Abstract

In the United States, research indicated 1,800 ministers leave the ministry each month. New Horizons Ministries (NHM) is a regional ministry of the International Pentecostal Holiness Church (IPHC). NHM provides training and leadership to ministers and churches in eastern Oklahoma, Arkansas, Missouri, and Kansas. The purpose of this project was to analyze the job satisfaction of ministers who hold either a Minister’s License or Certificate of Ordination with NHM and the IPHC in order to determine if they were at risk of abandoning the vocation of helping people through Christian ministry.

The research design for this project was a needs analysis in which a survey was used. The data source was comprised of a sample size of 50 ministers and spouses who responded to a survey of 20 questions. The survey was administered by an ordained minister who assured the respondents of anonymity. The raw data was collected during an annual NHM Minister and Spouse Retreat in October 2008.

The results of the study concluded the data were reliable and the ministers experienced reasonable job satisfaction and were not at risk of abandoning the vocation of helping people through Christian ministry. Also, there was no significant difference in total scores between the ministers and their spouses. However, a major shortcoming of the study was that the data were collected at a retreat in which the participants may not have felt comfortable revealing their true feelings. With that shortcoming in mind, 3D sequential graphs and drill downs revealed the peaks and valleys view of the scores of the ministers and their spouses. Exploratory analyses, including an importance plot, a box and whiskers plot, and main effects ANOVA were conducted to show the seeming most significant responses. Suggestions for future research and hypotheses were given. This study was not to be considered as confirmatory.
Introduction and Statement of Purpose

Statement of purpose

The purpose of this empirical research was to determine if there was a need to provide intervention ministry to those who provide ministry to others. The research was to assist in determining if those who provided pastoral care were in danger of burnout and if this burnout would result in a readiness, on their part, to leave the ministry. This research was to provide information which would lead to possible solutions and prevent the continuous departure of ministers from the clergy.

Organizational Context

In many instances, the senior pastor, or lead minister, of a church served in the capacity of chief executive office for the organization. At the same time, the lead minister usually served under the appointment of a presbytery. Such a role placed the minister in a position of authority over the members of the congregation, yet the minister knew by a decision of the presbytery or an expression of the congregation, he or she could have been forced to leave a pastorate and to relocate his or her family to a new church.

Knowing the presbytery or the congregation could have effected a change in pastoral assignment and relocation of the ministerial family was a constant source of stress for the ministers. If the minister had to change churches, he or she forfeited any community influence gained during the tenure and was forced to begin again in a new parish and community. Relocation usually meant personal belongings had to be packed, employment of the spouse had to be transferred or changed, the ministers’ children had to enroll in a new school, and the minister had to struggle with feelings of failure. Additionally, at least half of these ministers felt
the ministry had a negative affect on their families, felt they had no close friend, and quit the ministry within the first five years.

*Setting of the problem*

The needs analysis study involved ministers who served in a parish. The ministers were senior pastors or lead ministers of the congregation. The ministers were not members of their respective ecclesiastical hierarchies. These parish ministers had been appointed by their presbyteries and were not in positions of authority over other ministers.

*History and background*

Ministers have provided spiritual guidance to their constituents for approximately 2000 years. In addition to handling their own personal concerns, these individuals have accepted the responsibility of assisting others with their life issues. The ministers’ responsibilities included, but were not limited to, providing spiritual advice, professional counseling, and financial oversight, and providing leadership involving visitation, administration, small groups, planning for church growth, teaching, preaching, praying, and worship.

In most cases, the ministers did not have autonomous authority to act in congressional situations. While possessing some authority in the local setting, the ministers were serving under the authority of an ecclesiastical governance or higher level of leadership. Such an arrangement regarding authority placed the ministers in a position of being amenable to those under and above him or her. The ministers were aware the tenure of their position depended upon meeting the expectations of their congregants and their ecclesiastical supervisors since the church members had the prerogative of expressing their pleasure or displeasure through a pastoral voting process and the presbytery had authority to appoint the minister to a different pastoral assignment.
Scope of the problem

The studies involved in this research were limited to ministers in the United States. The population included male and female Protestant, Catholic, and Jewish religious leaders. However, gender and religious tradition were not identifiable in the research. Also, the research made no references to race and ethnicity. The research addressed personal job satisfaction, emotional exhaustion, depersonalization, low self-esteem, and financial pressure due to insufficient compensation. Moreover, the studies revealed information about ministers’ resilience, including their ability to cope, structural support for their work, and remediation efforts in times of distress.

