

ABSTRACT

Title of Dissertation: THE INTERRELATIONSHIPS OF LEISURE ATTITUDE,
LEISURE SATISFACTION, LEISURE BEHAVIOR,
INTRINSIC MOTIVATION AND BURNOUT AMONG
CLERGY

Howard Michael Stanton-Rich, Doctor of Philosophy, 1995

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This study focused on the interrelationships of leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation, and burnout among clergy in The United Methodist Church in Western North Carolina. Responses were obtained from the clergy by a questionnaire that operationalized the primary variables (i.e., leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation), demographic variables (i.e., gender, age, marital status, education, years in ministry, years in present church), and burnout with its three components (i.e., emotional exhaustion, depersonalization, personal accomplishment).

A systematic random sample, further stratified to include no less than one-half of all women clergy in their geographic districts, was taken. A final sample of 438 was obtained representing a 55% return rate. Hypothesized relationships among study variables were tested using path analytic techniques. Also, tests of reliability were run on each of the instruments to compare them with prior studies.

Significant relationships among several variables were detected, with the entire pool of independent variables accounting for about 27% of the variance in emotional exhaustion, 22% in depersonalization and 27% in personal accomplishment. Variables with significant relationships with emotional exhaustion included age, years in ministry, years in present church, leisure behavior, and leisure satisfaction. In each of these cases, the relationships were direct and inverse.

Variables with significant relationships (all direct and inverse) with depersonalization included age, years in ministry, leisure behavior, leisure satisfaction and intrinsic motivation. Variables found to have significant relationships to personal accomplishment were leisure behavior, leisure satisfaction, and intrinsic motivation. In each of these cases, the relationships were found to be direct and positive. Further, significant relationships existed among the independent variables that confirmed earlier studies highlighting the positive relationship between intrinsic motivation, leisure attitude and leisure satisfaction.

THE INTERRELATIONSHIPS OF LEISURE ATTITUDE, LEISURE
SATISFACTION, LEISURE BEHAVIOR, INTRINSIC MOTIVATION
AND BURNOUT AMONG CLERGY

by

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Chapter 1

INTRODUCTION

In the early 1980's, the phenomenon of burnout was written about frequently in the field of sociology and psychology (Maslach, 1982; Pines & Aronson, 1988).

Burnout was defined as "a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among individuals that do 'people work' of some kind." (Maslach, 1982). Many professions conducted their own studies of burnout and stress in their respective work places; the Church and its professional clergy were no exception (Gill, 1980; Rediger, 1982). A review of the literature in leisure and religion revealed a recurrence of the common topic heading: "Clergy Burnout". Many articles, short reviews and books were written in the ensuing years on clergy stress and burnout (Doohan, 1982; Ellison & Matilla, 1983; Oswald, 1982; Rediger, 1982; Sanford, 1982). These sources have been generally of an anecdotal nature and outline some of the stressful and difficult circumstances that can be found among practicing clergy. They have recognized burnout as a problem among clergy but do not use objective research as a basis for discussion.

A renewed interest in the topic occurred in the later 1980's (Hulme, 1985; Olson & Henning, 1987; Willimon, 1989). However, missing in most of these writings on clergy burnout was a strong empirical research base. Few studies on clergy burnout made

reference to or were based on the work of Maslach, recognized as the pioneer of the study of burnout (Sethi, 1988; York, 1982). Most of the discussion of burnout related to clergy has been anecdotal in nature and has had no basis in the scientific method. The most often quoted source in articles and books, Sanford's Ministry Burnout (1982), used almost no background information from the social sciences, and did not refer at all to the empirical study of burnout.

Several key elements related to leisure, such as time-off, vacation, and recreational pursuits, have been frequently mentioned in the discussion of clergy burnout. One of the primary mediating factors suggested for reducing stress and burnout was improved leisure behavior (Hulme, 1985; Maslach, 1982; Willimon, 1989). Longer vacations, specified days-off, better time management, more physical exercise, and a host of other leisure-related improvements were suggested as interventions (Hulme, 1985; Maslach, 1982; Willimon, 1989). None of the aforementioned sources utilized the scientific study of leisure as a basis for suggested practice. If these publications are to be used as aids in the prevention and mediation of burnout among clergy, a study of the actual relationship between leisure and burnout is necessary. A basic hypothesis implicit is the direct and inverse relationship between leisure and burnout.

The relationship between motivation for ministry and burnout has also been documented in the literature. Burnout could be mediated by a strong intrinsic motivation

for ministry (Malony, 1988; Willimon, 1989). Again, these sources were primarily anecdotal, ignoring the foundational literature on intrinsic motivation (e.g., Deci, 1975; Deci & Ryan, 1985b).

Some secondary factors raised in the literature relate burnout included to age, gender, educational level and marital status (Maslach, 1982). These same factors are present in the literature on the clergy (Olson & Henning, 1987; Willimon, 1989), as well as variables related to leisure (Beard & Ragheb, 1982; Ragheb & Beard, 1982). There is a need, therefore, to investigate the relationships among these demographic variables and leisure, intrinsic motivation and burnout.

Two factors mentioned often in clergy circles as possible sources of burnout and stress, but rarely mentioned in the literature, were the number of years in service and the number of years employed by a particular church (Sanford, 1982; Willimon, 1989). At present, there has been no empirical data to substantiate any particular relationship between these factors. Yet, much of the present thinking about clergy tenure and placement is based on these anecdotal and atheoretical sources. There is a need, therefore, to study the basic relationship between burnout and factors of time in service and years at a particular church.

