

ABSTRACT

A PROGRAM TO MOTIVATE GLOBAL MISSION PIONEERS IN MAKONI
DISTRICT OF THE EAST ZIMBABWE CONFERENCE

by

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ABSTRACT OF POSTGRADUATE STUDENT RESEARCH

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Title: A PROGRAMME TO MOTIVATE GLOBAL MISSION PIONEERS IN MAKONI DISTRICT OF THE EAST ZIMBABWE CONFERENCE

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There had been no clearly defined strategy to motivate Global Mission Pioneers serving in Makoni District of the East Zimbabwe Conference. The resultant impact on evangelism has therefore been negative. Motivation of Global Mission Pioneers is an important program carried out in Makoni District of the East Zimbabwe Conference specifically to raise the self-esteem of the army of the Global Mission Pioneer workers within the District. The eight Global Mission Pioneers were given questionnaires as a way of collecting data to uncover and define each one's expectations. Finally a program to effectively motivate them was designed and implemented (see appendix A).

All the eight Global Mission Pioneers with their wives fully participated in the program which was done at Malwatte Holiday Resort, near Marondera Town. The evaluation indicated a great milestone in motivation and the raising of the self-esteem of all the Global Mission Pioneers concerned (see Appendix C). As a direct result of this motivational program, low self-esteem and burn-out are no longer existent among these workers. The Global Mission Pioneers in Makoni District are happy and glad that their pastor and elders are now conscious of their basic plight and have put in place measures and strategies aimed at raising their self-esteem. This has seen marked improvements in soul winning and church planting endeavours.

Adventist University of Africa

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DISTRICT OF THE EAST ZIMBABWE CONFERENCE

A project
presented in partial fulfilment
of the requirements of the degree
Master of Arts in Leadership

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August 2013

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TABLE OF CONTENTS

LIST OF ILLUSTRATIONS	v
ACKNOWLEDGEMENTS.....	vi
Chapter	
1. INTRODUCTION	1
Background to the Problem	3
Statement of Problem	3
Statement of Purpose	4
Significance and Justification of Research	4
Methodology	4
Delimitations	8
2. THEOLOGICAL AND PSYCHOLOGICAL FOUNDATIONS OF MOTIVATION	9
Biblical Foundations of Motivation	9
Motivation in faith-based Organizations	17
Motivation of the Laity within the Seventh-day Adventist Church ...	19
Ellen White on Motivation	24
Psychological Foundations of Motivation	27
Why Global Mission Pioneers Need Motivation	31
Theories of Motivation	32
Integrating the Approaches to Motivation	46
3. THE DESCRIPTION OF THE LOCAL SETTING	56
Geographical and Cultural Settings of Makoni District	58
History of Global Mission Pioneers in Makoni District	62
Challenges Faced by Global Mission Pioneers in Makoni District	64
Expectations of the Local Community	65
The Survey on Global Mission Pioneers	66
4. A PROGRAMME TO MOTIVATE GLOBAL MISSION PIONEERS IN MAKONI DISTRICT .	71
Program Design	71
Program Implementation	71
Program Evaluation	74

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS	77
Appendices	
1. LETTERS	82
2. QUESTIONNAIRES	82
BIBLIOGRAPHY	89
VITA	93

LIST OF ILLUSTRATIONS

1. Motivational Factors Affecting Global Mission Pioneers	68
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CHAPTER 1

INTRODUCTION

Background to the Problem

Global Mission is the frontline ministry arm of Adventist Mission, of the Seventh-day Adventist Church. Since 1990 Global Mission has established new congregations in previously unreached areas of the world. These include everything from North American suburb with no Adventist presence to an entire country in the '10/40 window' (a region stretching from West Africa to the Far East), which is home to many of the world's major religions, few Christians, and fast growing cities .¹ Some of these countries include Mongolia, Albania, Romania, Turkey, Vietnam, Southern China, Pakistan, Iran, Iraq, Guinea Bissau, New Guinea, Nepal, Algeria, Ethiopia, Niger, Sudan and Mali, to mention a few.²

In the year 2009 alone Global Missions supported nearly 1, 500 church planting projects in un-entered areas at a cost of nearly eighteen million dollars. Since 1990 Global Pioneers³ have established more than eleven thousand new Seventh-day Adventist congregations.¹

¹Jan Paulsen, Annual Statistical Report, "Harvest 90" (General Conference of the Seventh-day Adventist Church, 1990), 3.

²What is "10/40 Window" <http://Joshuaproject.net/10/40window.php> (18 June 2013).

³A Seventh-day Adventist member who volunteers to serve in new areas to start new congregations. He receives a monthly living allowance which is one third of the current wage

From the above it is clear that Global Mission Pioneer projects start as local initiatives. This is also supported by the following statement, “These projects involve sponsoring lay people, called pioneers, who volunteer at least one year to establish a new congregation within their own culture.”² Global Mission Pioneers have the advantage of understanding the community, speaking the local language and blending with the local people and this often costs far less than traditional cross- cultural missionaries.

The Global Missions Department of the General Conference indicates that Global Mission’s front-line workers reach out to the needs of people and they involve all church departments to help establish and nurture new congregations.³ David Greenlee says, “Mission work needs to lead to the establishment of local churches placed in society to carry on their mission. Evangelism must take place from within society. The rapid growth and availability of national workers in many parts of the two-thirds of the world tells us that we must invest resources, time and money, to recruit, train and send out local workers for mission”. This therefore shows the need for the church to seriously consider more initiatives toward sustaining this church planting and nurturing cause. Almost every rural district of the East Zimbabwe Conference has Global Mission Pioneers (See Appendix E).

factor in the local union conference. The contract is meant to last twelve months in one area and may be renewed on consent.

¹“Jesus Ministries Exhortations”, -Why Global Mission? <http://adventistmission.gcnetaadventist.org/whyglobalmission>,(18 June 2013).

²*Ibid.*, 45.

³General Conference Bulletin, <http://www.global-mission.org/article.php?id=59> (30 June 2010).

They work with the district pastor in soul winning endeavours. The Global Mission Pioneers' main responsibility is to plant and nurture congregations in un-entered areas within the district. They receive a stipend from the Division Office and/ other well-wishers.¹ Some of these Global Mission Pioneers have been serving in one district in the same capacity for a consecutive period of three years. Most of them have developed low self-esteem and burnout. The Global Mission Pioneer is responsible to the local pastor of the district in which he/she is stationed. It should be noted that Makoni District has eight Global Mission Pioneers.

Statement of the Problem

There had been no clearly defined strategy to motivate Global Mission Pioneers working in Makoni District of the East Zimbabwe Conference. This was impacting negatively on evangelism and church growth.

Statement of Purpose

The purpose of this study is to design a program to motivate Global Mission Pioneers working in Makoni District of the East Zimbabwe Conference.

Significance and Justification of the Study

The study is likely to raise the self-esteem of Global Mission Pioneers, provide them with opportunities for wider service and ultimately increase work output within the district. This study may also provide a model for other leaders who need such skills for motivating subordinates. Adolfo Guavela carried out a study aimed at educating and motivating the Church

¹Gift Rwozi, "Global Mission Strategy" Report Presented at the Mid-Year Committee of the East Zimbabwe Conference of Seventh-day Adventists, Harare, (June 2012), 2.

in Angola in the year 2009 and found out that motivation plays a significant role in the life of the church.¹ Tannenboun, in his book, *Lay Volunteer Motivation* also cites the factors that keep the church vibrant as he encourages leaders to be spiritual motivators.² Finally George Buttrick³ asserts that after identifying spiritual gifts of members it is vital to eliminate and deal with conflict as soon as possible. In as much as there has been such studies related to our subject area, these do not directly mention Global Mission Pioneers hence the need to carry out this study.

Methodology

This is a quantitative research since it among other things analysed numerical data to assess the best way to motivate Global Mission Pioneers. It also took a qualitative twist in that I studied the behaviours of Global Mission Pioneers in their natural settings so as to determine how to effectively motivate them. Donald R. Cooper and Pamela S. Schindler define quantitative research as methodologies that usually measure consumer behaviour, knowledge, opinions or attitudes. It is often used for theory testing. On the other hand, they say that qualitative research is sometimes labelled *interpretive research* because it seeks to develop understanding through detailed description, often builds theory but rarely tests it. It provides detailed descriptions of events, situations and interactions between people and things, thus

¹Adolfo, Jose Gauvela, "A Program of educating and Motivating the Church in Angola" (Th D dissertation, Adventist University of Africa, 2009), 76.

²Annold Tannenboun, *Equipping the Laity* (New York: Harper Collins, 1985), 23.

³George Buttrick, *Equipping the Laity* (New York: Abingdon Press, 1953), 62.

providing depth and detail.¹ Judith Langer indicates that qualitative research is ideal if you want to extract feelings, emotions, motivations, perceptions, consumer language or self-described behaviour.² The study project took various components in the following sequence; a literature review of Bible passages dealing with issues of motivation so as to establish the biblical foundation of motivating church workers;³ the next stage was to review other literature on the same issues of worker motivation. The literature available include books by various authors, (including Ellen White) journals and other websites⁴. I also reviewed magazines and Bible Commentaries dealing with our subject matter. For instance *The Seventh-day Adventist Elders' Handbook*⁵ pinpoints the fact that the primary motivation for lay church workers should be the genuine love which crosses all barriers. Joel F. Williams⁶ also asserts that believers participate in

¹Donald R. Cooper and Pamela S. Schindler, *Business Research Methods, 10th ed* (New York: McGraw Hill Co., 2008), 164, 165.

²Judith Langer, *The Mirrored Window: Focus Groups from a Moderators Point of View* (Ithaca, New York: Paramount Market Publishing, 2001), 87.

³God motivating Abraham to be the world's first missionary (Gen 12:1-2); God motivating Moses to lead Israel from Egypt to Canaan (Exod 33:15); Joshua motivating Israel to possess Canaan (Josh 1:1-18;3:5-17); Jesus Motivating the apostles to continue spreading the Gospel even in His absence (John 14:1-3); God motivating the church of the New Testament to continue working faithfully due to the future rewards (Hebrews 11:26-35).

⁴"Recruiting Volunteers," <http://www.slideshare.net/motivation-engagingvolunteers>(10 April 2013).

⁵General Conference of Seventh-day Adventists, *Seventh-day Adventist Elders' Handbook* (Silver spring, MD: General Conference of Seventh-day Adventists, 1994), 43.

⁶Joel F. Williams, *Productivity and Motivation Through Job Engineering* (New York: Amakon, 1973), 78.

God's mission because they are convicted of His will. Angel Roderigues¹ also alludes in his book *Financial Rewards in the Scriptures* to the need for paying monetary rewards as motivation of church workers, and Ellen White² supports this idea in her books, *Pastoral Ministry* and *Maranatha: The Lord is Coming*, although she underscores relational factors and more intrinsic factors for lay motivation in *The Testimonies to the Church, Vol. 5 and 6. The Expositor's Bible Commentary*³ and *The Matthew Henry' Bible Commentaries*⁴ are also more emphatic on non-monetary reward motivation. Further, the following websites gave me an overview of the multiple combinations of motivational factors which an organisation can choose from so as to effectively raise the morale of its workforce; Michael S. Broder, "Motivation in the Workplace", <http://www.huffingtonpost.com/Michael-broder-phd/employee-motivation-productivity-b-261>, 5 Feb. 2013; "Employee Motivation, Theory and Practice", <http://www.accel-team.com/motivation>, 16 May 2013. This gave me clues of where organizations draw their philosophy of motivating their employees, and what possible impact this has on productivity and overall growth of the work. I therefore was guided on the best methods to implement on my study.

¹Angel Roderigues, *Financial Rewards in the Scriptures* (Silver Spring, MD: Adventist Review, 2002), 10.

²Ellen G, White, *Maranatha: The Lord is Coming* (Washington DC: Review and Herald Publishing Association, 1976), 36.

³Frank E. Gaebelin, *The Expositor's Bible Commentary. "John to Acts"* (Grand Rapids, MI: Zondervan, 1981), 9:143.

⁴Matthew Henry, *Matthew Henry's Commentary on the Whole Bible* (New York: Hendrickson Publishing, 1991), 68.

Researcher then proceeded to administer questionnaires on all the Global Mission Pioneers in Makoni District so as to find out what they value at work, what keeps them happy within their places of influence and what their expectations are. A description of the local setting of Makoni District which gives an overview of demography and necessary settings relevant to our study and then an analysis with subsequent synthesis of the data (collected by bringing together the theoretical and practical insights and findings brought about through the interviews and questionnaires) all appear in chapter three. Chapter four deals with a program designed and implemented at Malwatte Holiday Resort to motivate the Global Mission Pioneers where incentives were given as appreciation for their service. Evaluation of this program was done by way of forms designed for that purpose so as to check its effectiveness in meeting the desired goal. The study ends with chapter five which gives a summary, conclusion and proposal for further initiatives meant to raise the morale of Global Mission Pioneers.

Delimitations

Motivation, being a broad field of behavioural sciences¹ cannot be exhausted in just one research study in its entirety. Therefore the research only deals with those motivational aspects falling within the framework of Christian ethics. Also the study took the slant toward Christian ethics because it seeks to motivate lay people working in God's vineyard while at the same time upholding Christian standards and integrity. These are of primary importance considering fact that Global Mission Pioneers are expected to exhibit Christlikeness in their daily transactions.

¹*The American Heritage Science Dictionary (2002), s.v. "Behavioural Sciences" A scientific discipline such as sociology, anthropology or psychology in which the actions and reactions of humans and animals are studied through observational and experimental methods.*

It would have been very difficult to achieve meaningful progress if this study was not confined to Makoni District. This is due to the fact that the Global Mission Pioneers in East Zimbabwe Conference are stationed far apart in distant and dispersed rural districts some of which are quite remote. With the limited resources available to the researcher it was not going to be feasible to come up with an objective study.