Significance of the problem

The significance of the problem was great due to the reported numbers of ministers who have been leaving the ministry each month. Church leaders had to develop a means of reducing the number of those leaving the ministry and increasing the number of those entering the ministry in order to adequately keep up with the population. Denominational presbyters, most of whom had previously served as parish ministers, realized pastors often worked long hours and placed the concerns of their congregants and communities before those of their own lives and families. The presbyteries understood the stress and quality of life issues of ministers and their families had to be improved. Without reduction of stress and improvement of quality of life for the ministers and their families, the number of ministers who quit the ministry would have remained constant, at best, and, most likely, would have increased. Since clergy are among the most trusted professionals in society, the subject of ministering to ministers had to be addressed.
Definition of Terms

Burnout – a condition resulting from emotional exhaustion, depersonalization, low self-esteem, and financial pressure in which one considers the possibility of leaving the ministry

Healing – a remedy for, or relief from, personal maladies, stress, or anxiety

Life-needs – physical, social, and psychological necessities

Minister – any Protestant pastor, Catholic Priest, or Jewish Rabbi who served as a religious advisor

Parish – a religious congregation among Protestants, Catholics, or Jews

Pastoral excellence programs – strategies intended to provide mentors, educational opportunities, renewal, and mutual support to clergy

Presbytery – a supervisory group of religious leaders to whom a minister is amenable

Quality of life – personal satisfaction due to one’s basic needs being met

Sabbatical opportunities – respite time away from regular ministerial responsibilities

Social capital – resources secured through interpersonal attachments

Wounded healer – a provider of religious advice, or physical or mental healthcare who experienced burnout or chronic stress

Review of Literature

Throughout history, people have called upon members of the clergy to provide spiritual guidance and direction for their lives. People have shown respect to those who were trained mental health professionals. However, many individuals have preferred religious leaders as their primary resource when they had to deal with spiritual or mental health issues. When they dealt with the death of someone close, five times as many people sought assistance from clergy than
all other mental health sources combined (Taylor, Weaver, Flannelly, & Zucker, 2006). A question has been raised regarding those who provide ministry to others. Where does the healer go when the healer needs healing? Len Sperry (1987) employed the term “wounded healer” when he referred to deterioration or burnout among individuals in the healing profession, including, but not limited to, Christian ministry. The “wounded healer” experienced the same needs as those to whom ministry was given. The major difference was the “wounded healers” struggled to find someone from whom they could receive counsel and care. Concerns regarding self-esteem, possible betrayal by another minister, possible loss of public respect, and embarrassment created significant complications in the struggle.

In response to this dearth, the Lilly Foundation contributed $31 million to “pastoral excellence” programs (Christian Century, 2004). The Lilly grants provided yearly sabbatical opportunities for pastors. Additionally, the grants enabled the creation of a mentor program directed toward ministers with less than three years of pastoral experience and seminary students. Furthermore, pastors who served small churches benefitted from financial incentives which allowed them to participate in educational interests. Also, because of the grants, some churches maintained the pastors’ financial compensation and paid interim ministers.

A study revealed members of the contemporary clergy were subjected to stress because of the multi-faceted responsibility of ministry; including preaching, teaching, counseling, visitation, administration, planning for church growth, leading small groups, prayer meetings, and worship, and providing financial oversight (Meek, McMinn, Brower, Burnett, McRay, Ramey, et al, 2003). Another study distinguished four types of congregational intrusiveness as stressors for clergy and their families: presumptive expectations, personal criticism, family criticism, and boundary ambiguity (Darling, Hill, & McWey, 2004). In addition to these...
stressors, which were separate from those of one’s personal life, clergy experienced significant
stress due to insufficient financial compensation, lack of privacy, frequent relocation, and
unrealistic expectations – whether self-imposed or imposed by others. Additionally, clergy
suffered emotional exhaustion, depersonalization, depression, lack of personal accomplishment,
and burnout (Doolittle, 2007) (Lewis, Turton, & Francis, 2007).