This lack of empirical evidence in the study of burnout among clergy is a serious deficiency resulting in flawed assumptions about clergy morale and effectiveness, and the

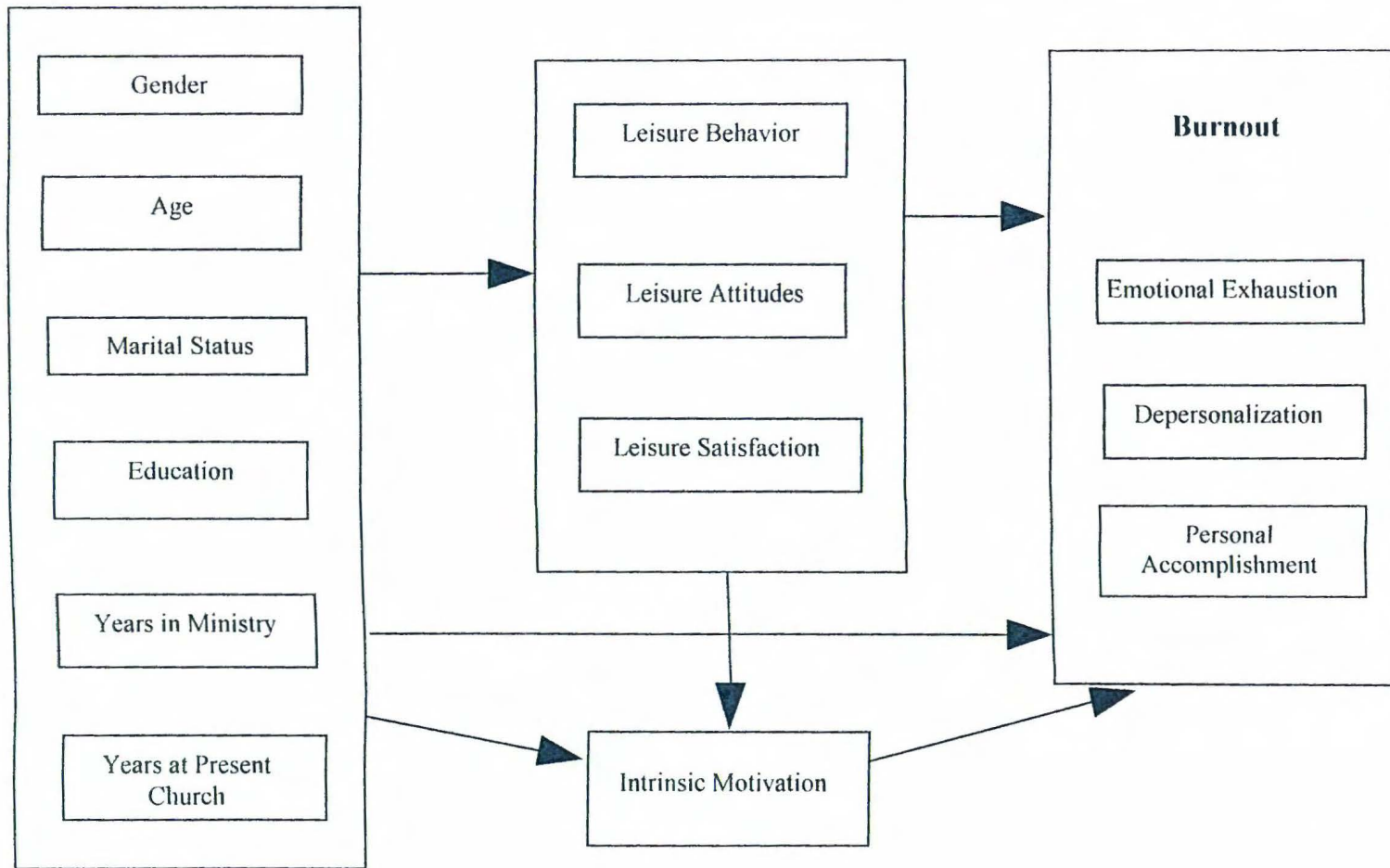
misunderstandings regarding clergy deployment. There is ample opportunity for empirical substantiation of the hypotheses posited by the aforementioned authors. There also appears to be a lack of familiarity with leisure research as it relates to the study of burnout in general. Thus there is a need to empirically study the factors which contribute to clergy burnout, as well as potential mediating influences. Expanding on the existing base of knowledge, a comprehensive model of these factors was proposed and tested (see Figure 1).

Statement of Problem

The purpose of this study was to explore the interrelationships among leisure attitude, leisure satisfaction, leisure behavior, intrinsic motivation and burnout among clergy. This study explored the interrelationships among several demographic factors (i.e., gender, age, marital status, education years in ministry, years employed at a particular church) and the variables related to leisure and burnout.

A comprehensive model graphically representing the interrelationships among key variables was proposed. Twenty-three testable hypotheses were tested.