CHAPTER 2

THEOLOGICAL AND PSYCHOLOGICAL FOUNDATIONS OF MOTIVATION

Biblical Foundations

In Genesis 12, God and Abraham entered into a covenant. Abraham received great promises which became a key motivating factor in his entire life. *The Seventh-day Adventist Bible Commentary* indicates that this covenant motivated Abraham to become the missionary man to the entire world on behalf of God.¹ In verse two, there are some motivators as follows; “And I will make you a great nation, and I will bless you, and make your name great; and you shall be a blessing. And I will bless them that bless you, and curse him that curses you; and in you shall all the families of the earth be blessed” (Gen 12:1, 2).

Another motivating factor was the constant reminders that God kept in the mind of Abraham. This covenant renewal process encouraged the patriarch to keep on with the walk of faith and to further that mission of evangelizing the world in a unique way.²

¹“Fourteenth Year” (Gen 12:1, 2), *The Seventh-day Adventist Bible Commentary (SDABC)*, rev. ed., ed. Francis D. Nichol (Washington DC: Review and Herald, 1976-80), 293.

²Leeroy Edwin Froom, *Movement of Destiny* (Washington DC: Review and Herald Publishing Association, 1971), 72.

Timely Meetings

I have observed that in order to keep church elders committed to God's duty the pastor needs to maintain constant contact with them. This principle may also apply to the Global Mission Pioneers. R. H. Charles indicates the same principle as he commends on Abraham's primary motivation. He says, "The biblical record is clear in showing that Yahweh condescended to meet his servant at well calculated time intervals. When Abraham faced challenges, God would come to give him renewed strength and courage needed to proceed on his 'faith journey'"¹ (Gen 15:1-21). This is well articulated in chapter four and five.

Moses and Motivation

According to the Matthew Henry the whole Exodus record shows the presence of God besides His servant, Moses as one of the themes of the book. This was a key factor in Moses' subsequent success stories.² Moses may have received his daily motivation through the face to face interaction with the Creator God. We hear him saying, "If thy presence goes not with me, carry us not up hence" (Exod 33:15). In the same way the Global Mission Pioneer may need constant visits by the District Pastor to receive renewed strength and encouragement. This intervention by the pastor does not however replace the need for daily communion with divine power. To this effect James Cress mentions the positive impact of constant meetings between

¹R.H. Charles, *The International Critical Commentary*, vol.2, (London: T & T Clark Ltd, 1920), 66.

²Matthew Henry, *Matthew Henry's Commentary on the Whole Bible*, vol.5, *Genesis to Deuteronomy* (New York: Fleming H. Revell, [1935]), 94.

church leaders and their volunteers.¹ It could be true that face to face interaction between the District Pastor and the Global Mission Pioneer could be a positive factor in motivating the Global Mission Pioneer.

The Motivation in Israel

Joshua's courage, speech and actions of faith motivated all Israel to go forward to possess the 'Promised Land' (Josh 1:1-18; 3:5-17). Israel needed this type of motivation, so as to possess the land of Canaan. This was their objective. In like manner, the Global Mission Pioneer may need a supervisor (the District Pastor) who constantly encourages him/her through speech and actions of faith.

The *Seventh-day Adventist Bible Commentary* states that the secret which led Joshua to success was his constant contact with God and his obedience to His instructions.² The nation of Israel was motivated by the possible possession of Canaan. If the Global Mission Pioneer is constantly kept reminded of the future rewards that could be his/hers both in this world and the world to come he/she could be daily motivated, and rejuvenated (through faith) to execute the duties in a deeper and wider sense.

The book of Judges has a remarkable story on motivation as follows, "And they said unto him, lay thine hand upon thy mouth, and go with us, and be to us a father and a priest.... And the priest's heart was glad and took the *ephod* and the *teraphim* and the graven image and went in the midst of the people" (Judges 18:19-21). The motivation seems to be both intrinsic

¹James A. Cress, *You Can Keep Them if You Care* (Ontario: Miracle Press, 2000), 119.

²*Ibid.*, 177.

and extrinsic to the priest. The status of being leader and also the two physical items which were offered to him as the full package for the new assignment were the source of the priest's motivation. Commenting on this passage Angel Rodriguez says, " a relatively good arrangement that provided for present and future needs enticed the Levite to stay"¹. King Solomon also alludes to the need of company and social support for encouragement and motivation in the struggles of duty as he says, "Two are better than one; because they have a good reward for their labour. For if they fall, the one will lift up his fellow: but woe to him that is alone when he falls; for he hath not another to help him up" (Eccl 4:9, 10). Susan Heatherfield also posits that people need support and companionship so as create bonding and enhance job satisfaction.² To the Global Mission Pioneer who may be feeling lonely in an unreached area, this could form a beginning point for motivating him/her.

The Motivation of the Apostles of Jesus Christ

Jesus kept the apostles constantly focused on the Eternal Kingdom that was to be theirs if they remained faithful. Further to this, Christ's presence which was with them always was a necessary motivating factor. Commenting on John 14:1-3, Merrill C. Tenney makes it clear that the apostles needed motivation when they had faced discouragements. "The double imperative unquestionably gives the impression that Jesus was endeavouring to encourage the disciples to

¹Angel Rodriguez, *Financial Remuneration in the Scriptures* (Silver Spring, MD: Adventist Review, 2002), 10.

²Susan M. Heathfield: "Respect at Workplace" <http://www.humanresources.about.com/od/workersrelationships> (24 October, 2006).

persist in faith in view of uncertainties and weakening discouragements”.¹ Desmond B. Hills et al list the following other factors which can be considered as motivational in the lives of the twelve disciples:

- To be called sons of God (Mat 5: 9).
- To be given new names in glory (Rev 3:12).
- To eat hidden manna in the new heavens (Rev 7:16-17).
- To be given just and great rewards (Heb 11:26).
- To be resident in the new city, New Jerusalem which has eternal foundations, and streets of gold (Rev 3:21)
- To have their names enlisted in the Lamb’s Book of Life (Rev 2:10).
- To be residents of a new home with mansions (John 14:1-3).
- To obtain a better resurrection after their deaths (Heb 11:35).²

The other motivational factor lay in the promise of the company of the Holy Spirit as Comforter, Councillor and Faithful Guide in their future ministry after Christ’s ascension (John 16:14). In the book of The Acts of the Apostles, in Chapter 2, the Holy Spirit is manifested in a mighty way. As a result large numbers of believers were converted every day. Many miraculous manifestations of the Holy Spirit were seen as He ministered through the disciples and apostles. Since this continued motivating them to persist in the great work of soul- saving it could be inferred that the team of Global Mission Pioneers, if given the necessary support and

¹Merrill C. Tenney, *John, The Expositor’s Bible Commentary* (TEBC), (Grand Rapids, MI: Zondervan, 1981), 9:143.

²Desmond Hills, Gert Busch, and Kathy Beagles, *Youth Ministry Accent* (Washington DC: Review and Herald, 1977), 356.

inspiration that brings hope they may be encouraged to continue working in their respective field. The following are examples of the incidences that enhanced the motivation of the disciples due to the divine presence of the Holy Spirit:

- Phillip for missions in Africa – (Acts 8:39ff).
- Peter for missions in gentile lands- (Acts 10:19, 20).
- Barnabas and Paul for missions in foreign lands– (Acts 13:2-4).

The apostle Paul further motivated them by revisiting the newly established congregations. Those whom he could not visit were kept encouraged and focused through the written messages in Paul’s numerous letters. Global Mission Pioneers today could be encouraged through similar contacts from church leadership at district level.

Christ’s Methods of Motivation

A careful look at the ministry of Jesus in the New Testament reveals there were deliberate motivational dynamics which actuated people to follow and labour for Him. When He called the disciples Christ promised to make them fishers of men, which is training, coaching and mentoring. Afterwards He then sends them in twos to minister in His vineyard. They went with great zeal and power due to that motivation (Matt 4:18-22; 28:16-20; Luke 10: 1-24). Joel F. Williams has this to say, “Believers participate in God’s mission not because God needs their contributions, but because they have convictions concerning the importance of God and His Will”.¹

¹Joel F. Williams, *Missions in the New Testament* (Mary Knoll, NY: Orbis Books, 1998), 240.

In the *Seventh-day Adventist Elders Handbook* we glean the following, “The example of Christ in linking Himself with the interests of humanity should be followed by all who present His word, and by all who received the gospel of His grace. The love expressed in His look and tone drew to Christ all who were not hardened in unbelief. Jesus was thoughtful of the feelings of others”.¹ This represents sources of Christian motivation. The *Seventh-day Adventist Elders’ Handbook* clearly indicates this same notion as elaborated below:

At the centre of the evangelistic message stands Jesus, sent to the world to reclaim lost humanity through His sinless sacrifice. Christ left the comforts of home to save an alien world. His church must do the same. Christ gladly took His mission to our globe because He genuinely loved those so very different from Himself. His church too, must take up its global mission out of a genuine love that crosses every racial, cultural, national, linguistic and economic barrier.²

In this regard the motivation here excludes any material benefits. Along the same vein of thought, John C. Maxwell, while referring to the parable in Matthew 20: 1-6, states, “ Through this parable, Jesus attempts to correct wrong attitudes by addressing self-absorption, comparison, presumption and distortion”³and finally Ellen White has a similar response in one of her works. She asserts, “The Saviour mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs and won their confidence, and then

¹General Conference of Seventh-day Adventists, *Seventh-day Adventist Elders Handbook*, (Silver Spring, MD: General Conference of Seventh-day Adventists, 1994), 43.

²*Ibid.*, 99.

³John C. Maxwell, *Maxwell Leadership Bible* (MLB), rev. ed. (Nashville, TN: Thomas Nelson, 2007), 1178.

he bade them' follow me'"¹. It may be inferred that our Global Mission Pioneers need this touch as a way of motivating them. This aspect will be dealt with broadly in chapter three and four. Commenting on the beatitudes John Knox indicates that all those who live according to the dictates of the Holy Spirit will receive the blessings pronounced by Christ in Matthew chapter five.² From this statement we can infer that blessings motivate believers.

The Apostle Paul on Motivation

The statement, "For the love of Christ constrains us; because we thus judge, that if one died for all, then were all dead" (2 Cor 5:14) seemed to play a major role during and after Paul's time. Alluding to this text, Ellen G. White comments as follows:

This was Paul's motive power. If ever his ardour in the path of duty flagged for a moment, one glance at the cross caused him to guard up anew the loins of his mind and press forward in the new way of self-denial. In his labours for his brethren Paul relied much upon the manifestation of infinite love in the sacrifice of Christ with its seducing constraining powers.³

Infinite love for God and the souls that are yearning for the truth may also be the primary motivation for some church workers in Makoni District. I however need to ascertain whether this kind of motivation affects our Global Mission Pioneers as well.

¹Ellen G. White, *Ministry of Healing* (Mountain View, C.A.: Pacific Press, 1942), 27.

²John Knox, *Matthew, The Interpreter's Bible* (TIB), (New York: William Benton, 1946), 2:286.

³Ellen G. White, *Gospel Workers* (Washington DC: Review and Herald, 2005), 293.

Motivation in Faith –Based Organizations

According to an Independent Sector Survey on Giving and Volunteering, about 44% of adults volunteer at an annual estimated value of 239 billion United States dollars¹. These volunteers may also be full time, part- time, paraprofessionals or *quassi* staff (i.e. having characteristics of both staff and volunteers). These categories apply also to Global Mission Pioneers in Makoni District since they are volunteers who are not professionals yet.

The survey also indicated the following outcomes; the missionaries stated the following as their motivation to keep working for God in these positions:

- I have been called to serve
- I have been divinely directed
- My service flows from the identity that I have been raised in the church
- This work is just rewarding in nature
- I have a passion for missions/ evangelism
- I feel well recognized by the organization and there are various opportunities to advance.²

When asked about the secret of how he keeps his workforce comprising of a variety of categories of paid and unpaid volunteers motivated, the Director of Food for the Hungry International pointed out the following; “An individual’s ‘family feel’ of the program, the rewards of the work itself, informal interaction opportunities and pride in the external

¹Kathleen A. Minette, *Volunteer Labour Supply*, (London, 2001), 32:159-183.

²Barry Gerrhart et al., *Will Volunteers Come Again?* (London: Eiseir Publishing Association, 1998), 369.

recognition of the program” as the chief reasons.¹ The Global Mission Pioneer’s interactions with other fellow Global Mission Pioneers during seminars and other church organized programs could be used as opportunities for motivation. Through sharing experiences, testimonies and other issues relevant to their struggles in their different set ups, the Global Mission Pioneers may be motivated to work even harder. Also, taking the missionary work as a team may create and instil a ‘family feel’ of the Global Mission Pioneer Ministry. This is ownership.

From the look of things, there seems to be reciprocity between the personal benefits and the program benefits that Global Mission Pioneers and other missionary evangelists receive. The researcher envisions incorporating this within the Global Mission Pioneer motivational program which appears in chapter four of this document. I also had an opportunity to interact with the Regional Leadership of The Family Aids Counselling Trust in Zimbabwe (F.A.C.T, Zimbabwe). From the discussions we had on their motivational style when they work with volunteers and semi- volunteers, Mr. Gainmore Mavheneke emphasized the fact that they make sure each worker discusses what motivates them. Further to this the workers tell the employer what they also gain from the work experiences. These therefore form a basis for their motivation.² This is an eye- opener that there could be such need among our Global Mission Pioneers as we learnt from Mavheneke that it opens doors of important interaction.

¹“Food for the Hungry International,” <http://fh.org> (24 June 2013).

²Gainmore Mavheneke, Co-ordinator of the Mutare Chapter of Family Aids Counselling Trust, interview by author, Rusape, Zimbabwe, 17 June 2011.