Varying educational requirements for clergy created added anxiety for many ministers. Some denominations preferred ministers with no formal education; others declined to ordain a minister without formal training. The reasoning included these premises: the social capital for the professionally trained came from professional networks rather than local congregations; those without professional training acquired social capital from local congregations instead of fellow seminarians (Finke & Dougherty, 2002). The study revealed Baptists and Methodists thought highly of their ministers with no formal training. Consequently, the Baptists feared making the ministry a profession while the Methodists feared seminary education decreased a minister’s ability to identify with the members of the church. Clergy with no seminary training had more in common with their parishioners than with other pastors while those trained in a seminary developed a social network with other members of the clergy.

Studies showed 1,800 ministers in the United States leave the ministry each month (Fisher, 2004). The Fuller Institute of Church Growth conducted a survey revealing astonishing information about pastors: ministry has a negative impact of the families of eight out of ten pastors, seven out of ten pastors have no close friend, five out of ten pastors quit the full-time ministry within the first five years, and admissions to inappropriate sexual behavior with someone in the church (Meek, et al, 2003). David J. Wood (2001) reported many young people consider pastoral ministry to be an unappealing profession. In this report, a pastor wondered
why a young person with talent would consider committing to a career with little room for advancement, no weekends off, long hours, little prestige, and insufficient financial compensation. Ministers were concerned about maintaining current financial obligations and expressed uncertainty about funding the education of their children. Studies showed clergy felt inadequately prepared to perform the practical aspects of their duties. In addition, clergy perceived a lack of appreciation. Denominational leaders have increased concern their churches will not be able to reach a new generation due to having too few ministers to serve as pastors. In an effort to augment numbers of professional clergy, Chapin Garner (2001) made three suggestions: improve financial compensation, provide quality education, and demonstrate sincere appreciation. Furthermore, a study based on the first years of ministry addressed the need for field education and internship (Dash, Dukes, & Smith, 2005).

Quality of life for clergy was determined by their perceptions of life-needs being satisfied, namely physical, social, and psychological. Members of the clergy expressed a desire for friendship. They preferred collegiality over competitiveness in their relationships with other clergypersons (Wood, 2005). Because the average total compensation package for clergy averaged only $33,600.00 (Meek, et al, 2003), clergy desired adequate compensation. (Darling, et al, 2004) reported quality of life was higher for clergy with lower psychological stress.

Methods

Hypothesis

The fundamental purpose of this study was to analyze ministers who hold either a Minister’s License or Certificate of Ordination in the New Horizons Ministries (NHM) Conference of the International Pentecostal Holiness Church (IPHC) in an effort to determine...
their level of job satisfaction. Because of the value of services and care provided by the professional men and women who are employed in the clergy, the principal objective of this study was to determine whether the ministers were at risk of changing careers and leaving the ministry. The expected outcome of the study was that the participating ministers at the NHM Ministers Retreat would score reasonably close to neutral on most questions of the survey, that is, less than or equal to 60, indicating the ministers experienced reasonable job satisfaction and were not at risk of abandoning the vocation of helping people through Christian ministry. The alternate hypothesis in words stated the participating ministers at the NHM Ministers Retreat would, most likely, score higher than the neutral score of 60, indicating the ministers might have been experiencing poor job satisfaction and were significantly at risk of abandoning the vocation of helping people through Christian ministry.

Design

The research design of the experiment was a needs analysis method to determine if there was a need for intervention regarding ministers holding credentials with New Horizons Ministries Conference of the International Pentecostal Holiness Church who are ready to leave the ministry. The dependent variable was the readiness to leave the ministry as measured by the survey. In designing the survey, due diligence was taken to assure the anonymity of the research subjects, allowing each to respond openly and accurately. The research subjects were given no disclosure as to the specific reason and purpose of the research.

Participants

The participants connected with this study were licensed or ordained ministers. The ministers had completed varying levels of education; all had completed high school, many had earned a bachelor’s degree, a few had earned a master’s degree, and only one had an earned
doctoral degree. No participant had ministry experience of less than one year. However, some of the ministers had more than 25 years of ministerial tenure. The majority of the ministers were serving congregations in the role as the senior pastor. Those not serving in the role as the senior pastor were members of pastoral staff or denominational administrators. Participants included male and female ministers of varying ages, all of whom were either Caucasian or Native American. Opportunity for participation was extended to all ministers in attendance at the Ministers Retreat without regard to their race, age, gender, or level of education.