Figure 1
Path Model for Hypothesized Relationships Among Demographic Variables, Leisure Variables, Intrinsic Motivation, and Burnout



Hypotheses

- H₁: There is a direct relationship between leisure behavior and burnout, specifically;
- H_{1a}: There is a direct inverse relationship between leisure behavior and emotional exhaustion.
 - H_{1b}: There is a direct inverse relationship between leisure behavior and depersonalization.
 - H_{1c}: There is a direct positive relationship between leisure behavior and personal accomplishment.
- H₂: There is a direct relationship between leisure attitude and burnout, specifically;
- H_{2a}: There is a direct inverse relationship between leisure attitude and emotional exhaustion.
 - H_{2b}: There is a direct inverse relationship between leisure attitude and depersonalization.
 - H_{2c}: There is a direct positive relationship between leisure attitude and personal accomplishment.
- H₃: There is a direct relationship between leisure satisfaction and burnout, specifically;
- H_{3a}: There is a direct inverse relationship between leisure satisfaction and emotional exhaustion.
 - H_{3b}: There is a direct inverse relationship between leisure satisfaction and depersonalization.

- H_{3c}: There is a direct positive relationship between leisure satisfaction and personal accomplishment.
- H₄: There is a direct relationship between intrinsic motivation and burnout, specifically;
- H_{4a}: There is a direct inverse relationship between intrinsic motivation and emotional exhaustion.
- H_{4b}: There is a direct inverse relationship between intrinsic motivation and depersonalization.
- H_{4c}: There is a direct positive relationship between intrinsic motivation and personal accomplishment.
- H₅: There are direct relationships among all of the leisure variables and intrinsic motivation, specifically;
- H_{5a}: There is a direct positive relationship between leisure behavior and intrinsic motivation.
- H_{5b}: There is a direct positive relationship between leisure attitude and intrinsic motivation.
- H_{5c}: There is a direct positive relationship between leisure satisfaction and intrinsic motivation.
- H₆: There is a significant relationship between gender and the three components of burnout.

- H₇: There is a significant relationship between gender and the three leisure variables (attitude, satisfaction and behavior).
- H₈: There is a significant relationship between gender and intrinsic motivation.
- H₉: There is a significant relationship between age and burnout, specifically;
- H_{9a}: There is a direct inverse relationship between age and emotional exhaustion.
- H_{9b}: There is a direct inverse relationship between age and depersonalization.
- H_{9c}: There is a direct positive relationship between age and personal accomplishment.
- H₁₀: There is significant relationship between age and the three leisure variables.
- H₁₁: There is significant relationship between age and intrinsic motivation.
- H₁₂: There is a significant relationship between marital status and the three components of burnout.
- H₁₃: There is a significant relationship between marital status and the leisure variables
- H₁₄: There is a significant relationship between marital status and intrinsic motivation.
- H₁₅: There is a significant relationship between education and burnout, specifically;
- H_{15a}: There is a direct inverse relationship between education and emotional exhaustion.
- H_{15b}: There is a direct inverse relationship between education and depersonalization.

- H_{15c}: There is a direct positive relationship between education and personal accomplishment.
- H₁₆: There is a significant positive relationship between education and the three leisure variables.
- H₁₇: There is a significant relationship between education and intrinsic motivation.
- H₁₈: There is a significant relationship between the number of years in ministry and burnout, specifically;
- H_{18a}: There is a direct inverse relationship between years in ministry and emotional exhaustion.
- H_{18b}: There is a direct inverse relationship between years in ministry and depersonalization.
- H_{18c}: There is a direct positive relationship between years in ministry and personal accomplishment.
- H₁₉: There is a significant positive relationship between the number of years in ministry and the three leisure variables.
- H₂₀: There is a significant relationship between the number of years in ministry and intrinsic motivation.
- H₂₁: There is a significant relationship between the number of years employed in the present church and burnout, specifically;

- H_{21a}: There is a direct inverse relationship between years employed in the present church and emotional exhaustion.
- H_{21b}: There is a direct inverse relationship between years employed in the present church and depersonalization.
- H_{21c}: There is a direct positive relationship between years employed in the present church and personal accomplishment.
- H₂₂: There is a significant positive relationship between the number of years employed in the present church and the three leisure variables.
- H₂₃: There is a significant relationship between the number of years employed in the present church and intrinsic motivation.

Delimitations

The scope of this study was delimited to clergy of the Western North Carolina Conference of the United Methodist Church who are presently serving local congregations. The measurement of the variables was delimited to an instrument designed for use in this study. Although the issues and phenomena to be studied are common concerns among clergy across the country and in many denominations, the findings have limited generalizability beyond the aforementioned group of clergy.

Limitations

First, the self-administered survey may have led to bias in, or poor representation of, the population due to non-response (i.e., those who are experiencing "burnout" do not return the questionnaire; leisure deprived clergy do not return questionnaire). Second, it was impossible to control specific happenings during the week the survey was administered. Intervening variables may therefore have been present, but unaccounted for, due to stressful circumstances in the lives of the clergy, the schedule of vacations and free time, or the schedule of leisure activities. Third, because there are very few women clergy in the United Methodist Church, and even fewer by percentage in the Southeast, gender related findings must be reviewed with caution.

Definitions

Several terms with varying degrees of special meaning were used frequently in this study. Within the context of this investigation these terms have been defined as follows:

1. Burnout: A syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that occurs among persons who do "people work" of some kind. It was measured by the Maslach Burnout Inventory with three subscales: Emotional Exhaustion, Depersonalization, and Personal Accomplishment (Maslach & Jackson, 1986).