Motivation of the Laity within the Seventh-Day Adventist Church

The Seventh-day Adventist Church has made it a priority to raise awareness of the laity on the core- business of the church. To effectively motivate the church members in proclaiming the saving message of salvation through faith in Jesus Christ the president of the Southern Africa, Indian –Ocean Division, Paul Ratsara and his management which includes the three officers and departmental directors have formulated goals for baptism and tithing. These goals have been divided into regions who also have further divided them into smaller units of manageable proportions. These goals get communicated down to work units, via the unions in an easy to adopt format.¹ The laity, pastors and Global Mission Pioneers are behind the success of such goals and objectives. The Global Mission Pioneer is the one who seems to benefit more on this initiative since he is closest to the people.

To achieve greater motivation, lower units in the church hierarchy are encouraged to come up with various soul-winning initiatives which are meant to suit their local setup. If the Global Mission Pioneers are also given this opportunity of coming up with their various soul-winning and nurturing initiatives they are likely to own the programs themselves. This has a potential to motivate them. The program in chapter four designed to motivate the Global Mission Pioneers will therefore discuss such issues to see how much impact it has on church – planting and nurturing functions.

¹Gary A. Tailor, “Evangelism Our Priority 2010,” *Ministry* (2010): 4.

Five Year Motto, Vision and Themes

The Southern Africa Indian – Ocean Division Leadership has also formulated the vision, motto and theme for each five year term. These also get broken- down into yearly mottos that become a real encouragement for the lay people to meet the required objective. An example is the “Lift Up Jesus, Tell the World, Without Delay” Motto. Pastor Mvunelo, one of the Cape Conference pastors also had this to say in relation to the same issue, “The Reaping and Celebration, 2010 Theme had a captivating effect in motivating volunteers and semi- volunteers in the Cape Peninsula”.¹ Here also, the Global Mission Pioneer was encouraged as he or she became the most effective contact person on the ground in terms of breaking new grounds of work for soul- winning. These division-wide initiatives seem to have potential for raising the morale of Global Mission Pioneers in Makoni District. This will be expanded in detail in the program of study under chapter four.

Free Literature

The fliers, *Adventist World* magazines and the *Reaping and Celebration* workbooks which were distributed to all the churches in the year 2010 seem to have instilled some element of motivation to lay people and Global Mission Pioneers to go forward with great zeal for soul- winning. These magazines and books were meant to inform the world about Jesus. Each member would identify friends to work with as a small group. The books would work as the guiding lesson materials. The students would also be given their copies to study as well.

¹Amyas Mvunelo, Personal Ministries Director, Cape Conference, interview by author, Helderberg College, South Africa, 2 July 2012.

Seven out of the eight Global Mission Pioneers in Makoni District participated in the above mentioned Reaping and Celebration Program.

Effective Feedback

The Seventh-day Adventist Church system has some established ways of communication which allow smooth flow of information among its members. This is clearly spelt in its church manual. To this effect James Cress says,

The other factor which enhances church members morale in working for Christ in the entire Seventh –day Adventist Church is the existence of clear lines of communication that remain open for use by Global Mission Pioneers, laity and church workers alike. Performance Related reports are a common feature in this Church. These have proved to work well in motivating members including Global Mission Pioneers to achieve and report on progress of this soul-winning work. Reports (that form part of the church business meetings in each local church) also work as a confidence- builder which in turn motivates the church members and mission volunteers.¹

In Makoni District I am also trying by all means to implement this practical concept and I am reaping big dividends among my church board members. If I discover more valuable insights from the study I will not hesitate to implement these among the team of Global Mission Pioneers. One extension educationist called Thomas McKee once said, “Reporting is a sign that someone is doing something somewhere, and if there is no reporting people believe there is no action”.²

¹James Cress, *Common Sense Ministry: A Blueprint for Successful Laity and Pastoral Leadership* (Silver Spring, MD: Pacific Press, 1999), 51.

²Thomas McKee, *The Top Motivation and Retention Winners* (London: Bryanston, 1998), 9.

Retreats and In- Service Training

The local Global Mission Pioneers and ordinary church members receive training so as to function well in their respective areas. Retreats for church elders and pastors with their spouses which occur once every year in all conferences in the Zimbabwe Union Conference have motivated them to keep evangelism going on. Ron Appenzeller also pointed out that Global Mission Pioneer work as explained in the Southern Africa Indian Ocean Division Policy has some form of deliberate motivation standing out clearly¹. Among other things, the organization trains Global Mission Pioneers for free, providing resource materials to be of use to them. The locally run International Institute of Christian Ministries training school is the main training course available. If done in the correct way this training may enhance the effectiveness of the Global Mission Pioneer in the region. I believe that a trained worker performs better in his specific area of responsibility. This alone has been seen by human resource practitioners the world over that since training imparts relevant skills for one to perform well at work; his/her morale is raised as he/she accomplishes much in a short space of time. This could also be true to the Global Mission Pioneer. If he is given relevant training in soul-winning and church planting he may be motivated by seeing new congregations which he planted growing larger and stronger.

Dennis E. Williams and Kenneth O. Gangel have this to say about Global Mission Pioneers, "The other factor of motivation lies in that these missionaries feel called by God Himself to serve in outreach work. The great grace will inspire and motivate the laity and those

¹Ron Appenzeller, *Basic Literature Evangelism* (Washington DC: Pacific Press, 1989), 79.

of faith; conferences and relevant workshops will inspire, excite and motivate all who participate”¹ During my service as a Global Mission Pioneer in the year 2002 I was inspired by my understanding of the calling that God had given me. This propelled me to minister in difficult situations regardless of negative factors. The following quotation also inspired one of my Global Mission Pioneers when I read it to him during our Motivational Program in chapter four:

After years of spending much of its resources on areas of the world where Christianity is already known, the Adventist Church uses Global Mission Pioneers to reach high priority areas such as the 10/40 window. Through projects like these, the Adventist Church is starting new congregations in previously unreached communities, bringing hope in Jesus to those without hope.²

Finally some Global Mission Pioneers keep on reiterating the fact that their highest motivation comes from their genuine love for their fellow human beings and the desire to share the hope that comes from a relationship with Jesus Christ (their master) in this ministry. Russel Burrill also points out something important with regards Global Mission Pioneer work when he says, “Pioneer Missions, enabled by God’s grace and guidance will seek to impact the world for Christ by proclaiming the gospel of Christ, equipping disciples and facilitating new churches. We must continually be planting new churches within the unreached people, and finally keep the

¹Dennis, E. Williams and O. Gangel, *Volunteers for Today’s Church: How to Recruit and Retain Workers* (Grand Rapids, MI: Baker Books, 1993), 46.

²General conference Bulletin, 2012, “World Missions”<http://Adventistmission.gnetadventist.org/why-global-mission>. (11 October 2012).

fires of the gospel burning”¹ All these factors helped me to form a basis for the motivational program meant for these Global Mission Pioneers.

Ellen G. White on Motivation

Ellen G. White has written the following on the subject of motivation. “You will be given a crown of glory if you will attend to the work that God has given you”.² This promise fits well into the Global Mission Pioneer’s situation. He is one who may have a little material resources coming directly as a result of his missionary labours and may feel he is losing out. The promise of a crown of glory in heaven is a relevant encouragement to most Global Mission Pioneers, especially those working in the remote areas of Makoni District.

Happiness

Ellen G. White has also written much on the aspects of both intrinsic and extrinsic rewards as she asserts the following, “Those who give their lives to Christ - like Ministry know the meaning of true happiness. He makes his children His agents in the accomplishment of this work, and in its success, even in this life, they find precious reward.”³ “While the final reward is given at Christ’s coming, true hearted service for God brings a reward even in this life.” This is true in the sense that a diligent worker will have his or her labours blended with divine grace-

¹Russel Burrill, *Recovering an Adventist Approach to the Life and Mission of the Local Church* (Fallbrook, CA: Hart Research Centre, 1993), 37.

²Ellen, G. White, *Southern Watchman* (Washington DC: Review and Herald, 1903), 59.

³Ellen G. White, *Testimonies to the Church*, (Washington DC: Review and Herald, 1901), 6:308.

success becomes the product of this blessed combination.¹ The Global Mission Pioneers may also be motivated by the above mentioned promise. Benefits like good health, protection from the dangers around the work and hope to keep working for God are vital factors which the Global Mission Pioneer in Makoni District may value. To this effect Ellen White observes the following, “Those who watch for the Lord’s coming are motivated to work. They are not to wait in idle expectancy. Because they know that the Lord is at the door, their zeal is quickened to cooperate with the divine intelligences in working for the salvation of souls”.²

Goal–Setting

Ellen White further encourages young Global Mission Pioneers to aim high so as to achieve great success levels. She writes, “Success demands aim; success in any line demands a definite aim. He who would achieve true success in life must keep steadily in view of the aim worthy of his endeavours. Such an aim is set before the youth of today”.³ Some of the Global Mission Pioneers in Makoni District seem to have lost compass in their day to day work. I believe that they need to understand that surrendering their lives to Christ and working for Him does not remove personal responsibilities. These include planning for the future and setting targets which indicate progress in life. Further to the above assertions, White reiterates:

Many who are qualified to do excellent work accomplish little because they attempt little. Thousands pass through life as if they had no great object for

¹Ibid, 305-6.

²Ellen G. White, *Maranatha: The Lord is Coming* (Washington DC: Review and Herald, 1976), 36.

³Ellen G. White, *Education* (Washington DC: Review and Herald, 1903), 62.

which to live, no high standard to reach. One reason for this is the low estimate which they place upon themselves. Be not satisfied with reaching a low standard. We are not what we might be or what it is God's will that we should be....Remember that in whatever position you may serve, you are revealing motive, developing character.¹

Three of the eight Global Mission Pioneers in Makoni District are young men who may need counsel and encouragement to remain focused on their duty and calling. This may mean being asked to attend Spirit of Prophecy Seminars where relevant uplifting messages are delivered. Further they may need constant follow-up supervision on how they spent their free time while at their port of call.

Lay Empowerment

Ellen White counsels pastors to empower lay people when she said, "Let ministers and responsible men impress individual members of the church that in order to grow in spirituality, they must take the burden of the work which the Lord has laid upon them, the burden of leading souls into the truth".² Finally it is a point to note that Ellen White also alluded to proper remuneration as a way of motivating church workers when she said,

Those placed in leading positions should be men who have sufficient breath of mind to appreciate persons of cultivated intellect and to recompense them proportionately to the responsibility they bear.... It will be found that the effort to save means by employing those who will work for low wages and whose labour corresponds in character with their low wages will result in a loss.³

¹Ellen G. White, *Maranatha, The Lord is Coming* (Washington DC: Review and Herald Publishing Association, 1976), 291.

²Ellen G. White, *Pastoral Ministry* (Silver Spring, MD: Review and Herald, 1995), 154-5.

³Ellen G. White, *Testimonies for the Church* (Silver Spring, MD: Review and Herald, 1948), 5:551.

In a bid to find out whether there is a relationship between remuneration and motivation of Global Mission Pioneers, I will include this aspect on the questionnaire in chapter three.

Psychological Foundations of Motivation

Motivation is a word which was derived from the Latin word, *movere* which means to move. Motivation has been defined as internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject or to make an effort to attain a goal.¹ Professor Jack Halloran, defined motivation as follows; “Motivation refers to any activity that has a goal toward which action is oriented; an internal state which may be triggered by incentives”.²

William B. Werther Jr. William A. Ruch and Lynne McClure said that motivation is concerned with what activates human behaviour, what directs this behaviour towards a particular goal, and how this behaviour is sustained.³ On the other hand Wayne Mondy and Robert M. Noe the 3rd defined motivation as goal - directed behaviour of individuals, which

¹“What is Motivation? <http://www.businessdictionary.com/definition/motivation.htm/> (24 June 2013).

²Jack Halloran, *Applied Human Relations: An Organisational Approach* (Grand Rapids, MI: Prentice Hall, 1978), 22.

³William B. Werther et al, *Personnel and Human Resources Management* (New Zealand: Boston Allyn and Bacon Publishers, 2002), 306.

results in needs satisfaction.¹ They posit that there are three factors that are inherent in motivation as follows:

- What energizes behaviour
- What directs such behaviour
- How this behaviour is maintained

There are also three vital sets of variables as listed below, according to the same authors mentioned above:

- Characteristics of the individual,
- Behaviour implications of the job,
- Characteristics of the work environment (to include supervision, rewards and style of leadership).²

A recent research carried out by John Hann has revealed that subjects with high ego strength are better able to resist temptation to cheat than those with low ego. The same also carries in motivation to achieve.³ I am in agreement with Hann because individual defences, coping mechanisms, and self-assertion play an important role in the way individuals interact. Similarly, the Global Mission Pioneer, if left to him/her unmotivated, he or she is most likely to remain demoralized. Their coping mechanism in view of challenges and temptation becomes compromised.

¹Wyne Mondy, *Strategic Human Resources Management, 6th Ed.* (Needham Heights, MA.: Allyn and Bacon, 1993), 295.

²Ibid., 312.

³John Hann, *Human Behaviour* (Ontario: Cornel Publishers, 1998), 16.

In yet another research, it was discovered that the role of interest and excitement is consistent with the Japanese concept of *muga*, a task of expert- training in which self-consciousness is eliminated and one's energy is said to flow into the task. High performance falling within one's capabilities enhances interest- excitement by increasing engagement with intrinsically satisfying components of many tasks.¹ The Global Mission Pioneer may be engrossed in such a situation especially where the benefits are very meagre and where intrinsic rewards mostly apply.