Instrumentation

A printed survey was used to measure the dependent variable. Questions and statements dealing with job satisfaction were designed specifically for this study. The survey consisted of 20 questions or statements. Responses to each question or statement were measured on a scale of one to five. Higher scores represented stronger agreement with the question or statement. The μ of the survey was 60 and indicated the participant was generally satisfied with life in the ministry, meaning there was not a significant risk that the respondent would leave his or her ministry in search of a more satisfying career. The spiritual and administrative overseer of the participating ministers was given opportunity to read the survey prior to its being distributed to the ministers. He acknowledged the relevance and legitimacy of the survey and authorized issuing it to the ministers for their participation in the study.

Procedure

While attending a spiritual retreat for ministers and their spouses, a group of licensed or ordained ministers were given surveys containing 20 questions or statements. The questions or statements dealt with job satisfaction issues. In a Friday morning session during the retreat, the survey was distributed to the ministers. In an attempt to obtain unbiased response, no
information was provided to the participants indicating the primary objective of the study was to
determine if any of the ministers attending the retreat were at risk of abandoning their
professional ministry to seek another vocation. The respondents were allotted 30 minutes to
complete the survey. The completed surveys were collected, the data was analyzed, and a single
sample t test was performed to determine the final results.

Data Analysis

Descriptive analysis. A mean and standard deviation were determined for the dependent
variable from the data obtained from the survey. There were no independent variables. The
survey data were entered into the data analysis program STATISTICA, allowing the creation of
various graphs. A histogram was created to display the distribution.

Inferential analysis. The alternative hypothesis was the sample group would, most likely,
score higher than the neutral score of 60 (Ha: µs > µ). The null hypothesis stated the sample
group would, most likely, score reasonably close, that is, less than or equal to the neutral score of
60 (Ho: µs ≤ µ). The hypothesis was tested by using a single sample t test with .05 as the level of
significance.

Limitations

Many reasons prevent a person from generalizing the conclusions of this study. The
individuals writing the questions and statements in the survey have no professional training in
developing surveys. As stated in the abstract, the participants were attending a retreat for
ministers and they may not have felt comfortable responding totally frankly; especially in light of
the fact that their spouses were also in attendance. Every effort was made to reassure the
participants that their responses would be confidential, however. The number of participants was
very small in comparison to the total number of credentialed ministers in the IPHC. No
distinction was made between male and female respondents. Additionally, no distinction was
made concerning age of the ministers and number of years in the ministry.

Summary of Results

Descriptive Data Analysis

A sample size (N) of 50 ministers responded to the survey. As shown in Table 1 below,
the mean of the scores was 43.38 and the standard deviation was 12.728. Table 2 shows the
actual t value was -9.23346.

Table 1

Descriptive Statistical Information

<table>
<thead>
<tr>
<th>Variable</th>
<th>Descriptive Statistics (Snider, Mick)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Valid  N</td>
</tr>
<tr>
<td>Total</td>
<td>50.4338000</td>
</tr>
</tbody>
</table>

Table 2

Descriptive Statistical Information

<table>
<thead>
<tr>
<th>Variable</th>
<th>Test of means against reference constant (value) (Snider, Mick)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>Total</td>
<td>43.38000</td>
</tr>
</tbody>
</table>

I performed a reliability and item analysis, a multivariate exploratory technique, and
determined the data was trustworthy as shown in Table 3 below. The Cronbach reliability alpha
was .899, while the Cronbach standard was .902. The good reliability indicated good internal consistency.