2. Leisure Behavior: The activities an individual engages in during non-obligated time. It was measured by a six-item scale (outlined in Chapter 3).

3. Leisure Attitude: The expressed amount of affect toward a given leisure-related object (Iso-Ahola, 1980b). Though this definition emphasizes the "affect" component, it does not preclude the cognitive and behavioral components of attitude that are outlined in the psychological literature. It was measured using the Leisure Attitude Scale, a 36-item scale with three subscales: Cognitive, Affective and Behavioral (Ragheb & Beard, 1982).

4. Leisure Satisfaction: The positive perceptions or feelings which an individual forms, elicits or gains as a result of engaging in leisure activities or choices. It was measured using the Leisure Satisfaction Scale, a 24-item scale with six subscales (Psychological, Educational, Social, Relaxational, Physiological, Aesthetic) (Beard & Ragheb, 1982).

5. Intrinsic Motivation: Behaviors that result from an individual's need to be self-determining and competent, and which are engaged in for "internal" rewards are considered intrinsically motivated. This concept was measured by the autonomy subscale of the General Causality Orientations Scale (Deci & Ryan, 1985a).

Chapter 2

REVIEW OF LITERATURE

The relationship between leisure and religion has received a moderate amount of attention from scholars and writers during the past 30 years. Most writings focused on philosophical and definitional concepts, and there were few empirical studies that explored the relationship between the two constructs. A search of the literature revealed a body of knowledge existing as a sub-field within the subject of religion and leisure: clergy burnout. Further research of clergy publications revealed several theoretical and empirical links between the study of leisure and the exploration of burnout among clergy. Following is a review of literature focusing on the general concept of burnout, clergy and burnout, intrinsic motivation, leisure behavior, leisure attitude, and leisure satisfaction.

Burnout

The phenomenon of "burnout" has been a subject within the literature since the mid-1970s in the field of psychology, but it was not until the early 1980s that the concept was written about extensively, soon to be followed by empirical studies of the problem. There have been numerous conceptions of burnout (Schaufeli, Maslach, & Marek, 1993; Sethi, 1988), but by far the most extensive work has been done in the field of social

psychology by Maslach and her colleagues, Pines, Solomon and Jackson (Maslach, 1982; Maslach & Jackson, 1986; Pines & Aronson, 1988; Pines, Aronson & Kafry, 1981; Schaufeli et. al., 1993; York, 1982).

One of the pioneers in the study of burnout was Freudenberger (1980) who defined burnout as "a state of fatigue or frustration brought about by devotion to a cause, way of life or relationship that failed to produce expected rewards" (p. 3). Maslach

(1982) defined burnout as:

a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals that do "people work" of some kind...it can be considered one type of job stress. What is unique about burnout is that stress arises from social interaction between helper and recipient (p. 3).

Pines et al. (1981) defined burnout as "a state of physical, emotional and mental exhaustion that occurs as the result of working with people over long periods of time in situations that are emotionally demanding" (p. 32). In all definitions, there seems to be an understanding that burnout is a chronic condition that does not happen overnight, but is the result of stress and problems over a period of time.

Many symptoms of the burnout syndrome included a feeling of exhaustion and fatigue; anger at those making demands; irritability; abuse of drugs and alcohol; loss of satisfaction with job; and, minor health problems such as: headaches, colds, stomach aches, and depression and apathy (Hallsten, 1993; Sethi, 1988). The nature of these symptoms was considered physical, as well as psychological in nature.

In the most comprehensive description of the symptoms of burnout, Maslach (1982, 1993) described burnout as a three-step syndrome. In the first stage, emotional exhaustion, people feel drained and used up; their emotional resources are depleted and there is no source for replenishment. Individuals put distance between themselves and those people whose needs and demands are overwhelming. In the second stage, depersonalization, individuals develop poor opinions of others and expect the worst from them, even actively disliking them. The third stage of burnout corresponds with a feeling of hopelessness that is the result of a reduced sense of personal accomplishment.

York (1982) noted the strong debate in the early years of the concept between researchers who thought that burnout was primarily the result of situational variables and researchers who thought that burnout was due to personal variables. York included Maslach in the situational variables camp and Freudemberger in the personal variables camp. Situational variables were important to Maslach's early studies, yet in the most comprehensive summary of the concept there was outlined a more synthetic approach with an entire chapter devoted to personal variables that included: involvement with people, the job setting, and personal characteristics (Maslach, 1982, 1993). Later a strong emphasis was placed on personal variables in the development and interpretation of the Maslach Burnout Inventory (Maslach & Jackson, 1986).

In the chapters related to work with people and the job setting, Maslach (1982) recognized other people as a cause of stress in a person's life, whether it was clients with their problems, or co-workers and supervisors. Common to the discussion of both areas, persons prone to burnout were those with a lack of skills to deal with the challenges, lack of positive feedback, lack of control over the situation, or problems in relating to people. From this, several links to the literature of intrinsic motivation can be identified.

Personal characteristics that were significant in Maslach's studies of burnout included gender (e.g., women more prone to emotional exhaustion, men more prone to depersonalization); race (e.g., whites more prone to burnout than other ethnic groups); age (e.g., burnout experienced more early in career); marital status (e.g., singles more prone to burnout than married persons, divorced persons closer to singles on emotional exhaustion, and closer to married persons on depersonalization and personal accomplishment); and education (e.g., people with more education were less prone to burnout) (Maslach 1982; Maslach & Jackson, 1986).