Emotion- Cognition Relations

The Encyclopaedia Britannica, vol. 3, states; "Appraisals and attributions are vital to generate emotions which influence subsequent perceptions, cognition and action"². Further to this it was observed that people tend to perform better with mild levels of anxiety than they do with none at all.³ Another behaviourist, Michael Bayne states the following, "Being too relaxed can impede performance as greatly as being overly anxious".⁴ The implications could be that our Global Mission Pioneers may need some certain levels of anxiety created by work pressure and demands from the conference. Constant supervision is also necessary to this effect. The researcher plans to apply this to his study in Makoni District in order to ascertain the factors

¹Daniel Pink, *Motivating Volunteers* (Grand Rapids, MI: Baker Books, 1994), 110.

²*Encyclopaedia Britannica, rev. ed. (1768)*, s.v. "Logic".

³*Ibid.*, 356.

⁴*Ibid.*, 122.

that affect the motivation of the Global Mission Pioneers within it. Aldridge states the following:

Self- esteem which is constructed inside each individual through interacting with others, together with the environment is an integral part of motivation. Individuality, which is one of four requirements of overall self -esteem involves one's uniqueness. This attribute is expressed through what we know our talents, special talents and cultural heritage and hobbies. Adults base their self -esteem on intimacy, sense of purpose, and also a feeling that good choices were made in the past.¹

In this study Aldridge's point could be helpful since some Global Mission Pioneers may have low self- esteem due to a feeling that they did not make the right choices in the past. These choices may be related to the kind of work to be done in life. Some may have worked more than five years in the same position without any challenging assignments at all. This we will establish as I gather relevant information through questionnaires.

It may also be true that family background, upbringing, religion and culture influence how people get motivated. I therefore would say that Aldridge's point is partly correct in that while it deals with self- esteem and sense of purpose, it falls short of family factors and cultural dynamics. The Global Mission Pioneers' self -esteem may also be affected by family background and culture. Larry Moore of Vancouver Centre posits that the other factor to be considered in raising self- esteem lies in that self- esteem can be influenced by situations which change over time. This makes it so developmental in nature.² This could be beneficial information in coming

¹John Aldridge. *Self Esteem* (United Kingdom: Amazon Books, 1999), 15.

²Larry Moore, *A Productive Work Environment Management* (New York: Cook Communication, 2001), 89.

up with a motivational program in anticipation of raising the self-esteem of our local Global Mission Pioneers working in Makoni District.

Why Global Mission Pioneers Need Motivation

Based on the input of the few mentioned researchers and behaviourists I find it necessary to indicate the need for the Global Mission Pioneers to be motivated. From the general observation which I had in considering the calibre of the Global Mission Pioneers we have had since the inception of the program in 1990 it seems that they are generally demotivated. The following may be the reasons:

Literacy and Social Status

Most of the Global Mission Pioneers have not attained the minimum expected five Ordinary Level subjects. This could be a sign that even as they grew up, the motivation could have been lower than required. On the other hand the Global Mission Pioneer's social standing may affect his ego. The general trend in Makoni District is that the young people easily take a course in the teaching profession. Aspirants may also attempt joining the Police Force or Prison Service as a last resort. It is rare to see a young man remain in the community as a 'loafer' and not show signs of demoralization. Our Global Mission Pioneers are therefore drawn from this sector where after all youths have taken up their lines of professions these remain on in the villages. The call to be a missionary then seems an attractive way of dealing with the present situation while waiting for another better opportunity. This background prompts me to conclude that a program needs to be formulated which looks at the best ways of raising the morale of the Global Mission Pioneers who work in the un-entered territories of our vast districts.

Attitudes of Fellow Church Members

As a follow up to point three above, it follows that some church members do not hold in high esteem the Global Mission Pioneers who labour to open un-entered territories. Our Global Mission Pioneers are not recognized enough even in church gatherings, like Quarterly Meetings and Big Sabbaths. These gatherings are platforms where a district pastor would deliberately make such a fellow labourer be made visible through assigning them some responsibilities. This may take the form of simple introductions, followed by a comment of appreciation over the sacrificial work being done within that territory. When church members view this gap, they also look down upon the Global Mission Pioneer who is also apt to realize these attitudes in the churches hence the low morale that characterizes them.

Theories of Motivation

Ever since the days of Greek Philosophy, attempts have been made to understand what motivates human behaviour. Early philosophers emphasized avoidance of pain and seeking pleasure as a major explanation of human behaviour. Several motivational theories are propounded by various theorists as indicated below. I will also critique these theories as I try to relate them to the issues under study.

The Eisenberger Experiment

Dachziegel Eisenberger and his friends gave rats a choice between pressing a heavy lever for a larger reward against a lighter lever for a smaller reward. The rats chose to go for

the heavier lever for a larger reward.¹ These researchers went on to experiment with humans in their quest for more reliable outcomes. This time they used activities such like card- sorting, by depressed mental patients, mathematics and handwriting by disabled and regular pre-adolescent students.

Eisenberger et al therefore concluded from this research that if a supervisor rewards a worker due to his effort the outcome is that he produces better results.² Further to this, these researchers stated that in humans, an increased degree of the required performance involving one or more tasks works as stimuli to raise the subsequent vigour and persistence of various other activities and the furtherance of production.³

I would like to concur with Eisenberger and his friends in this regard. This theory fits well in the motivators for Global Mission Pioneers. These could include the ultimate benefits of the eternity with God. This theory also fits well into the theory that people prefer to work towards achieving a larger and more difficult goal than a less difficult and less challenging one.⁴ The above findings could form the basis for my program of study. Will the Global Mission Pioneer respond in the same way? I will therefore attempt to involve this concept as I develop a motivational program meant for Makoni District.

¹Dachziegel Eisenberger et al, "Impact of Rewards on Workload" An Independent Experiment, May 1984.

²ibid., 45.

³ibid., 67.

⁴Butt Howard Jr., *Right Motivation: The Empowerment of the Laity in the Catholic Church* (Phillipsburg, NY: P and R Publishers, 1999), 90.

The Behaviourists Theory

Burrhus Frederic Skinner postulates that human behaviour is a product of consequences. To this notion behaviourists promote the use of positive reinforcements such as job promotions, bonuses and prizes as incentives so as to improve performance. They also point out the fact that money can mean many things to many people. Skinner however admits that this is a complicated process because “we do not know how much money motivates a person”.¹ John Purcell et al believe that discretionary behaviour is most likely to happen when employees feel committed to the organisation and when the job gives them high levels of satisfaction.² In view of the above I would like to submit to the fact for the Global Mission Pioneer to work happily in the field the factors referred to by Purcell may mean much than those by anti-behaviourists. An interesting feature is that other behaviourists, Bayfield and Crockett reviewed extensive literature on this subject and discovered that there existed little evidence of appreciable relationship between employee attitudes and performance.³ Nevertheless, the thought of the possibilities of climbing up the ladder within the church structures could motivate Global Mission Pioneers. I therefore see this aspect potentially helpful in the study at hand. Issues of prospects of future sponsorship and ultimate absorption into the pastoral ministry are expanded in the actual motivational program in chapter four.

¹Burrhus F. Skinner, *Productivity* (Chicago, IL: William Benton, 1996), 213.

²John Purcell et al. *People and Performance: How People Management Impacts on Organisational Performance* (London: Blackwell, 2003), 72.

³A. H. Bayfield and W.H. Crockett, *Employee Attitudes and Performance* (London: Brewster and Harris, 2004), 124.

The Natural Rewards System

Anti- Behaviourists like Frederick Herzberg argue that monetary rewards will not bring employee happiness, citing that many employees work against an employer who uses such rewards.”¹ They therefore have prescribed the following solution as a better way to motivate workers:

- Giving a person a chance to do their best
- Finding ways for employees to work in teams
- Giving a variety of responsibilities
- Giving a choice of work to do and how to do it
- Put interventions to create a sense of worthwhile work.²

Frederick Herzberg also recommends delegating both authority and responsibility as one of the greatest motivators in the workplace, regardless of what kind of enterprise it may be. Global Mission Pioneers could be motivated by the fact that they enjoy working for God in their capacity as good and faithful stewards. Martha I. Finney states that some workers just need to be recognised so as to lift their ego high enough. This works wonders as intrinsic motivation as they remain switched on to the next recognition station.³ I am also persuaded to agree with Martha’s point since most of the Global Mission Pioneers in Makoni District continue working even with a very little material benefit to them. If they were motivated by material benefits

¹Frederick Herzberg, *The Worker’s Needs* (New York: Prentice Hall., 2002), 87.

²Ibid., 88, 89.

³Martrha I. Finney, *Getting the Best From People* (Upper Saddle River, NJ: Pearson Education, 2008)98, 99.

they could not have stayed longer than a year. I will study this aspect further and explain it in detail in chapter four and five.

In his book, *Ultimate Rewards: What Motivates People to Achieve*, Steven Kere indicate the following; “Rewards buy temporary compliance, so it looks like the problems are solved. It is harder to spot the harm they cause over the long term”.¹ The long term argument however applies less to our study since Global Mission Pioneers do not normally stay very long in one place. However it is quite true that rewards foster a spirit of competition which is detrimental to team building. I think that it also does not necessarily follow that doubling a person’s earnings will automatically cause that person to perform better at work.

My own view basing on my wide reading and also the five years of experience I earned in Human Resource Management in both the public sector and private sector is that the best path to follow is to balance extrinsic and intrinsic types of rewards. This means taking a little from the Behaviourists and a little from the Anti – Behaviourists Theories. Swartz also says that this is the recommended way because different situations produce different motivations to different individuals based on background, expectations and self-concept.²

Jack Halloran argues against the giving of incentives to employees stating that the pitfalls arise in that with time, what were once incentives will be used by employees as their rights. On the other hand, wage raises may merely indicate levels of achievement and then

¹Steve Kere, *Ultimate Rewards: What Motivates People to Achieve* (New York: Prentice Hall Inc., 1989), 276.

²Swartz Boerdge, *A Path of Life*, (Grand Rapids, MI: Baker Books, 1987), 213.

substitute for lack of other need satisfiers¹. Global Mission Pioneers in Makoni District have been subjected to various difficulties including receiving their stipend late and sometimes being asked to travel to preach away from home at their own expenses. If such a Global Mission Pioneer is given a rise in allowances and an improvement in their way of life is achieved, some may take it to be their rightful entitlement. This therefore calls for more research into the subsequent behaviours of Global Mission Pioneers in our district. I envision an interesting study in this regard.

The University Of Michigan Survey

A survey carried out at the University of Michigan, in 1998 involving one thousand five hundred and fifty three workers revealed that out of the top five ranked factors of motivation, only one had to do with tangible economic benefits.² Good pay ranked fifth as elaborated hereunder:

- Interesting work
- Enough help and equipment to get the work done
- Enough information to get the job done
- Enough authority to get the job done
- Good pay³

¹Jack Halloran, *Applied Human Relations: An Organisational Approach* (Upper Saddle River, NJ: Prentice Hall., 1978), 120.

³“Factors Affecting Employee Motivation”, University of Michigan Survey, December 1998.

Deducing from the above findings it is clear that the self – actualizing needs on the Maslow’s Needs Hierarchy appear the strongest motivators in the long run. Workers will seem to be motivated more by attaining a sense of achievement together with being accorded room for personal growth. One of our local famous evangelist once retorted to elders in Makoni District during his two week- long visit, that if the local Global Mission Pioneers are given the basic ingredients for church planting they have potential of achieving much in their special ministry. These are: enough help and equipment like the public address system, a generator and the mega tent, enough relevant information for going about their work, enough delegated authority and good pay.¹ I also see this to be a beneficial approach in the long run.

Abraham Maslow’s Hierarchy of Needs

The Hierarchy of Needs Theory as propounded by Abraham Maslow has affected many in various workplaces in both private and public sectors. Abraham Maslow suggested that there are five categories of needs which apply to people as follows:

- Safety Physiological - the need for oxygen, food, and water.
- the need for protection against danger
- Social – the need for love affection and acceptance as belonging to a group
- Esteem – the need to have a stable, firmly based high evaluation of oneself
- Self- actualization – the need to develop potentialities and skills.²

¹Daniel Maponga, Evangelist, Central Zimbabwe Conference, interview by author, Rusape, 16 September 2010.

²Michael Armstrong, *A Handbook of Human Resource Management, 10th ed.* (London: Cambridge University Press, 2006), 258.

This theory states that when a lower need is satisfied the next higher need becomes dominant, and the individual's attention is shifted to that higher need. It seems the Global Mission Pioneer in the Makoni District has not yet moved from the third level on the hierarchy of needs in Maslow's theory. The Global Mission Pioneer seems to be operating in the lower rungs due to the following factors:

- His stipend is very low and cannot fully suffice the basic needs.
- The education level is below five Ordinary Level passes which is the minimum qualifications for any meaningful employment in Zimbabwe. Therefore the Global Mission Pioneer may not self-actualize at all.
- The Global Mission Pioneers' struggles are still very basic due to the heavy demands on the work and there remains less time to enhance them or sustain an income-generating project.

There are however few weakness in Maslow's Theory according to Richard Woodman et al. The weakness lie in the fact that he failed to factor in this reality, that different people have different needs at different stages in life; people do not necessarily follow such a rigid way of life as if they are programmed. Also, some lower needs like oxygen always recur even after being fulfilled.¹ This is equally true when it comes to the area of Global Mission Pioneers' behaviours.

¹Woodman, Richard et al, *Organisational Behaviour* (New York: South Western College Publishing, 1976), 243.

Of late, theorists Steers, and Porter analysed Maslow's Needs Hierarchy Theory and suggested further factors which can be useful in need satisfaction at different stages of need as applied to the workplaces as follows:

- Physiological needs – pay, pleasant work conditions, etc.
- Safety needs – good health, company benefits, job security
- Social needs – cohesive work group, friendly supervision, professional associations
- Esteem needs – social recognition, job title, job status, feedback from the job itself
- Self-actualization – challenging job, creativity opportunities, work related achievements, advancement in the organization¹.