Table 3

Cronbach Reliability Information

<table>
<thead>
<tr>
<th>variable</th>
<th>Mean if deleted</th>
<th>Var. if deleted</th>
<th>StDv. if deleted</th>
<th>Itm-Totl Correl.</th>
<th>Alpha if deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Best Friend</td>
<td>40.71111</td>
<td>146.9610</td>
<td>12.12275</td>
<td>0.302533</td>
<td>0.902647</td>
</tr>
<tr>
<td>Emotionally Drained</td>
<td>40.95555</td>
<td>140.7091</td>
<td>11.86209</td>
<td>0.701400</td>
<td>0.888933</td>
</tr>
<tr>
<td>Fundraising Stress</td>
<td>40.26667</td>
<td>137.2622</td>
<td>11.71590</td>
<td>0.621025</td>
<td>0.891045</td>
</tr>
<tr>
<td>Inadequate Compensation</td>
<td>40.77778</td>
<td>142.7951</td>
<td>11.94969</td>
<td>0.465486</td>
<td>0.896324</td>
</tr>
<tr>
<td>Burned Out</td>
<td>41.35556</td>
<td>141.3847</td>
<td>11.89053</td>
<td>0.664132</td>
<td>0.889928</td>
</tr>
<tr>
<td>More Callous</td>
<td>41.40000</td>
<td>150.5511</td>
<td>12.26993</td>
<td>0.312080</td>
<td>0.899375</td>
</tr>
<tr>
<td>Negative On Family</td>
<td>41.57778</td>
<td>151.3106</td>
<td>12.30084</td>
<td>0.316619</td>
<td>0.898899</td>
</tr>
<tr>
<td>Consider Changing For Equal Pay</td>
<td>41.88889</td>
<td>151.9654</td>
<td>12.32743</td>
<td>0.362484</td>
<td>0.897632</td>
</tr>
<tr>
<td>Negative On Health</td>
<td>41.28889</td>
<td>140.2943</td>
<td>11.84459</td>
<td>0.649071</td>
<td>0.890112</td>
</tr>
<tr>
<td>No one To Turn To</td>
<td>41.40000</td>
<td>137.8845</td>
<td>11.74242</td>
<td>0.653937</td>
<td>0.889791</td>
</tr>
<tr>
<td>Feel Alone</td>
<td>41.08889</td>
<td>142.2588</td>
<td>11.92723</td>
<td>0.585032</td>
<td>0.892067</td>
</tr>
<tr>
<td>Feel Depressed</td>
<td>41.17778</td>
<td>143.2573</td>
<td>11.96901</td>
<td>0.657705</td>
<td>0.890550</td>
</tr>
<tr>
<td>People Not With Me</td>
<td>41.04445</td>
<td>141.8203</td>
<td>11.90883</td>
<td>0.695503</td>
<td>0.889386</td>
</tr>
<tr>
<td>Underappreciated</td>
<td>41.20000</td>
<td>142.6489</td>
<td>11.94357</td>
<td>0.641214</td>
<td>0.890724</td>
</tr>
<tr>
<td>Challenge With Balance</td>
<td>40.88889</td>
<td>146.4099</td>
<td>12.09999</td>
<td>0.474816</td>
<td>0.895164</td>
</tr>
<tr>
<td>Unfulfilled Potential</td>
<td>40.28889</td>
<td>147.9388</td>
<td>12.16301</td>
<td>0.404329</td>
<td>0.897076</td>
</tr>
<tr>
<td>Inadequately Equipped</td>
<td>41.08889</td>
<td>144.5699</td>
<td>12.02372</td>
<td>0.540867</td>
<td>0.893383</td>
</tr>
<tr>
<td>Regularly Consider Changing</td>
<td>41.84444</td>
<td>150.2203</td>
<td>12.25644</td>
<td>0.498434</td>
<td>0.895180</td>
</tr>
<tr>
<td>Dread Church On Sunday</td>
<td>41.62222</td>
<td>144.8573</td>
<td>12.03567</td>
<td>0.600078</td>
<td>0.892085</td>
</tr>
<tr>
<td>Paranoia</td>
<td>41.88889</td>
<td>149.5654</td>
<td>12.22969</td>
<td>0.513152</td>
<td>0.894784</td>
</tr>
</tbody>
</table>

In Figure 1 below, the histogram shows the spread of the scores of the ministers.
Inferential Data Analysis

The null hypothesis stated the participating ministers at the NHM Ministers Retreat would score reasonably close, that is, less than or equal to neutral on most questions of the survey, indicating the ministers experienced reasonable job satisfaction and were not at risk of abandoning the vocation of helping people through Christian ministry (Ho: $\mu_s \leq \mu$). The alternative hypothesis stated the participating ministers at the NHM Ministers Retreat would, most likely, score higher than the neutral score of 60, indicating the ministers might have been experiencing poor job satisfaction and were significantly at risk of abandoning the vocation of helping people through Christian ministry (Ha: $\mu_s > \mu$). The single-sample t test was done at a .05 level of significance. The critical value was 1.697. The actual value was -9.23346. Because the actual t did not exceed the critical t, the null hypothesis was not rejected. Therefore, it
seemed the ministers were not at risk of abandoning their vocation. I wondered if there might have been a difference between the ministers and their spouses.

The Box & Whisker Plot in Figure 2 shows there was no significant difference in total scores between the ministers and their spouses. As may be seen in Figure 2, there appeared to be no difference between the 2 groups.