Maslach (1982) also recognized personality and social-psychological variables that were significant, such as: self-concept, personal needs for approval and affection, personal motivations, and emotional control. The section entitled "Personal Motivations" was quite explicit that intrinsic motivation was important to preventing burnout because of the general lack of common extrinsic rewards in the helping professions (e.g., money, special

benefits, high prestige). Maslach also recognized that there were reasons for being involved in a helping profession that sometimes turn selfish (e.g., personal gratification, approval and affection needs, self-esteem, needs for intimacy).

In the final chapters, Maslach (1982) discussed several approaches to coping with burnout. These included individual, social and organizational dimensions. Some of the suggestions for coping individually included better time and work management, providing for variety in the work place, taking things less personally, learning to break away or find leisure, more rest and relaxation, making the transition to life outside of work, developing a life outside of the job place, and as a last resort, changing jobs. Social and organizational means of coping included: better relations and support from colleagues, organizing and managing work as a team, limiting job spillover or over-involvement, longer vacations, sabbaticals, and finding professional help or support.

Pines et al. (1981) supported much of Maslach's work. They identified tedium with job or career as a major component of burnout. Throughout their book, they recognized some of the common symptoms and causes for burnout as well as similar coping strategies. In the chapter titled "Intrapersonal coping strategies," the authors outlined six positive features that ameliorate and prevent burnout. These were: (1) learning, (2) meaning and significance, (3) success and achievement, (4) variety, (5) flow experiences, and (6) self-actualization. Pines and Aronson (1988) were consistent with the previous

work and focused further on the relationship between motivation and burnout. They concluded that intrinsically motivated people in supportive environments were less likely to be victims of burnout than those poorly motivated and in non-supportive environments. They were even more explicit in their support of leisure as a preventive measure and cure for burnout than in the work of Pines et al. (1981).

In summary, burnout is a phenomenon that occurs in the helping professions due to various personal (e.g., personality type, psychological make-up, attitudes) and situational variables (e.g., gender, age, marital status, educational levels, career history). Research on this topic and its applications is of great concern to specific groups of helping professionals. One such group is the clergy and religious professionals.

Clergy and Burnout

Two sources instrumental in the beginning of the present study were a chapter on "Personal Growth for Clergy" cited by Blackmon and Hart in Hunt, Hinkle, & Malony (1990), and an article by Doohan (1982). Hunt and co-authors collected a series of articles and reviews on research related to career development in clergy. Blackmon and Hart (1990) discussed research and needs for research in several personal growth areas. "Managing stress and burnout" was one of those areas in which the authors reviewed research and concluded that there needed to be further study. The authors suggested that

some of the problems related to burnout in clergy life included an inability to relax and take care of oneself, over-attachment to work, and lack of a well-rounded personal life. One of the many suggestions that the authors gave related to prevention and treatment for burnout was discovering how to define success intrinsically (Blackmon & Hart, 1990). This was basic to the hypothesis in this study that stated there was a relationship between intrinsic motivation and burnout.

One theorist (Doohan, 1982) identified clergy and lay professionals within the Church as helping professionals not exempt from the phenomenon of burnout. Doohan identified five issues that typified the problem of burnout, especially clergy burnout, in contemporary society:

(1) the difficulty of diagnosis and identification of burnout; (2) the relationship between the existential situation and the person; (3) the weight of change in society, including changes in values, physical environments, organizations and persons; (4) increasing demands of ministry and the dedication of committed people; and, (5) the narrow perception of leisure.

(Doohan, 1982, pp. 354-355)

Doohan's discussion of the last two issues included matters of perceived competence, locus of control, motivation, and leisure as experience (rather than time or activity). It was concluded that leisure was a critical variable to understanding burnout in the Christian ministry and linked it with prevention and intervention in cases of burnout (Doohan, 1982). These variables have also been identified in other studies (e.g., Hulme,

1985; Malony, 1988; Willimon, 1989) and were the basis for the hypotheses relating leisure factors to burnout in the present study.

Gill (1980) reviewed burnout literature and applied it to the Roman Catholic priesthood and had similar findings. The discussion of the causes of burnout outlined the relationship between challenges and skills, issues of time and leisure, and the sources of control among several observed causes of burnout. Ministry professionals judged to be most susceptible to burnout were those who worked intensively with demanding and distressed people, those with challenges greater than skills and resources, those with unrealistic goals and aims, and those who were unable to receive adequate feedback to affirm competence. Gill's discussion of preventive measures included intentional leisure, developing variety in work tasks, balancing demands of work with aspects of the spiritual life, and developing skills and talents for dealing with challenges of the demanding ministry (Gill, 1980). These suggested practices were strongly linked to leisure and intrinsic motivation concepts discussed in other sections in this chapter.

In a study of psychological difficulties experienced by clergy and linked to burnout, the four most pressing problems found in 300 clergy completing a needs survey were stress, frustration, lack of time, and feelings of inadequacy (Ellison & Matilla, 1983). Major causal factors identified in the study were unrealistic expectations and discrepancies between actual and ideal ministry emphases (Ellison & Matilla, 1983). These findings

pointed out that the constructs of perceived competence and locus of control, both primary to intrinsic motivation, were quite relevant to the problem of clergy burnout.