I have observed that the Global Mission Pioneer fits well in the Revised and Analysed Needs Hierarchy Theory as illustrated above. The Global Mission Pioneer may perform better if given conducive working conditions, security, incentives, friendly supervision, social recognition, creativity opportunities, work-related achievements and opportunities for wider service in God's vineyard. As a result the motivation to finish the work will be more than overwhelming.

The E.R.G. Theory

Alderfer in 1972 developed The Maslow Hierarchy of Needs theory as applied to the work situation as follows;

E. – Existence needs (to do with survival)

R. – Relatedness needs (to do with social belonging)

¹Richard M. Steers and Lyman W. Porter, *Motivation and Work* (New York: McGraw-Hill Book Company, 1991), 35.

G. – Growth needs (to do with individual development)¹

The above summary appeals more to me than the detailed Maslow Hierarchy of Needs Theory. This is because the Global Mission Pioneer needs basically the survival, belonging and developmental needs to keep working well. However Willie Blackwell sounds critical about this when he says, “The E. R. G. Theory is fraught with some weaknesses, although much of the stuff is proven correct. The weaknesses which are apparent are that all workers do not have the same desires and needs. Even if it was assumed so, some workers will be meeting such needs outside the work environment, while others will be waiting to have them met at the workplace”² We will learn more in our study of the Global Mission Pioneers in Makoni District as we may put this theory to test in our research.

A Survey

Maslow’s Theory was tried in the United Kingdom where a survey of one thousand five hundred employees was carried out in the year 2003. The results revealed yet another dimension to human resources management practice. These results are elaborated below in a new order of importance.

- Safety and Security Needs – Continuity of employment
- Reward – Suitable pay
- Affiliation – with pleasant employees

¹Leonard R. Sayles, *Human Behaviour in Organizations* (New Jersey: Prentice Hall Inc., 1973), 135.

²Willie Blackwell, vol. 44, “The Impact of Work Environment Upon Workers’ Self Actualising Needs”, Paper Presented at The University of Zurich, 8 September 1992.

- Growth – both personal and organizational growth

Therefore the needs changed with time as depicted in the above scenario. However I would like to posit that environment and the political and economic climate pertaining to a certain locality influence the needs analysis. If the same survey is done in Africa and particularly to Global Mission Pioneers the results could be different. So the reliability is subjective and therefore questionable.

The Dual Factor Theory

Herbert J. Chruden and Arthur W. Shemen brought in a new dimension for managers as stated below:

Motivators consist of several job- related categories namely, recognition, achievement, growth advancement, responsibility, worthwhile work, salary , interpersonal relations with superiors, peers and subordinates, company policy and administration, working conditions, job security and other factors in the person's life. They further state that worker attitudes and values, interests and feelings, personality traits, and self-perception form the basis for motivating the workforce. Coupled with this they recommended Goal- Setting as motivators¹.

Since goal-setting forms an integral part in faith- based non-profit organizations which also fit well in my specific area of study this concept could be of help. It may work well in motivating lay evangelists, literature evangelists and Global Mission Pioneers. This is so because baptismal goals and tithe and offering goals are used as the measuring standard of work in the East Zimbabwe Conference. The Global Mission Pioneers are also evaluated by the above

¹Herbert J. Chruden and Arthur W. Sherman Jr., *Managing Human Resources, 7th Ed.* (Cincinnati, OH: South Western Publishing Co., 1984), 256.

mentioned factors. Charney I. Charles argues that missionary volunteers who proved to be effective and self-motivated were;

- Those who had experienced God's call
- Those who had already had families and careers
- Those who are given lee- way to balance time with their own personal endeavours¹

Other theorists like Lyman Porter and E.E. Lawler posit that if a worker is dissatisfied he/she might put less effort next time, or might just accept that dissatisfaction and live with it. On the other hand if they are highly satisfied, this does not really mean that they will work harder; instead they may emphasize quality or may simply say we got what we wanted.² This therefore means that performance leads to satisfaction, and not satisfaction leading to performance (if a feedback loop is present).

In motivating Global Mission Pioneers it looks like most people are not much interested in the cash rewards given as to the other intrinsic factors such as achievement, recognition and personal advancement in the church institutions. On the other hand Martin Werber argues that achievement – oriented church workers are more motivated by the essentials of accomplishing tasks. They however do not despise pay and stipend but use these as a means to achieve

¹Charles L. Charney, *Church Planting and the End of the 20th Century* (Wheaton, IL: Tyndale House Publishers Inc., 1982),48.

²Layman Porter and E. E. Lawler, *Motivation and Work* (New York: McGraw Hill, 1991), 35.

material ends.¹ This is expanded in the program under chapter four of this document since Global Mission Pioneers may benefit in some way so as to raise their self-esteem.

Theory Y

McGregor, in this theory emphasizes that people will exercise self – direction and self – control in the achievement of organizational objectives to the degree that they are committed to these objectives². I submit that this becomes true only if the objectives are embraced by the employees at the inception stage. If the Global Mission Pioneer is well informed and well-inducted at the inception of the program he/she may be intrinsically motivated from the onset. This could bring positive results in the field of labour. In Makoni District, that aspect is not being practiced. The results of this program of study could be a starting point.

The Goal Theory

Don Hellriegel, John W. Slocum Jr. and Richard W. Woodman have discovered the following:

Goal- setting forms part of all motivational theories. People with specific difficult and more challenging goals perform better than the others with less difficult and less challenging ones. Employees with clearly defined goals which have been adopted by them and are used to evaluate performance have proved to be more energetic and productive³.

¹Martin Werber, *Millennimania* (Washington DC: Pacific Press Publishing Association, 1998),188.

²Douglas McGregor, *The Human Side of Enterprises* (Cincinnati,OH: Atomz Publishing, 1960), 134.

³Don Hellriegel, John W. Slocum Jr., and Richard W. Woodman, *Organizational Behaviour, 8th ed.*(Cincinnati, OH: South Western College Publishing, 1976), 176-177.

The way The Seventh – day Adventist Church approaches its vision, especially within the Southern Africa Indian Ocean Division is to a larger extent achieved through the Goal Theory. It has emerged as the fastest growing division partly based on this type of motivation.¹ The goals are well communicated and the dates for reports well agreed upon by unions. It should be noted that the feedback mechanism in place has been a notable feature in this regard. I also observed that Global Mission Pioneers were pivotal in this year’s soul- winning programs since they were given the expected baptismal goals. To this effect the Zimbabwe Union Conference recorded 21,309 in the period from January 2010 to November 2012 as a direct result of the work of the Global Mission Pioneers.² Interestingly the Goal Theory also fits in well with the Eisenberger’s Experiment over high performance.³

We may need to look at some theories and researches concerning the African mission worker. Research carried out in The Republic of South Africa revealed that motivation to achieve among the Black majority could well be tapped by their legal and social status together with their differential provisions of social and educational services. Therefore it is suggest

¹Paul Ratsara, President of Southern Africa Indian Ocean Division, in “ Lift Up Christ Initiative” An Address Speech to the Zimbabwe Union Conference Leaders, Bulawayo, 3 March 2008.

²Zimbabwe Union Conference, Office of Archives and Statistics, *Annual Statistical Reports*, (Bulawayo: Zimbabwe Union Conference of Seventh-day Adventists,2012),4.

³Eisenberger et al. p.” Human Behaviour under Scrutiny” Editorial, South Western College Publishing, 12 October 1996, 54.

that levels of aspirations vary between and within social groups.¹ The Global Mission Pioneer's aspirations are therefore affected by his/her upbringing, social norms, values and beliefs.

Integrating the Approaches to Motivation

Although these motivational theories are many and appear diverse, most of them are not conflictual. It also seems that not a single formula fits all the needs of an organization in motivating its workers because human beings are complex and the subject of motivation itself is also wide and complex. The solution therefore appears to be in integrating several theories in a given scenario while at the same time paying particular attention to dynamism. To achieve better results in motivating Global Mission Pioneers we may need to integrate two or three theories at a time.

Effects of Proper Motivation on Productivity and Organizational Growth

In Makoni District, it has been difficult to measure effectiveness and efficiency among Global Mission Pioneers. The only way is to get the one who baptizes more souls and plants more churches then name him the best Global Mission Pioneer in the district. However I believe there is much more to it than just more baptisms. The Global Mission Pioneer may baptize more but fail to nurture them. As a result we may lose a larger number of new converts in just one year.

In trying to ascertain the kind of relationship between motivation and productivity, Basil Goergopolous conducted a research study and reached the following conclusion:

If a worker sees high (or low) productivity as a path to the attainment of one or more of his personal goals in the work situation, he will tend to be a high or

¹David Malopelo, *The Way it is in Africa* (Cape Town: N.P., 1984), 143.

low producer assuming that his need is sufficiently high, or his goal is relatively salient and that he is free from barriers to follow the desired path (high or low productivity).¹

In their book, *Productivity Through People*, William B. Werther, Jr., A. Ruch and Lynne McClure emphasize that the labour productivity loss that occurs when a workforce is not well motivated might range at any time between fifteen and twenty five per- cent. Further to this, they state the following, “Although financial awards are used extensively, their results and management rankings of them for overall value in the surveys done are not as high as would be expected to impact much on productivity”².

Arnold Tannenbaum points out that the positive forces that contribute to motivation, improve employee performance and increase productivity.³ Another theorist, Arthur Brayfield and Walter Crockett have stated in their article “Employee Attitudes and Employee Performance” that there is no necessary relationship between employee attitudes and productivity, although employees whose needs are not reasonably well met may avoid the job situation entirely, by having accidents, absenting themselves, or resigning”.⁴ It is true that some

¹Robert A. Sutermeister, 3rd ed. *People and Productivity* (New York: McGraw Hill Book Co., 1963), 50.

²William B. Werther, Jr., William A. Ruch and Lynne McClure, *Productivity Through People* (New York: West Publishing Co., 1986), 382-383.

³Arnold Tannenbaum, *Employee Performance Enhancers* (Ontario, Canada: Morning Star Publishers, 2006), 198.

⁴Arthur Brayfield et al, *Employee Attitudes and Employee Performance* (Upper Saddle River, NJ: Prentice Hall, 1999), 376.

Global Mission Pioneers may be absent from their duty station without the knowledge of the District Pastor for no clear reason. Arnold may have a valid point here.

“Most managers agree that when there is high worker morale and a positive climate at the work place workers are bound to achieve more in a short space of time than other wise. This is clearly measured if the workers are producing sales or services in a commodity environment”.¹ Another source says that high employee satisfaction contributes to long run productivity, by reducing turnover, absenteeism, sabotage, theft and worker alienation.² Sometimes high employee satisfaction leads to higher short run productivity, but there is no assurance that this is always true.³ The importance of motivation has been stated by one writer as follows, “Direct incentives will increase production by twenty to fifty per cent.” The formula as given in the book, *People and Productivity*, is Ability x motivation = Productivity”⁴.

Edward Deci Professor at the university of Rochester studied the effects of motivation on work output and in 1970 came up with the following statement, “Real world performance measures are hard to come by if one is trying to rate managerial effectiveness in production. However the factors to be considered for such are high -morale climate at the workplace, are a

¹Lucy Tumas, *People Management* (London: Baker and Penn, 2001), 222.

²John W. Russel, “ We Will Make it Together”
<http://www.volunteerpower.com/articlesmotivate.asp> 23 June 2009.

³“Why Volunteering is Worthwhile”,<http://www./-to-/.why-do-people-volunteer.htm/>
11 January 2008.

⁴Robert A. Sutermeister 3rd ed., *People and Productivity* (New York: McGraw Hill, 1963), 10.

strong sense of team spirit and worker responsibility”¹. These three factors seem to be equally important to our field of study. I say so because the Global Mission Pioneer may also need a conducive climate, work responsibility, support from the local church elder and a strong sense of teamwork so as to be kept motivated. I will incorporate this in the model motivational program of study.

On the other hand Sandra Weiss states the following regarding motivation in non-profit organisations, “One of the biggest challenges a non-profit faces is to keep your volunteers engaged; it is their involvement that maintains their visibility, funding and activities to enable accomplishing objectives”². It could be of use to involve Global Mission Pioneers in participating visibly at local District Big Sabbaths and Quarterly Meetings. This increases their visibility and involvement in the ministry so as to enhance their motivation.

The Ways to Motivate

The following are suggestions given by a researcher in the area of volunteer and semi-volunteer ministry: communicate with each individual, maintain open channels of communication and listen to feedback.³ Afdhan Hidje also supports the same point when he says that volunteers and semi-volunteers are the heart and soul of non-profit organizations. If they are kept happy, chances are that they help to propel the organisation to better and higher

¹Steven Kere, *Ultimate Rewards: What Really Motivates People to Achieve?* (Massachusetts: Harvard Business Review, 1973), 18.

²Sandra Weiss, *Motivate Them* (Philadelphia: Knowledge Transfer Publishers, 2006), 147.

³Donald Anderson McGavran, *Training The Laity for Church Growth* (Ventura, CA: Regal Books, 1988), 167.

levels for a long time.¹ The Global Mission Pioneer may be kept happy by also being appreciated each time the pastor or elder visits them. Weiss has this to say with regards to communication with volunteers, “Being able to adequately communicate to your volunteers the meaning and value of their contribution to your organization can for a long time develop successful volunteer retention. This is more rewarding than focusing on rewards and incentives as stimulus.”² Since Global Mission Pioneers work in remote areas where important messages may reach them late it may be important to apply this communication concept to our study. In most work situations information seems to play a vital role in enhancing performance. Listed below are the five ways to communicate meaning and value to volunteers:

- Bulletin and newsletter.
- Feedback on outcome of their efforts.
- Involvement in planning (e.g. suggestion box approach).
- Recognizing genuine selfless acts.
- Enabling growth of volunteers.