![Box & Whisker Plot: Total: =SUM(V1:V20)](image)

**Figure 2.** Box & Whisker Plot Showing Difference Between Ministers & Spouses

**Exploratory Statistical Analyses**

This exploratory section delves into patterns in the data in an effort to uncover new possible knowledge and/or hypotheses. These analyses should not be considered as confirmatory in any way. First, I started with 3D sequential graphs to get an overview.
The peaks and valleys view of the scores of the ministers and their spouses is shown on the 3D Sequential Graph in Figure 3.

![3D Sequential Graph](image)

*Figure 3. Surface Plot Showing Peaks & Valleys of Ministers & Spouses*

I wondered if there might be subtle differences between ministers and spouse in the way they scored individual questions. Therefore, a drilldown procedure was used for the next 2
figures. A drilldown focusing on the ministers revealed the peaks and valleys view of the scores of the ministers and is shown on the 3D Sequential Graph in Figure 4.

Figure 4. Surface Plot Showing Peaks & Valleys of Ministers
A second drilldown was performed, focusing on the spouses. This drilldown revealed the peaks and valleys view of the scores of the spouses and is shown on the 3D Sequential Graph in Figure 5.

*Figure 5. Surface Plot Showing Peaks & Valleys of Spouses*
A data mining project was started. I used feature selection and root cause analysis to determine the top ten predictors for ministers and their spouses (respondent variable). Table 4 shows the top ten and their $p$ values. Figure 6 shows the relative importance in graphical form: the taller the bar; the more important the variable.

Table 4

**Feature Selection and Root Cause Analysis Information**

<table>
<thead>
<tr>
<th>Best predictors for categorical dependent var: Respondent (Snider, Mick) in FeatureSelectionandRootCauseAnalysis</th>
<th>Chi-square</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative On Health</td>
<td>7.373272</td>
<td>0.117429</td>
</tr>
<tr>
<td>Consider Changing For Equal Pay</td>
<td>5.683955</td>
<td>0.128041</td>
</tr>
<tr>
<td>Challenge With Balance</td>
<td>5.108400</td>
<td>0.276355</td>
</tr>
<tr>
<td>More Callous</td>
<td>3.518576</td>
<td>0.475059</td>
</tr>
<tr>
<td>No Best Friend</td>
<td>3.364224</td>
<td>0.498821</td>
</tr>
<tr>
<td>Regularly Consider Changing</td>
<td>3.142706</td>
<td>0.370142</td>
</tr>
<tr>
<td>Fundraising Stress</td>
<td>2.890570</td>
<td>0.576302</td>
</tr>
<tr>
<td>Negative On Family</td>
<td>2.759118</td>
<td>0.598910</td>
</tr>
<tr>
<td>Burned Out</td>
<td>2.725331</td>
<td>0.435940</td>
</tr>
<tr>
<td>Unfulfilled Potential</td>
<td>2.579702</td>
<td>0.630423</td>
</tr>
</tbody>
</table>
Figure 6. Importance Plot Predicting Respondent From Survey Questions

The top 2 questions that seemed to separate the ministers from their spouses were “Negative On Health” and “Consider Changing For Equal Pay.” Therefore, I used those two as dependent variables for an ANOVA.

It did appear there could be subtle differences between the two groups. A Main Effects ANOVA, shown in Figure 6, was calculated to show the most significant responses given by the ministers and their spouses for equal pay and health. There was no significant difference in the main effects.
It appeared that health was not an issue but that pay might have been an issue for spouses. Further investigation is needed.

Finally, I noted that there were some responses that indicated the person might have been depressed, had no one to turn to, and that there might have been various stressors. A classification and regression trees (C&RT) analysis was utilized. Figure 8 shows the output for depression as the dependent variable and the other items as the independent variable.
Only three questions seemed to relate to the level of agreement/disagreement to the depression question. The most important was “No One To Turn To.” Those who said “sometimes” depressed tended to not strongly disagree to having no one to turn to. It is possible, if not probable, that ministers have difficulty admitting they had no one to turn to. More is said about this in the discussion section.

DISCUSSION AND CONCLUSIONS

General Discussion and Conclusion

The purpose of this study was to determine if there was a need to provide intervention ministry to those who provide ministry to others. Since the hypothesis was not rejected, it was determined the ministers who participated in the survey enjoyed reasonable job satisfaction and were not as risk of abandoning their vocation. Again, as previously stated, it may have been
difficult for the ministers to admit they were experiencing things like burnout, depression, or family problems. After all, if a minister admits to having no one to turn to, one’s perception is that this will be viewed as negative on spiritual health. It is possible this instrument did not pick up the true feelings of the respondents. However, as measured by this instrument, it appeared these ministers and spouses were not at risk.

**Strengths and Weaknesses**

A weakness of the study is that the sample was not random and may not have truly represented the population. While the study showed those who participated in the survey seemed not to be at risk, other ministers who did not attend the retreat might have been at risk. It is reasonable to suggest that some ministers and spouses who did not attend the retreat may need to receive ministry. Since the number of the ministers and spouses who attended the retreat was relatively small, the sample may not represent all ministers. For most of those in attendance, the expenses for the retreat were defrayed by the congregations they served. Those who did not attend may have been serving congregations that were unable to pay the expenses and could not personally afford to pay the cost. Most likely, the ministers who attended receive greater compensation for their services. If these ministers found it difficult to respond in a way other than what they perceived they should have, it is quite possible the ministers who could not afford to attend would respond similarly. Again, sample analysis is very important.

Often, ministers feel lonely. However, it may have been difficult to admit he or she had no one to turn to. Certain expectations are placed on ministers and their spouses and, sometimes, the unrealistic requirements are self-imposed. Refusing to admit a personal need is not uncommon among ministers and their spouses.
Recommendations

I do not trust the sample accurately represents the whole population. In my opinion, those who attended the retreat are among those who receive at least adequate financial compensation. Since ministers and their spouses regularly gather in large numbers for informational and inspirational events, I recommend conducting a survey with a larger sample. Additionally, if the ministers were separated from their spouses while completing the survey, each may be more inclined to respond more candidly to the questions. Regardless, the ministers and their spouses must be assured of anonymity.

Furthermore, due to the levels of stress and high risk of flight found in many ministers, I recommend regularly providing meaningful ministry to ministers. Such ministry may reduce the stress levels and minimize the flight risk. Also, I recommend that some means of discovery be developed to allow the true needs of ministers to be revealed, if they are hidden. Those who provide supervision and leadership to the ministers should brainstorm to find ways to provide ministry to those who may be dissatisfied. If they need help, it must be available to them.

Suggestions for Future Research

I suggest conducting similar research in a way so the data reveals gender and age. It would be interesting to learn what this data reveals. Also, I would like to see the data when a minister’s tenure in the ministry and level of education is disclosed. Additionally, one might research the job satisfaction for ministers who rely solely on the ministry for their family income as opposed to those ministerial families with dual incomes. These data can be retrieved from a large sample and increase the assurance of anonymity.
References


Appendix

Ministerial Burnout Scale

Please check one: ____ minister ______ spouse

(NOTE: If you are a licensed or ordained minister, please place a check mark next to minister. If you are not a licensed or ordained minister please place a check mark next to spouse.)

**Answer Choices** 1-Strongly Disagree. 2-Disagree. 3-Neutral. 4-Agree. 5-Strongly agree.

1. Other than my spouse, I have no one I consider to be my best friend. 1 2 3 4 5
2. I feel emotionally drained by my work. 1 2 3 4 5
3. Raising and maintaining financial support increases my stress level. 1 2 3 4 5
4. I am inadequately compensated for my work. 1 2 3 4 5
5. I feel burned out from my work. 1 2 3 4 5
6. I have become more callous in the way I treat people. 1 2 3 4 5
7. I feel being in the ministry has a negative effect on my family. 1 2 3 4 5
8. If I could receive equal compensation, I would consider changing occupations. 1 2 3 4 5
9. The ministry has had a negative effect on my health. 1 2 3 4 5
10. I have no one I can turn to in time of need. 1 2 3 4 5

**Answer Choices** 1-Never. 2-Seldom. 3-Sometimes. 4-Often. 5-Always.

11. I feel alone. 1 2 3 4 5
12. I feel depressed. 1 2 3 4 5
13. I feel people are around me but not with me. 1 2 3 4 5
14. I feel underappreciated for the job I do. 1 2 3 4 5
15. I have challenges in maintaining balance between my ministry and my family. 1 2 3 4 5

16. I feel I am not achieving my full potential. 1 2 3 4 5

17. I feel inadequately equipped to do my job. 1 2 3 4 5

18. I regularly consider choosing a different occupation. 1 2 3 4 5

19. I dread going to the church on Sunday. 1 2 3 4 5

20. I have feelings of paranoia. 1 2 3 4 5