Rayburn, Richmond and Rogers (1983) studied a group of present and future ministers; compared to the general population, the clergy appeared to experience less stress, and viewed themselves as having greater personal resources to cope with stress in all areas except recreation. In a follow-up study, Malony (1988) concluded that clergy experienced less on-the-job stress and personal strain because they had more personal resources than the general population. However, the study suggested that clergy experienced more role overload, ambiguity, and responsibility and less recreational and rational-cognitive resources than most people. These findings suggested that leisure played a role in clergy stress, yet its significance was undetermined.

In a study of Lutheran ministers in Australia, Gross (1989) reported that pastors placed unrealistic demands on themselves, and those who experienced role ambiguity were less inclined to relaxation. There were also indications that expectations of others and the lack of control over others were associated with burnout.

York (1982) observed the relationship of burnout to several personality variables, including: assertiveness, aggressiveness, styles of relating and marital adjustment. By studying 193 pastors, and utilizing their wives for peer ratings, York concluded that levels of passive-aggressiveness were significantly related to their feelings of emotional

exhaustion, depersonalization, and personal accomplishment (see Maslach & Jackson, 1986). York also found that the relationship was correlated between assertiveness and aggressiveness. One of the most significant conclusions of the study was that personal variables accounted for more of the variance than the demographic variables. This suggested that in studying burnout, personal variables (e.g., intrinsic motivation, leisure attitude, leisure satisfaction) are at least as crucial as the demographic factors.

A major portion of material written for general clergy consumption approached the issue of burnout with almost no empirical data. In one example, Hulme (1985) outlined several aids to managing stress in the ministry, including prayer and meditation, time management, more frequent leisure, and diet and nutrition. Similarly, Oswald (1982) outlined the causes of stress in a studious manner and presented a practical and theological framework for self-care. Through numerous self-completed questions and survey instruments, strategies for preventing stress and burnout were offered. Strategies included spiritual formation, support networks, regular vigorous exercise, diet and nutrition, fasting, time management, and detachment strategies. Some of the strategies related to diet and nutrition had a scientific basis, but most were based on the author's personal experience continuing education with clergy. Rediger (1982) used a semi-empirical approach with the introduction of a self-administered survey instrument and a well developed theoretical base. The most recent reference to clergy burnout in clergy

literature was a personal, anecdotal review of how to survive burnout (Asimakoupoulos, 1992).

Willimon (1989), in a review of the major aspects of clergy burnout that have been a part of the "common sense" approach to ministry, made no reference to any of the empirical studies that were completed prior to that publication. An entire chapter of the book was a commentary on the 15 causes of burnout that were outlined in another theoretical work by Sanford (1982). The points made by Willimon were suggestive of the empirical findings, but were basically untested theories. A review of 15 causes of burnout identified that issues of challenges and skills, motivation, feelings of competence and the management of time all weighed heavily in the onset of burnout (Willimon, 1989). Some of the preventive and corrective measures suggested included initiating change in control (changing external to internal locus of control), gaining more skills to do those tasks which are difficult, and finding means of support that provide affirmation and recreation, and reassessing the motivations behind a person being in the professional ministry (Willimon, 1989).

One of the few articles in this genre of literature that specifically mentioned intrinsic motivation, and even referred to the literature of motivation research, was Olson and Henning's (1987) linking of Christian discipleship and faithfulness with intrinsic motivation. In their review of some of the primary motivation research, the authors

linked the problems of clergy burnout, lack of faithfulness among church members, and other social problems with need for a more "intrinsically motivated view of discipleship" (p. 344).

In a different approach to burnout that touched the issues of burnout and intrinsic motivation, Hauerwas and Willimon (1990) argued that burnout was not the result of over-involvement but under-commitment. They questioned the assumptions that more vacation, fewer hours, and professional detachment from clients would help in the prevention of burnout. They further posited that ministry was an intrinsically good service and should not be based on the external nature of rewards, efficiency or success.

Another unique approach was noted by Olsen and Grosch (1991) who reported the underlying causes of clergy burnout to be the interaction of three factors: a narcissistic personality style of the clergy, the demands of parish life, and the developmental needs of the clergy person's family. Their conclusions drew on case studies and systems approach psychology. Their suggestions for prevention relied primarily on clergy support groups and education of pastoral families.

In summation, literature that discussed clergy burnout was weak in its understanding of foundational concepts and empirical research. There were many references to leisure as a means of preventing burnout, or as treatment for burnout. Yet,

these references had little or no basis in scientific inquiry. Instances where burnout was linked to lack of intrinsic motivation were based, again, on un-tested theory.

Intrinsic Motivation

In the field of leisure studies, most research in the area of intrinsic motivation has relied on the primary work of Deci and Ryan (e.g., Deci, 1975; Deci & Ryan, 1985a, 1985b; Weissinger, 1986). The empirical work of Deci and Ryan led to a development of several theoretical explanations of the intrinsic motivation process.

For example, Deci (1975) outlined the intrinsic motivation process (Cognitive Evaluation Theory) as being directly related to an individual's need to feel competent and self-determined in dealing with his/her environment. These individual perceptions were affected by the existence of rewards and satisfactions. Every reward had two aspects, one was "controlling" and the other was "informational." If the controlling aspect was more prominent, then there was a likely change in the locus of causality from internal to external sources. If the informational aspect was more salient, then there was presumed to be an enhancement of perceived competence and self-determination, and resulting in an internal locus of causality.

This entire theory is based upon the assumption that intrinsically motivated behavior is a result of the need to reduce "drive stimulation" and "drive tension" through

goal-directed behavior. For Deci, drives were roughly analogous to the broad array of needs a person had (physiological, cognitive and affective). A further assumption of Deci's theory was that behavioral effects of these needs were mediated by cognitive processes. Therefore, people used "need states" as information in making choices of behaviors that satisfied their needs.

Deci's theory of intrinsic motivation stated that intrinsically motivated behavior was influenced by a need to feel competent and self-determined. This need energized two general classes of behavior: those who sought optimally challenging situations, and those who intended to conquer optimal challenge. Seeking and conquering optimal challenge resulted in internally rewarding consequences. Further, intrinsic needs were available to energize intrinsically motivated behavior, and were the primary stimulus unless another drive or stimulus interrupted the process. Unlike primary drives that were temporarily reduced when satisfied, intrinsic needs were not reduced by attainment of satisfactions, and new goals were continuously set.

In a reformulation of their earlier work based on observations of differences in reactions to events that shaped intrinsic motivations, Deci and Ryan (1985b,1987) proposed that intrinsic motivation was a personality orientation. This theory proposed that individual orientations correspond to the dominance of one of the motivational subsystems that determine behaviors and goal setting (intrinsic, extrinsic, and amotivational).

The intrinsic motivational subsystem was based on needs for self-determination and competence and directed self-determined behavior as well as chosen extrinsic behavior. The extrinsic motivational subsystem was based on greater reliance on external than internal clues and directed chosen extrinsic and automatic behavior. The amotivational subsystem directed automatic behaviors and sometimes resulted in no behavior.

The dominance of the intrinsic motivational subsystem leads to an internal-causality orientation. Persons with this orientation were characterized by a strong sense of competence and self-determination and a high degree of willfulness. These persons displayed a tendency toward intrinsically motivated behaviors whenever the environment allowed and they did not allow extrinsic rewards from one setting to determine their motivations in other settings. The external-causality orientation operated primarily out of the extrinsic motivational subsystem, and was drawn to extrinsically rewarding behaviors. Even when intrinsic rewards were present in the environment, these persons sought extrinsic rewards. Finally, the impersonal-causality orientation corresponded to the amotivational subsystem. These persons experienced frustration with self-determination and lacked the desire to make choices and feel competent. In the present study, intrinsic motivation was viewed primarily as a personality orientation.

Csikszentmihalyi (1990) referred to the "autotelic" experience as being the key element of optimal experience or satisfaction. The autotelic experience was primarily an intrinsically motivated behavior. The enjoyment or satisfaction with a particular activity was characterized by several elements, including two of the primary components of an intrinsically motivated behavior: perceived competence (a challenging activity requiring skills was undertaken), and perceived freedom or an internal locus of control.

In one example of Csikszentmihalyi's work, Graef, Csikszentmihalyi, and Gianinno (1983) reported that intrinsically motivating experiences were more frequently found among leisure experiences than work experiences. They also discovered that happiness was greatest among intrinsically motivating experiences--be they work or leisure. Further, they reported that extrinsically motivating experiences were more prone to tension than intrinsically motivated experiences for all kinds of activities.

Mannell, Zuzanek, and Larson (1988) reported differing results in testing perceived freedom and intrinsic motivation hypotheses. Utilizing methods similar to Graef et al. (1983), the authors studied a population of older adults and determined that freely chosen but extrinsically rewarding activities produced the highest levels of intrinsically rewarding flow. These activities appeared to require more commitment and obligation than freely chosen and intrinsically motivated activities.

Neulinger (1974) coined the original concept of leisure experience as being a state of mind characterized by perceived freedom and intrinsic motivation. Iso-Ahola (1980b) expanded the concept, reviewed the work of Deci and Ryan, Csikszentmihalyi and other social scientists and concluded that intrinsic motivation was not only determined by an individual's past personal experiences but was determined by the social environment as well. Further, reasons intrinsic to an activity dominated the choices of a leisure participant. He also affirmed that intrinsically motivated leisure experiences have perceived freedom and perceived competence as key elements.

In summary, the study of both leisure and work related activities affirmed that perceived freedom and perceived competence were key to an understanding of intrinsic motivation. Further, elements of challenge and commitment moderated the effects of extrinsic rewards. Also, the research showed that satisfaction and enjoyment were linked more strongly with intrinsically motivated behaviors than extrinsically motivated behaviors.

Leisure Behavior

The definition of leisure behavior has been subjective throughout history. To some, it connotes a particular range of activities; to others, leisure behavior is the absence

of activity. Many early studies in the field of leisure were definitional in nature, and dealt specifically with what constituted a leisure behavior.

Kraus (1971), and others with similar views, defined leisure as the time left over after work, or "free-time." Yet others, like de Grazia (1962), considered an activity leisure only if the person perceived the time spent as "free." A common theme in most of the historical definitions of leisure was the concept of freedom, and this was the point at which the definition began to rely more heavily on psychological and sociological constructs than observational ones. Neulinger (1974) suggested that there were other dimensions to the definition of leisure than "perceived freedom." Neulinger concluded that the constructs of intrinsic-extrinsic motivation and goal orientation were important also.

Iso-Ahola (1980b) built on the work of Neulinger and others to say that leisure was intrinsically motivated behavior and that the primary variable for determining if a behavior was leisure or not is perceived freedom. Iso-Ahola further determined that leisure behavior was the result of past personal and social influences which created a person's subjective definition of leisure behavior. Behaviors that resulted from a subjective definition could modify future leisure behaviors by changing or adapting new definitions of leisure.

In the present study, leisure behavior was defined as "the practices an individual engaged in during non-obligated time." Further, it was operationalized by a survey of key practices that were suggested by clergy for clergy that aided in releasing stress and preventing burnout. These included taking a regular day-off, adequate amount of vacation, regular hobbies, vigorous exercise, scheduling personal retreats for personal and spiritual growth and networking with colleagues in ministry (Hulme, 1985; Oswald, 1982).

Leisure Attitude

Crandall and Slivken (1980) stated that leisure attitude was one of the most neglected areas in the study of leisure. They outlined the difference between leisure as behavior and leisure as experience that was already being developed by Neulinger (1974) and Iso-Ahola (1980b).

Crandall and Slivken (1980) defined leisure attitude based on the psychological literature as being composed of three components: affective, cognitive and behavioral. The affective component was a positive-negative inclination toward an attitude object; the cognitive aspect was the beliefs held about an attitude object; the behavioral aspect was based on the tendency to act according to beliefs and feelings.

Based on the theories of the psychological literature, Iso-Ahola (1980b) defined leisure attitude "as the expressed amount of affect toward a given leisure-related object"

(p. 251). Though this definition emphasized the affective component of attitude, it did not exclude the cognitive and behavioral components. Iso-Ahola continued his discussion of the leisure-related object and concluded that a leisure attitude could be specific or general, based on the definition of the leisure object (e.g., an object could be leisure itself, a particular program, an activity, or a place).

Iso-Ahola (1980b) used the work of Fishbein and Ajzen (1975) and conceptualized the making of a leisure attitude. The antecedents of a leisure attitude were: social norms and influences and past leisure experiences and individual differences. Antecedents formed beliefs which were the primary building blocks of attitudes. Attitudes determined a person's intentions to participate in a particular activity, which were in turn influential on the actual behavior. Participation in an activity had a dynamic effect on antecedents, which could have an effect on beliefs, attitudes, and future behaviors. Participation could also have direct influences on beliefs, attitudes and intentions.

Based on the work of Crandall and Slivken (1980), and the basic literature of the psychological field (see Iso-Ahola, 1980b), Ragheb and Beard (1982) developed the Leisure Attitude Scale which effectively measured the three components of attitude as they related to leisure: Cognitive, Affective, and Behavioral. Results of their field testing of the instrument yielded a valid and reliable instrument that showed statistically significant differences among the demographic variables: age, gender, education and

income. Therefore, the present study hypothesized significant relationships among several demographic variables and the primary variable, leisure attitude.

Leisure Satisfaction

In the early 1980s, Ragheb and Beard pioneered work in the concept of leisure satisfaction which was first published in a work by Iso-Ahola (1980a). Based on theoretical work being done in the behavioral sciences, the authors concluded that very little had been done in the way of conceptualization, measurement and analysis of the relationship between "satisfaction" and other variables (Ragheb & Beard, 1980). Their ground-breaking work led to this definition of leisure satisfaction:

the positive perceptions or feelings which an individual forms, elicits, or gains as a result of engaging in leisure activities and choices. It is the degree to which one is presently content or pleased with his/her general leisure experiences and situations. This positive feeling of contentment results from the satisfaction of felt or unfelt needs of the individual (Beard & Ragheb, 1982, p. 22).

The theoretical background of the concept linked satisfaction to rewards.

Therefore, when satisfaction was applied to leisure behavior, a person considered an activity satisfying when he/she received a reward such as enjoyment, achievement, or improved health. The relationship between motivation and satisfaction was seen in the link between expending energy in an activity, and the feelings of contentment in

accomplishing the task. To have a positive motivational impact, there had to be opportunities for the satisfaction of higher level needs (Ragheb & Beard, 1980).

Further discussion by Beard and Ragheb (1982) included the relationship among attitude, happiness and satisfaction. They suggested that there was a hierarchical relationship with attitudes, primarily the affective dimension of attitudes, forming satisfaction. And happiness was the result of a combined number of satisfactions. Therefore, the authors concluded that happiness was the result of total satisfaction and leisure satisfaction was one part of the whole that made total satisfaction with life complete (Beard & Ragheb, 1982).

Based on their review of literature, and empirical data, Beard and Ragheb (1982) identified six primary components of leisure satisfaction: psychological, educational, social, relaxational, physiological, and aesthetic. These were incorporated into the Leisure Satisfaction Scale and were used to observe the relationships between leisure satisfaction and numerous variables.

In their initial study, Ragheb and Beard (1980) looked at the relationship between leisure satisfaction and six demographic variables: gender, age, marital status, education, employment status, and income. Their procedures were designed to represent the broader population which was more feasible in developing the Leisure Satisfaction Scale.

The differences between males and females were primarily in the relaxational and

physiological subscales. