often reported symptoms of stress were headaches (62.8%), irrational beliefs (51.4%), low motivation (59.4%) and opting to leave work was highest at 68.6%. The findings confirm the views holding Welford (2006) that moderate levels of stress are preferable because they can stimulate individuals to work harder and accomplish tasks and achieve goals. Thus stress has positive effects also, known as "Eustress". Eustress occurs when a situation which may be perceived to be demanding leads to high performance, (Welford 2006 when stress levels are too high or too low, then performance is impaired. It's important therefore for one to have an understanding the actual causes of the stress before attempting to manage it.

Table 3: Church Commitment

<i>Item</i>	<i>Agree Strongly (%)</i>	<i>Disagree Strongly (%)</i>
Likely to work for my church	48.6	51.4
Consider church part of my life	40	52.7
Strong desire to maintain membership with church	28.5	37.1
No intention of leaving church	0	57.1
Close co-operation with leaders	0	51.4

Majority of the pastors strongly agreed that they were likely to work for the church, with only 40% considering the church as part of their life. Fewer respondents (28.5%) had a strong desire to maintain membership with the church. A slightly above average majority of 57.1% pastors indicated that they had no intentions of leaving the church and 51.4% strongly disagreed that they had close cooperation with the leaders.

Table 4: Work Environment

<i>Item</i>	<i>Strongly disagree (%)</i>
Keeping busy all the time	51.4
Chances to do different things	68.6
Chances to head the church	54.3
The way my senior handles the work	54.3
The competence of my superiors	51.4
Steady employment	62.9
Chance to do things for others	60.0
Using my abilities	51.4
The way church politics are practiced	60.0
Work conditions	60.0
Co-workers getting along with each other	65.7
Pay and amount of work qualification	65.7
Freedom to use my own judgment	60.0
Chances for advancement	65.7
Praise I get for doing my job	62.8
Feeling of satisfaction doing my job	62.8

The results showed that an average of 59.81% of the pastors strongly disagreed, that the work environment had an influence on the perceptions and overall management of stress, except for 51.4% who strongly agreed that using their own abilities was a sign of commitment and only possible way of managing stress. The rest had a response of 60.0% to 65.7% strong disagreement with the aspects perceived to contribute to increased church commitment and management of stress were For example, an equal number of 65.7% concurred that chances of advancement, pay and amount of

work qualification together with co-workers getting along with each other were signs of church commitment. The way church politics are practiced and church condition as well as freedom to use own judgment were strongly opposed by 60.0% of the respondents who strongly disagreed.

The praise received from performance of work and feelings of satisfaction were opposed by 62.8% of the pastors that took part in the study.

Table 5: Personality of the Pastors

<i>Item</i>	<i>Untrue of Me (%)</i>
I do not give up before I am sure I am liked	60
I thrive on challenges. The more the better	40
It seems as if I need more time to finish my work	61.6
I like my world more seriously than most people	30
My achievements speak for me	40
I have been asked often my opinions	31.4

Findings of the on the personality indicated 60% of the pastors do not give up before they are sure that they are liked, as 61.6% saying that it not true that they always need more time to finish their work. Except for 30%, the rest of the pastors liked their world most than other people do. Its untrue that they thrive on challenges and that the achievements speak for them, were views of 40% of the pastors respectively. It was the opinion of 31.4% of the pastors that they had been asked about their opinions often. On average, it was established that an average of 43.83 percent of participants do not enjoy that freedom provided by the church. The view supports Cox and McKay (196) up by Rout (2002) that individuals continue to work long after others had stopped under the same conditions. Thus adversely affecting the productivity of the pastors.

Table 6: Community Responses to Occupational Stress Management

<i>Item</i>	<i>Not at All</i>
Financial	8.4
Education of children	79.1
Community appreciates pastor	65.6
Community invites pastor to their function	56.6
Pastors are role models	39.8
Pastors receive courtesy calls from community	37.3

Support from the community varied from one aspect to another as reported by the participants. Most pastors (79.1%) reported that the community supported the education of their children, with very few 8.4% supporting them financially. The community seldom invited pastors to their functions as reported by 56.6% with 65.6% not appreciating the pastors at all. A minority (37.3%) of the pastors receive courtesy calls from the community, as 39.8% do not see them as role models. The results show that an average of 59.45 percent did not at all receive the community support. Meanwhile, community response, church approach and individual approach to stress management revealed that social support has been recognized as an effective moderator. The results have supported studies carried out by Grywazc (2004) on how low levels of education are affected by stress. Gender was also found to be an effective moderator and supported and extended studies by Waang (2007). It became also

evident that different types of jobs emit different kinds of stress, (Karasek Model, 2010).

Table 7: Church Responses to Stress management

Item	Not At All (%)
Onsite Day Care Centre	89.1
Health and fitness facilities provided	81.8
Flexible work schedule	71.9
Sports facilities provide	89.3
Leave: sabbatical, annual, maternity, paternal	33.11
Counseling programs provided	76.4

The results of the study indicated that, except for leave which was rated at 33.11%, the church was aware of and dealt with stress among the pastors by providing counseling programs (76.4%), sports facilities (89.3%), flexible work schedule (71.9%), health and fitness facilities (81.8%) and day care services (89.1%). As it is evident, the success in tackling stress is for one to undertake practical solutions. In this connection, this may mean discussing with the pastors about what is stressing them by providing a forum where they can express their honest opinions. Their points of concern should be recorded as important and allow their supervisors mediate by providing acceptable solutions, especially at the work place. This results support views held by London and Wiseman (2013) on their research in USA on 1700 pastors. Ng'eno (2007) in his research on school primary tenders Kericho. Listed fatigue due to long hours of work as influencing delivery of services

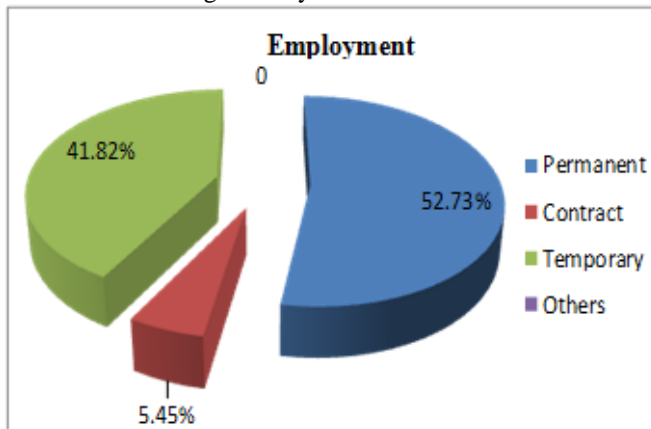


Figure 5: Employment Status of the Pastors

The study found out that 52.73% of the pastors were on permanent employment, with 41.82% on temporary terms and 5.45% on contract. The implication is a huge deficit in terms of real employment. In essence this can be partially attributed to low tithes from members who could not sustain a wage bill for all permanent employees, creating a state of uncertainty, inconsistency or lack of continuity with church programs. Effective management of stress among the pastors requires that the pastor's employment status can be a barrier to effective stress management.

Summary of the Findings

The first objective of the study was to determine how working hours are influencing management and delivery of ministerial services of the pastors of Friends Church in Nairobi County. From the analysis of data, the overall results on Likerts scale indicate a strong relationship. The

stress in church politics, insecurity, inadequate pay, financial difficulties and general insecurity posted an average of 60%, are the aspects that need to be properly managed.

The second objective sought to establish innovative ways pastors and Friends Church are using to contain delivery of pastoral services and civic functions. The results were significant in that, most churches do not have specific approaches to address stress, an average of 71.9% score was returned. The participants too did not take the issue of stress seriously based on both community and church response initiatives. An average 59.45 percent of participants did not at all receive any community support.

Summary of Findings

The first objective of the study was to determine how working hours on management of stress among the pastors of Friends Church in Nairobi County, Kenya. The results scored from a great majority of participants on this item under work environment, pointed out strongly that pastors unscheduled working hours indeed affected their delivery of ministerial services. Thus, pastors experienced work dissatisfaction in doing their work.

The second objective sought to determine the relationship between pastors' work and the delivery of civic functions. Responses from individual pastors who have individual characteristics such as age, gender, level of education, experience, marital status and personality, were taken into account. However, the study established that if these personal characteristics are enhanced, they help to moderate between stress manifestation, its management and the performance of the pastors. The study establishes that personality is indeed as a unique characteristic and significantly an outstanding moderator that greatly influences management of occupational stress.

The study further sought to establish ways the pastors and the Friends Church deal with services and civic functions. The results were significant as the participants returned very low percentages on community support, church approach and on themselves as individual pastors. Hardly did they demonstrate that they received substantial support from the community that would mitigate against their stress levels. The Church too did not have wellness centers or health programs in place for her pastors. The pastors are unable to take cognizant of the likely activities that would generate stress and seek effective management measures. Thus, stress management seems to have a higher moderating effect on the relationship between occupational stress and the pastors' performance. The triangulation method of questionnaires observation checklists and interview guides agreed that there were no innovative measures in place to counter against stress levels and enhance pastors' performance.

10. Conclusions

Based in the study findings, the study concluded that occupational stress had a negative influence on the performance of the pastors but can be effectively handled. It affirms what some of the previous researchers such as Welford (2006) established that moderate levels of stress do enhance performance. The findings further support the

inverted “U” relationship which means that low levels of stress individuals perform perfectly but at higher levels individuals begin to develop stress symptoms and performance declines over time. The conclusion of individual characteristics and the innovative ways in moderating stress gave a new appreciation to the relationship between occupational stress management and the pastors' performance of their pastoral duties.

11. Recommendations

1. The study recommends that the supervisors need to organize seminars to educate the employees on stressors such as time management financial obligations, team work and on enhancing programs on healthy living standards, for effective management.
2. Care should be taken not to address physical manifestations because they are observable but must incorporate programs that cause the physical manifestations that influence the overall management.
3. The researcher recommends stress audits to be conducted frequently to determine whether stress levels are getting out of control and leading to chronic stress which affect employees' performance negatively.
4. The Church as an organization and as employer should come up with practical programs for her pastors and workers in general. Facilities such as libraries, playing fields, rooms and catering facilities should be least provided.
5. The church should consider income generating ventures to improve their revenues and reduce the number of temporary pastors by employing them at permanent basis should provides formal and informal rewards that meets a person's needs, for example, basic housing, minimum acceptable compensations that mitigate against loss to an individual and the extent to which employees skills, abilities and experiences match the demands and requirements of the job. Currently in Kenya, a job is a matter of necessity regardless of how the employee will match with its requirements.

12. Suggestions for Further Research

The study makes an important contribution in understanding the nature of occupational stress and how it affects performance. It further brings out the relationship between occupational stress, its management and performance. Arising from this study the researcher makes the following suggestions for further research that a nationwide study be carried out. The study further suggests that a study be carried out to determine the role played by the church in dealing with stress among its members.

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