These increase the meaning of their role and tasks. This sounds like worth-while pursuing in dealing with Global Mission Pioneer Motivation. On the other hand Blackwell has surprised many workers when he taught that monetary rewards undermine intrinsic motivation of

¹Afdhan Hidje, *Motivating With Skill* (Columbus, OH: Hart Books, 1988),28.

²Sandra Weiss, *Motivate Them* (Philadelphia, PA: Knowledge Transfer Publishers, 2006), 265.

mission workers.¹ A closer look at how other human resources practitioners regard monetary rewards may be of great value to our study. The following undertaking indicates another dimension with regards volunteers:

A unique data set from Switzerland allows us to assess the effectiveness of financial rewards on the effort put into volunteer work. There is a fairly standard pattern regarding the volunteer retention, e.g. to more labour market work hours. But we obtain the puzzling result that when rewarded, volunteers work less. These findings are in line with larger literature in social psychology emphasizing that their external rewards can undermine the intrinsic motivation for an activity.²

Psychological Contracts are an example of intrinsic motivational factors. It should be noted that intrinsic motivation is not easy to analyse and control. Intrinsic and extrinsic motivations are interdependent; they work together in all employees. Psychologists focus on intrinsic whereas economists focus on extrinsic-interdependent motivators.³

Scholars in an organizational theory and Human Resources Management however have gone ahead to disregard and ignore this research. Intrinsic motivation however supports organizational goals. I think that a manager must compare costs and benefits of intrinsic against those of extrinsic motivation. Based on the above propositions it appears as if intrinsic motivation is indispensable. Considering applying this to Global Mission Pioneers it appears

¹Willey Blackwell, vol 45(2), "Monetary Rewards in View of Intrinsic Motivation", Paper presented by the Institute of Empirical Research in Economics – University of Zurich, 7 August 1992.

²David J. Hesselgroov, <http://www.volunteer-pioneers.com/articles/motivate.asp> (17 November 2000).

³Patrick Deci and Flaote, "Independent Experiments" (Switzerland), 1997, 1985, 1980.

that this is more important to realize since much of their motivation is intrinsic. The Scholars discoveries are listed below:

- Changing extrinsic to intrinsic is difficult.
- Results in undesirable conduct. In history some of the most terrible crimes were intrinsically motivated. Envy, vengeance and dominance were the results.
- Extrinsic Motivation leads behaviours to be more flexible (for profit organizations do not have to concern with personal values of employees as long as it pays them well-off). Supervision costs are therefore kept low.
- Intrinsic motivation is for tasks which have elements of creativity in them while extrinsic motivation produces stereo-typed repetition of what already works.¹

The recommendation is to strike a balance so as to get optimum results from the labour force.

I am also persuaded to try this approach in this study.

The Importance of Pay in Employee Motivation

In the year 2004, human resources practitioners Sarah L. Runes, Barry Geraht and Kathleen A. Minette postulated that pay is an important general motivator. This is what they say:

Some still argue that it is not equally important in all situations and to all individuals. There are circumstances with which pay is likely to be more or less important to employees. In general there appears to be a consistent but incorrect message to practitioners that pay is not a very effective motivator, a message if believed would cause practitioners to seriously underestimate the

¹Amabite Schwartz. *How to Effectively Motivate* (Philadelphia, PA: McGraw Hill, 1990),79.

motivational potential of a well-designed compensational system: This is called social desirable responding.¹

I also have observed that receiving higher earnings does not really make me get satisfied with money since more wants tend to surface as soon as I receive an increase. I then begin to chase more money to satisfy the resultant wants. This however may be different with Global Mission Pioneers hence the need to study them in this manner. In the case of pay, John Locke et al argue that people are likely to underestimate the importance either because they misjudge how they might react to an offer of a higher –paying job, or due to social norms that view money as a less noble source of motivation as compared to such factors like challenging work or that kind of work that contributes directly to society. Locke et al posit the following, “Money is a crucial incentive. No other incentive or motivational technique comes even closer to money with regards to its instrumental value. Subsequent research has continued to support this conclusion.² Christine Gibbs asserts the following with regards monetary rewards:

The systematic underestimation of pay’s importance both by management and employees is a puzzle that merits examination. The broad usefulness of money as well as its many symbolic meanings suggests that far from being a mere low order motivation, pay can assist in obtaining virtually any level on the Maslow Needs Hierarchy including social system and self-actualization.³

In fact, meta- analytical results do not reveal any motivational interventions that work better than performance contingent pay for enticing people to attain higher performance

¹Sarah, L. Runes et al. 2004.

²Locke et al. *Many Factors Do*, New York: McGraw Hill. 1980, 312.

³Christine Gibbs, *A Leader’s Guide* (Ventura, CA: Regal Books, 2002), 23.

levels. Notably many non-monetary factors mentioned by researchers like Maslow, Herzberg, etc. (e.g. interesting work, participating in decision – making, etc.) are important motivators for many people as confirmed in the empirical research results. Therefore, multiple motivators such like performance- based pay and challenging work may be applied in conjunction with one another. Scott and Garry have also pointed out the need to integrate these factors giving Microsoft and General Electric (which practice performance-based pay and high levels of employee involvement in decision-making) as examples of such undertakings where combinations brought sizable dividends.¹ I concur with Scott and Garry because integration of various factors normally produces positive results in management of the human resource.

Particular unique situations determine or dictate which method combinations are best to apply. Individual differences and situational contingencies dictate. Research suggests that individual pay performance schemes (merit pay, individual incentives or bonuses are most important to high academic achievers, high performing employees and individuals who have high self-efficacy and high needs for achievement (just the type of workers employers are looking for). In succinct, pay is more important to extroverts than introverts.²

Harrison says that pay seems more important to men than it is to women. To Global Mission Pioneers it also seems that since they have uniform living allowances, job- choice pay does not apply at all. Pay will also appear to do little to motivate performance in systems where workers receive similar pay despite performance.³ Global Mission Pioneers are not

¹Albert Scott and Garry B. McGee, *Overcoming Barriers to Change* (Grand Rapids, MI: Baker Publishing Group, 2004), 23.

²Harrison, Virick and Williams. *You Aren't Finished With Them* (Grand Rapids, MI: Baker Books, 1996), 229.

³Ibid., 231.

remunerated based on performance. Their stipend is fixed by policy for a year until a renewal of the contract is entered into. I therefore do not agree with Harrison's philosophy over remuneration issues.

CHAPTER 3

DESCRIPTION OF THE LOCAL SETTING

This chapter covers a brief history of the development of Global Mission Pioneer work in Makoni District. It also covers important historical facts which are perceived to have a bearing on the significant issues in this paper. To better achieve our purpose, an analysis of questionnaires, interviews and general observations are included in this chapter.

The Need for Global Mission Pioneers within the District

Makoni District has a radius of about one hundred kilometres in that rural setting. The District Pastor is responsible for thirteen organized churches and up to a total of ten branches and companies. These centres are supposed to be nurtured by this one District Pastor. Due to the fact that such a mammoth task is not easy to accomplish, the available strategy is to engage Global Mission Pioneers who will help out on soul-winning and nurturing these new converts. One district may therefore demand not less than two such Global Mission Pioneers so as to minister reasonably within it.

The point is that it is risky to solely depend on unpaid volunteers; those who opt to work at their own pace. I observe that it is risky because at times the organization may need to accomplish certain goals at a critical moment, and the volunteer is not available. The work then suffers loss. The church therefore needs both the unsalaried volunteers and the paid and

sponsored Global Mission Pioneer with his unique status. These will therefore team up to finish the soul-winning work. Missionaries also found out that villagers are also responsive when local friendship is established and utilised, identities are clarified and the message is given precept upon precept over a period of time. Then new churches emerge.¹

Baptisms

Out of the 15, 118 annual baptisms recorded within the East Zimbabwe Conference in the period 1 January to 30 November 2012, 4, 878 were directly through the efforts of these Global Mission Pioneers.² The total number of our Global Mission Pioneers in East Zimbabwe Conference alone is 125.³ We also have 63 District Pastors as of now.⁴ The difference is quite evident. Therefore a greater number of soul-winning activities recorded in rural districts have the involvement and contribution of the Global Mission Pioneer.

Out of the 313 baptisms we recorded in Makoni District within the year 2012, a total 197 of them came about as a direct result of the ministry of Global Mission Pioneers. Within the entire Zimbabwe Union Conference we recorded 8, 610 baptisms which came through the

¹Edward, R. Dayton and David, A. Fraser, *Planning Strategies for World Evangelisation*, (Grand Rapids, MI: Eerdmans Publishing Co., 1990), 203.

²Robert Muzira, Executive Secretary of East Zimbabwe Conference of Seventh-day Adventists, interview by author, Harare, Zimbabwe, 12 April 2013.

³Gift Rwodzi, Personal Ministries and Global Missions Director of East Zimbabwe Conference, interview by author, Harare, Zimbabwe, 12 April 2012.

⁴Godfrey Musara, Ministerial Director of East Zimbabwe Conference, interview by author, Harare, Zimbabwe, 12 April 2013.

efforts of our Global Mission Pioneers.¹ The above figures show that for the soul winning and nurturing work to continue effectively within our rural districts, the involvement of Global Mission Pioneers is important. Margie Morris also reiterates this point, “Having an insufficient number of missionary pioneers can be a significant barrier to church growth. Churches need pioneer volunteers who also maintain the quality of programs which will attract potential members and nurture the present membership”²

Notwithstanding the above scenario, there is only the International Institute of Christian Ministries Training initiative which trains these Global Mission Pioneers to equip them for service. This initiative may not meet the intended level of motivation to enhance the soul-winning work hence the need for a program to that effect.

The Geographical and Cultural Settings of Makoni West District

Makoni District is the vast stretch of land lying between Nyazura which is on the South-Eastern end, Nyanga on the Eastern end, Headlands on the Northern end and Marondera and Wedza on the North- Western and Western ends respectively. The longest distance to be traversed if one were to drive from one end to the furthest end is one hundred and twenty kilometers. Rusape is the town which accommodates eight of the total twenty eight churches in this entire district. The climate is conducive for both agriculture and tourism.

¹Eugene Franch, Global Missions Director of Zimbabwe Union Conference of Seventh-day Adventists, interview by author, Bulawayo, Zimbabwe, 5 March 2013.

²Margie Morris, *Volunteer Ministries: New Strategies for Today's Church* (Grand Rapids, MI: Baker Publishing, 1990), 83.

Transport System

All the Global Mission Pioneers in the district stay at the furthest parts of the district. Since they are lowly paid it becomes difficult for them to traverse their territory either on foot or by an old bicycle. One needs to pay three to five dollars a single trip to town if they want some supplies from Rusape. This issue of transport needs as a factor of motivation will be dealt with in chapter four. From the information gathered at the District Registry Office Makoni District is home to almost 10, 000 people.¹ Out of these we have a total Seventh-day Adventist membership of 4 209.

Culture

The tribe that populates Makoni West District comprise Maungwe, one of whose leaders, Chief Makoni fought and repelled Chief Mutasa at the Mhanda Mountain that lies ten kilometres South East of Rusape Town. If one is to receive attention from most of the elderly people in Makoni District he should mention the Mhanda Mountain Victory Story. The wise Global Mission Pioneer is likely to have more converts if he takes advantage of this situation. The Maungwes have a tendency of calling each other by a totem than by actual family names. This generates cultural pride as it is a sign of great respect. When communicating among themselves the Maungwes do it indirectly to avoid being detected by potential enemies. One

¹Kudzai Chiringa, District Administrator, Makoni, interview by author, Rusape, Zimbabwe, 2 September, 2011.

would enjoy staying within this district for three major reasons namely, orderliness or etiquette, due respect and protocol observance in all daily transactions.¹

The Global Mission Pioneer has to respect this status- quo so as to win souls from among these tribes. If for instance the Global Mission Pioneer calls one of the men in Makoni District by their name more than once, without making reference to the totem, the tribesmen are offended. The mention of their totem is so important that it affects their belief system. The local Global Mission Pioneers are aware of this and have capitalised on it because it produces positive results. For the Global Mission Pioneer to be motivated through this totem calling culture, he also expects to be called the same way. He becomes part and parcel of the cultural setup of Makoni District.

Historians agree to the fact that the White Settlers were more inclined to Chief Makoni than the other chiefs. This explains the reason why the whole Maungwe region is known in the District Administrator's official records as the Makoni District.

The Economy

The majority of the peoples of Makoni District are peasant farmers who depend on maize, ground nuts, yams, sweet potatoes and vegetables. Few commercial farmers in the Dowa and nearby newly resettled farms form the mainstay of the Makoni District economy. Tobacco farming, cattle ranching dairy farming and poultry farming have of late contributed greatly to the same economy.

¹Timothy Tandi Samhungu, Chief in Makoni District, interview by the author, Rusape, 2 September, 2011.

To aid the marketing of the various farm products the Grain Marketing Board, the Dairy Marketing Board and National Foods Limited have established flourishing deports in Rusape Town. Another deport by the Grain Marketing Board is situated deep inside the Devedzo community just after Dowa area for ease of access by the local farmers. On the other hand the Rusape Town Council has placed a large vegetable market just adjacent to the industrial area within the town so as to facilitate trade of vegetables from as far as Headlands, Nyanga, Nyazura and Wedza Districts. Many teachers working in the schools dotted around Makoni District also serve as a ready market for the nearby peasant farmers.

Faced with such a scenario, the Global Mission Pioneer who has a stable monthly earning may fare better than most of the community members who may depend on seasonal incomes. To the one who is single and has an industrious mind, this may be a better situation.

Literacy Level

The ordinary person in Makoni District attained an average education of Zimbabwe Junior Certificate (Z.J.C.). This may be an advantage to the Global Mission Pioneer who could not make it to obtain a minimum Ordinary Level pass. He or she does not feel intellectually challenged to teach about Jesus and be understood in that locality. The negative side is that when confronted by an educated audience the Global Mission Pioneer may feel timid and inferior. This may demoralize his spirit. This then calls for such a program aimed at raising the Global Mission Pioneer's self-esteem.

The History of Global Mission Pioneers in Makoni District

The passion for evangelism was embraced by the Makoni District Leadership in the late nineties. This then influenced them to engage two Global Mission Pioneers namely Blessing Kucherera and Isaac Mashinya to work within the Dowa Farming Communities. Both were married and stayed with their spouses. Later on in 2003, another missionary, Mr Chinyama, a married man in his forties joined the Global Mission Pioneer team and worked along the Mucheke River Communities, deep in the heart of Dowa Farmlands where only the Roman Catholic Church was present due to the establishment of a school there, called St. Theresa Mission.

Few months later Isaac Mashinya who had a background of literature evangelism was relocated to Chiunya Area to cater for the Devedzo Community which had been disturbed by the Sabbath-Keeping Adventist Movement's divisive doctrine. He also moved in with his family. Brother Mashinya later moved to the Mutendebvure School which is near the Wedza borders for further mission work.

The Global Mission Pioneer Ministry grew within few years as new worship centres were established and the church grew steadily. By the end of the year 2009 Makoni District had a team of nine Global Mission Pioneers. Listed below are their names; Blessing Kucherera, Isaac Mashinya, Peter Kambanga, Nicolas Mashinya, Tafadzwa Bwititi, Atwell Nemukuyu, Morison Makarutse, Herbert Bwititi, and Obvious Mutasa. Each of these entered into a written contract which was subject to renewal every twelve months. Each Global Mission Pioneer was provided with the following upon engagement into the work: free accommodation, free food, free

transport in form of a bicycle (though these were provided later), and a stipend of seventy United States Dollars.

Structures and Cultures of Global Mission Pioneer Families in Makoni West District

The families of two of the Global Mission Pioneers within Makoni District have both parents of the pioneer as members of the Seventh –day Adventist Church. Only one Global Mission Pioneer has both parents alive but are not Adventists at all. Generally, the Maungwes believe that a male child assumes the responsibilities of a breadwinner as soon as he starts earning an income. If this son happens to be the *nevanji*¹ this responsibility is even heavier as he is seen to be a father- figure. This means that he must provide the school fees for his brothers and sisters. After secondary school, the male child is expected to look for formal employment so as to effectively fulfil the expectations as described above. Failure by a son to obtain formal employment implies a source of disgrace to the whole family. This scenario exists also in the families of Seventh – day Adventists.

Self-Reliance

For a Global Mission Pioneer to have a small piece of land and to have a flourishing vegetable garden is a prerogative. Besides teaching practical good stewardship principles, this practice helps the Global Mission Pioneer to be self- reliant and industrious.

¹The eldest boy child in a family.

Challenges Faced by the Global Mission Pioneer in Makoni District

The presence of a Global Mission Pioneer in an area poses a threat to the nearby local elders since the pioneer has direct access to the District Pastor. Some elders fear that their authority is being threatened since newly baptized members and others seem to pay more attention to the Global Mission Pioneer who is a more “hands – on” kind of a person. This therefore is a potential source of animosity, friction and discouragement. This becomes a social challenge.

Economic Challenges

Another challenge lies in that the local community may fail to supply reasonable basic foodstuff to the Global Mission Pioneer and his small family unit. The Global Mission Pioneer himself may be needed to attend seminars arranged by the Conference. At such particular moments, this may be a challenge as he would be forced to borrow such bus fare from local families or friends, and then find it difficult to refund such debts.

Social pressure arising from the father figure position held by some of the Global Mission Pioneers, demand cash from the Global Mission Pioneer. Due to the fact that the stipend is generally small compared to the demands and expectations of the traditional family members of the Global Mission Pioneer, the situation leaves them in a great state of pressure and anxiety. This becomes the greatest challenge to the Global Mission Pioneers working within Makoni District.

Exploitation

In situations where the Global Mission Pioneer and his family are housed at a local church member's home, they are expected to provide manual labour when the local member's family have such occasions like ploughing, planting weeding and harvesting in the fields. Of late some local church members have complained against that set-up, citing exploitation for cheap labour as the reason of their concern.

Misconceptions

Another challenge is that the Global Mission Pioneer is viewed as one who failed to make it in life and therefore took-up this missionary work as a last resort. The members look down upon such young Global Mission Pioneers as opportunists who will leave the work as soon as a better opportunity offers itself for exploitation. This has been militating against the missionary work of these Global Mission Pioneers to a large extent. A better mind-set has to be cultivated among the laity so as to enhance the work.

Expectations of the Local Communities

The following list represents the major known expectations of the local communities where the Global Mission Pioneer is stationed:

- To be as upright enough as to live a life beyond reproach and in accordance with local cultural values.
- To set a living example in observing the weekly Sabbath and the rest of Seventh-day Adventist Church doctrines.

- To be available at all Adventist gatherings, ordinary funerals, weddings and related meetings.
- To report to the nearest local Church Elder and therefore work alongside him.
- To contribute to the local church members' economy by buying vegetables, milk and all farm produce from them.
- To empathize wherever possible by providing some form of tangible help when a need arises.
- To fill in the local pastor's place whenever the pastor's services are demanded while the pastor is absent.

Challenging as they may be, the expectations of the community must be met by the Global Mission Pioneer or else the community will forward complaints to the District Pastor. Normally when the situation has deteriorated to such levels, the demand will be to relocate the Global Mission Pioneer. The above expectations are generally the key result areas of the Global Mission Pioneer's work and if he/she shows weakness in these areas, he/she would have to rediscover their spiritual gifts and calling.

A Survey on Global Mission Pioneers

In order to ascertain what motivates the eight particular Global Mission Pioneers working in my District, I designed a questionnaire (see Appendix A). This questionnaire which provides ample chance for each individual Global Mission Pioneer to freely express his thoughts and feelings was considered to be a befitting instrument to achieve my particular purpose. The six factors which were used are the underlying considerations which influence overall motivation in faith-based organizations. The following are the various underlying factors:

- The Comfort Factor
- The Challenge Factor
- The Relations Factor
- The Upward Mobility Factor
- The Resource Factor
- The Financial Rewards Factor

To the above underlying factors were subsets of statements which had rating scales of one through to five as follows;

1. Strongly disagree
2. Disagree
3. I do not know
4. Agree
5. Strongly agree

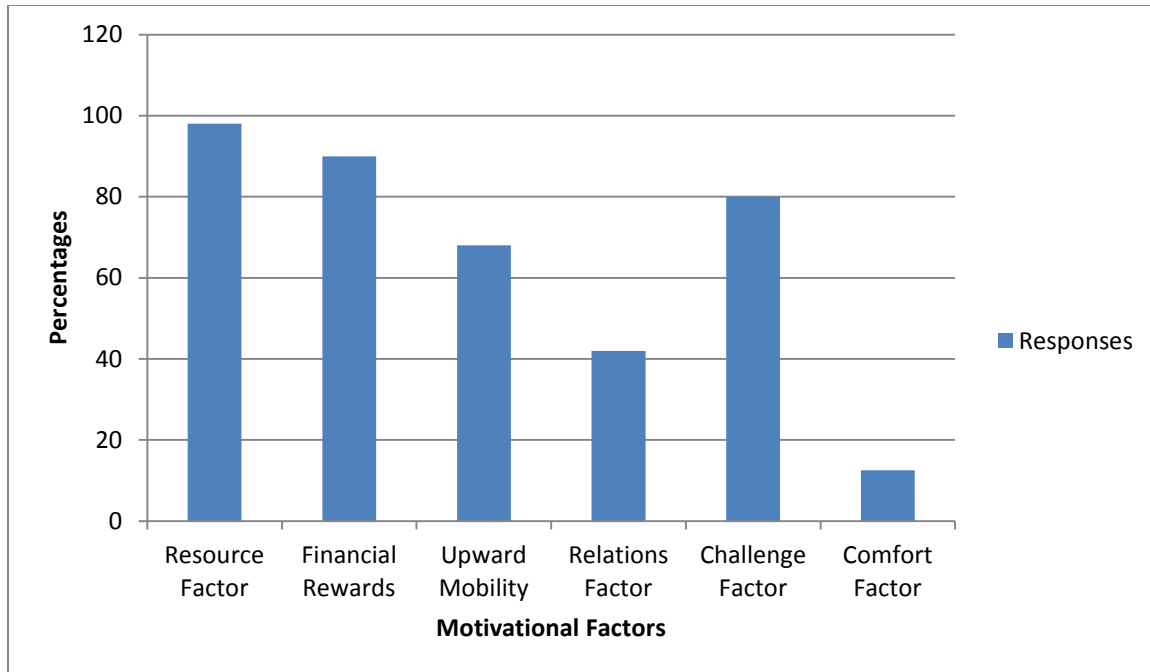


Figure 1. Motivational factors affecting global pioneers.

Survey Results Explained

Figure 1 above reveals that ninety eight per cent of the respondents indicated that they need enough resources (equipment) for going about their evangelism. These include a well-functioning public address system, a modern generator, and relevant transport service. Next on the list was the factor on financial rewards. Under this we observed that ninety per cent of these Global Mission Pioneers are for an increased amount of living allowance which must be reviewed in relation to the economic trends of the country. The married Global Mission Pioneers indicated that they were expecting a stipend which at least takes care of their families' basic needs supplies.

A Global Mission Pioneer receives one third of the current wage factor of scale one pastor as a minimum stipend. As of now this translates to two hundred and eighty three United States

dollars. An average civil servant earns four hundred United States dollars and that salary is not enough considering the fact that six hundred United States dollars is the current minimum requirement for a family of six members. The stipend earned by the Global Mission Pioneer is therefore inadequate as it falls far below the minimum earning of a temporary teacher (a civil servant). This therefore remains a need for District Pastors to source more funding to supplement this stipend. Alternatively, some personal projects could be started by these Global Mission Pioneers so as to supplement their financial earnings.

Upward Mobility Factor

The above graph indicates that sixty eight per cent of the respondents indicated that they also expected to have personal growth wherever opportunities would avail themselves in the church hierarchy. Then on the relations factor, the main concern was why most of them were not being recognized by the elders as they expected. The feeling is that the Global Mission Pioneers are viewed as threats to leadership by these local elders. On this factor forty two per cent said they were in need of this recognition. To curb this challenge, the researcher made sure that the Global Mission Pioneers be availed opportunities to grow within the district. The elders would be made aware of the best way to work with these Global Mission Pioneers.

The other encouragement given to the Global Mission Pioneers was for each of them to continue improving on their education so as to be absorbed by Solusi University in preparation for wider service. On the other hand only eight per cent said they were concerned about the challenging aspects of this work and only twelve and half per cent looked at the

needs provided under the comfort factor. This shows that these servants of God are more concerned with soul-winning and its enhancement more than anything else.

CHAPTER 4

A PROGRAM TO MOTIVATE GLOBAL MISSION PIONEERS IN MAKONI DISTRICT

This section of the study forms a practical approach to motivate Global Mission Pioneers in Makoni District of the East Zimbabwe Conference. The Motivational Program aims at availing an atmosphere that enables and promotes free interaction among our Global Mission Pioneers. It offers a needed platform which enhances openness, hearty discussions and uplifting socialization. Spiritual motivation will also be part and parcel of the package of this program. Reaffirming the high calling and re-engineering the soul- winning techniques promotes team spirit among the Global Mission Pioneers. Extrinsic rewards motivation will also form an important component in this program.

The Program Design

Having collected the data and subsequently interpreted it, I had to organize and design a deliberate program aimed at trying to raise the morale of our Global Mission Pioneers. This program was entitled, *The Global Mission Pioneer, Par Excellence*. Since I needed the support of the East Zimbabwe Conference Leadership I had to obtain a letter of permission to hold such a

program and further develop a questionnaire that had to be filled- in by the Global Mission Pioneers.¹ The following is the program design:

The venue had to be an out of town resort place whose atmosphere enhances motivation of workers. With this in mind, we went to Malwate Lodges which is eighty five kilometres from Rusape town along the Rusape to Harare Highway. This was so due to some counsel provided by Peter Borre who says that a quiet environment and natural settings enhance a worker to have a generally happy mood.² I had to search for finances to fund the whole program beginning with transport for each Global Mission Pioneer and the spouse, accommodation and conference room, lecture materials and the food for all the participants at the seminar.

The Program Facilitators

I invited Gift Rwodzi, who is serving at the East Zimbabwe Conference as the Personal Ministries and Global Missions Director. Pastor Rwodzi holds a Masters' Degree in Pastoral Theology, which he was issued by the Andrews University. He was chosen for this function since he has more than fifteen years of experience working directly with Global Mission Pioneers. He also managed to motivate and assist six Global Mission Pioneers to further their academic education. All these former Global Mission Pioneers are now employed by East Zimbabwe Conference as District Pastors. To augment his services I also undertook to be one of the facilitators at this very vital program.

¹The Letter is attached in Appendix D.

² Borre, Peter. *Motivating Personal Evangelism*. (Boston:N.P. 2011), 402.

The Package of Tangible Benefits Which Each Participant Received

Each Global Mission Pioneer and the spouse received the following items as enhancers to the whole motivation package;

- The ten volume Spirit of Prophecy book called *The History of Redemption*.
- The book, *The Publishing Ministry and the Church*.
- Cash meant to cater for their transport.

This was done pursuant to the fact that incentives go a great way in raising the morale of all workers in all fields.¹ To the same effect the questionnaire survey I had done on the same Global Mission Pioneers revealed that incentives were also key to their motivation and performance.

Feedback

I designed forms whereby each participant would complete before and after the program so as to check the effectiveness from them (evaluation). The sample of the contents of the form is in Appendix B. On the third of March, we started our program at 09:00hrs with devotion from one of the Global Mission Pioneers, Elder Chigonero. This was followed by introductions and subsequent presentations of the chosen subject topics.

After all the presentations were done, we had to cap it off with a farewell program as a motivational impact. That was a joyful experience to all the Global Mission Pioneers. The parting exercise was difficult since no one was prepared to leave this homely resort place. The

¹ Skelly, JoAnne. *Roles of Volunteers* (Carson City: Storey County Publishers, 2012), 55.

atmosphere had proved very tantalizing indeed. The program therefore ended at 15:00hrs on the forth of March.

Program Evaluation

From the comments gathered through the attached evaluation forms I hereby submit a comprehensive analysis. Eighty nine per cent of all the participants responded very positively on all the aspects of the program that we had at Malwatte. The general feeling is that Global Mission Pioneers desire to be constantly reminded on their high calling. This calling is from God hence nothing must be allowed to interfere with such undertakings whose bearing has eternal consequences. The other plea which the Global Mission Pioneers reiterated was the need to have quarterly programs aimed at updating them on current trends and events that have anything related to their work of missions. Spiritually uplifting programs and those with a component of appreciating the services and ministry of these somewhat volunteer workers were also included in the request list. From that day onward, the district leadership and the researcher are carrying out these requests to the best of our abilities.

The Economy Factor

About ninety per cent of our seven Global Mission Pioneers responded saying that money, thou an important component in everyone's life on a daily basis, did not form part of the highest ranking factors of motivation. Global Mission Pioneers said that they need enough relevant materials and equipment to allow them ease of function in their soul -winning endeavours. This will go a long way in enhancing their work. Most of them talked about enhancing their status in the ministry through words and actions of appreciation.

Six out of the eight Global Pioneers in Makoni District indicated that they need 'enough' money to earn a decent livelihood and also develop upward for the betterment of their lives. This forms part of their priorities in a definite way. Finally much of the comments received as verbal feedback were expressions of appreciation for a program well done. They further requested that these motivational programs be part and parcel of their package in the ministry since they are empowering tools for more effectiveness.

Gift Rwodzi, the Personal Ministries and Global Missions Director at the Conference retorted that this was a long overdue program and therefore taking an extra look at the needs of each Global Mission Pioneer is an imperative to his departments and also to all District Pastors within the East Zimbabwe Conference. He gave a testimony of how he had assisted a number of Global Mission Pioneers to further their academic education and these are now working as District Pastors in the same conference. Therefore much attention should be given to every aspect of the Global Mission Pioneers' welfare so as to keep their morale high.

Further Initiatives

Together with the district committee I have set up a program for each Global Mission Pioneer to be given some travel allowance from each local church so as to assist them financially. There is also a deliberate move to involve the Global Mission Pioneers in preaching services at big gatherings. They will also be allowed to lead out in lesson studies during annual camp meetings. These have a potential of raising their self-esteem. In summary, all the Global Mission Pioneers in Makoni District have had their self-esteem raised, though this is on a gradual scale. They have been energised for better and wider service in soul-winning and nurturing endeavours.

Education

The district leadership in Makoni District has embarked on a literacy drive where all the Global Mission Pioneers are being encouraged to complete their 'O' Level studies. This will enhance their work and also make it easy for them to access higher education in the field of pastoral ministry. Since low education was also viewed as one of the causes of low morale among the Global Mission Pioneers this move will be instrumental in motivating them. Pursuant to the proposal by the Global Mission Pioneers I have scheduled three major meetings in one year whereby all the Global Mission Pioneers will be gathered to reflect on their work and be revived through interactions among each other. This gathering will also involve other Global Mission Pioneers from surrounding Districts.

Self- Reliance

To enhance their economic well-being the Global Mission Pioneers have been given specific fund- raising projects suited to each particular setting. Some of the married Global Mission Pioneers are doing market-gardening in the areas in which they are working. This economic freedom gives them some confidence which is needed to enhance their work.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary and Conclusion

Motivation is a dynamic phenomenon in the ministry of Global Missions in Zimbabwe.

There are varied ways and methods which can be employed to motivate the Global Mission Pioneers of today. In as much as communities and cultures differ, the basic concepts of what makes a Global Mission Pioneer happy are almost alike. Global Mission Pioneers are mostly motivated by the following factors in their order of importance:

- To be constantly reminded of their high calling,
- To be well-informed of their job description and progress of the overall work in the region. This gives them a view of their contribution,
- To be provided with relevant equipment which is basic to their work,
- To be recognized in various ways,
- To be given a stipend commensurate with the economic trends in the local area,
- To have monthly meetings which help to build a sense of community among themselves,
- To be availed ways and means to help them be of more use in a wider sphere in the church. That is personal growth and upward mobility.

Recommendations

From this study, it has become evident that Global Mission Pioneer work is much inclined to volunteer ministry. Much of the motivation that ensues and derives from this ministry is intrinsic hence it is not easy to measure in some Global Mission Pioneers whom we interacted with. Extrinsic factors of motivation are also considered to be an important component in the lives of these Global Mission Pioneer pioneers since they form an integral part in raising their general morale.

The research also revealed the fact that the underlying motivations to most of our Global Mission Pioneers are intrinsic indeed, and the response to God's call for them to work for Him has been the first motivation. They need to utilize and share their spiritual gifts so as to have their comfort zones stretched. Some Global Mission Pioneers volunteer for the sole desire to learn new skills, have fun and make a difference. Some people are committed and devoted to the cause of others: they wish to do their bit wherever they can.

Some Global Mission Pioneers have a personal attachment to the area and want to make it a better place for themselves and others while some have a passion for the disadvantaged and therefore wish to help them(Luke 12:48). Indeed Global Mission Pioneers often say that their experiences in God's vineyard have made them better people. In most cases, the bigger personal benefit is not easy to explain. Global Mission Pioneers make a real difference to the world they live in and can be rest assured that they have done something very beneficial to society. There is some sense of accomplishment and pride that derives from accomplishing something and this is true when considering Global Mission Pioneers. We have discovered that failure to recognize what a good job a person is doing causes frustration and a

feeling of abandonment. Recognition inspires confidence and pride. It reminds the worker that they are making a difference because their contribution is very important. It also generally feels good to be appreciated. Finally it was noted that the happier Global Mission Pioneers are the higher their morale and ultimately the more productive they become. In view of the above, the writer therefore recommends the following interventions:

Though individuals may perform similar tasks each person is motivated differently. It is vital to recognize the fact that there exists positive and negative motivation. This therefore helps pastors to have relevant interventions to enhance performance and growth of these dedicated workers. Christine Gibbs' statement somewhat summarises motivation in faith-based organisations when she said, "Treat your employees like brilliant, hardworking adults, and you will have a team of brilliant hardworking adults. Treat your employees like toddlers, and your days are going to be spent changing diapers".¹ Finally I recommend the following considerations when implementing further motivational interventions in this field:

- Global Mission Pioneers are participating out of goodwill so District Pastors and elders have to lend them a listening ear. If they have problems respect them.
- Have regular meetings-this provides a sense of direction at the beginning and then keeps the Global Mission Pioneers in the loop of overall progress. Meetings also allow workers an opportunity to provide input into the system.
- Be accessible-allow Global Mission Pioneers ease of access to see you with their questions, concerns and input.

¹ Christine Gibbs, *A Leader's Guide* (Ventura, CA: Regal Books, 2002), 48.

- Be clear, accurate and detailed. Present realistic goals, which are accurate and concise from the onset so as to give direction and ensure quality results with minimum losses.
- Build a sense of community-the more comfortable volunteers and Global Mission Pioneers are; the more relaxed they will be hence the productive time they put in. This is how a pastor may go about building that sense of community: offer them extras, have dinners or banquets. Find ways to build a sense of unity so as to build a spirit of fellowship.
- Be flexible with Global Mission Pioneers - if they need time -off, allow them to schedule flexi-times.
- Lead them by example, which is the Jesus Christ way.
- Visit them in their workplace and get used to their ways of life.
- Feature value stories in a local church magazines or bulletin.
- Introduce variety or multiple categories. Host inspirational and enthusiastic programs with a twist.
- Send tokens of gratitude to these Global Mission Pioneers.
- Also have informal ways to say 'thank you'. Recognition does not have to be expensive; it just needs to be sincere.
- Give a living allowance that will at least be reasonable enough to accommodate economic trends in the area. If necessary let the District Pastor facilitate an allowance review midway through the year through the avenue of local well-wishers and donors within the local conference.

Appendix A

GLOBAL MISSION PIONEERS QUESTIONNAIRE

Your Pastor is carrying out a 'Needs Survey', to check on possible ways of improving the work situation. Feel free to indicate your actual views without fear of victimization or favour of any sort. Do not write your name on this sheet. Your contribution will be treated with confidentiality.

Kindly evaluate the work situation on a rating scale of 1 to 5, where,

1. – strongly disagree.
2. – disagree.
3. – I do not know.
4. – agree.
5. – strongly agree.

Please encircle the number that represents your evaluation beside each statement;

The Comfort Factor

- a) I have reliable transport to do the work - 1. 2. 3. 4. 5.
- b) I can forget about my personal problems - 1. 2. 3. 4. 5.

The Challenge Factor

- a) The work itself is interesting - 1. 2. 3. 4. 5.
- b) I have chance to develop my personal abilities 1. 2. 3. 4. 5.
- c) I am able to see the results of my work - 1. 2. 3. 4. 5.
- d) I am given a lot of freedom to do my work - 1. 2. 3. 4. 5.
- e) The problems I am expected solve are hard enough - 1. 2. 3. 4. 5.

The Financial Rewards Factor

- a) The stipend is good -- 1. 2. 3. 4. 5.
- b) Job security is good - 1. 2. 3. 4. 5.
- c) Fringe benefits are good -- 1. 2. 3. 4. 5.

The Relations Factor

- a) The people I work with are friendly- 1. 2. 3. 4. 5.
- b) I am given enough chance to make enough friends- 1. 2. 3. 4. 5.
- c) The people I work with take a personal interest in me- 1. 2. 3. 4. 5.

The Resource Factor

- a) I have enough information to get the job done - 1. 2. 3. 4. 5.
- b) I receive enough equipment to get the work done – 1. 2. 3. 4. 5.
- c) I have enough authority to do my job- 1. 2. 3. 4. 5.
- d) My supervisor is competent in doing his job- 1. 2. 3. 4. 5.
- e) My responsibilities are clearly defined - 1. 2. 3. 4. 5.

f) My supervisor is concerned about my welfare- 1. 2. 3. 4. 5.

The Upward Mobility Factor

a) My supervisor is concerned about giving each one chance to get ahead-

1. 2. 3. 4. 5.

Please indicate on the space provided any other things which you feel ought to be done to improve the work situation, so as to meet our goals in time.

Appendix B

THE PROGRAMME CONTENT

The motivational program followed the following format:

<u>Topic</u>	<u>Presenter</u>
1. Devotion	E. Chigonero
2. Re- affirming Your Calling	C. Chaukura
3. Personal Growth and Re-Engineering	G. Rwodzi
4. How to Stay Focused in View of Fierce Discouragements:	G. Rwodzi
5. Personal Financial Management:	C. Chaukura
6. Investing With Heaven:	C. Chaukura
7. Where Do We Go from Here? :	G. Rwodzi

Appendix C

PROGRAM EVALUATION FORM

Your pastor wants to assess the impact of the just ended program here conducted.

Kindly fill in the blanks and give us your feedback objectively. Do not write your name on the form. Remember, the information you fill in will be treated as confidential.

1. How do you rate the venue? Poor, Good, Very Good

2. How do you rate the lectures presented? Poor, Good, Very Good.....

.....

3. My areas of responsibility would improve due to this program

a) Not Really b) Yes c) Definitely Yes.....

.....

4. How have you benefitted from the program?.....

.....

5. Which areas do you think were of much benefit to you?-----

6. Which areas do you feel need some

improvement?.....

.....

Suggest how best our program could have been run.

.....

.....

.....

.....

.....

.....

Give any other comment regarding this motivational program.....

.....

.....

.....

Appendix D

ACCEPTANCE LETTER



EAST ZIMBABWE CONFERENCE

Secretariat

P.O.BOX W19, Waterfalls, Harare, Zimbabwe
Tel: (263 772)124 941-4 Fax: (263 772)124 945
Email: ezsecretariat@gmail.com

2nd May 2013

Pastor Clifford Chaukura
51 Waterfalls Gardens,
Harare Drive,
HARARE

Dear Pastor Chaukura

RE: REQUEST TO DO REASEARCH PROJECT IN HARARE CITY CENTRE DISTRICT

During the East Zimbabwe Conference Executive Committee which sat on 12th April 2013, the following action was taken:

VOTED to approve the request from Pastor Clifford Chaukura to carry out his MA Project in East Zimbabwe Conference. The Title of his project is "A Program to Motivate Global Mission Pioneers in Makoni District of East Zimbabwe Conference." effective June 1, 2012 to April 30, 2013.

Wish you God's blessings in your studies.

Yours in the Blessed Hope

pp: Dr Robert Muzira
EXECUTIVE SECRETARY

RM/fc

cc: EZC Officers

"Then Jeremiah called Baruck the son of Neriah: and Baruck wrote from the mouth of Jeremiah all the words of the LORD, which he had spoken unto him, upon a roll of a book." Jeremiah 36:4

Appendix E

RURAL DISTRICTS WITH GLOBAL MISSION PIONEERS IN EAST ZIMBABWE CONFERENCE.

Name of District	No. of Global Mission Pioneers
Makoni	8
Chiduku	2
Chivhu	2
Buhera	3
Marange	5
Murewa	4
Nyanga	2
Mutasa	3
Muzarabani	5
Hurungwe East	4
Chinhoyi South	5
Chinhoyi North	6
Chegutu	4
Mutoko	2
Chipinge	6

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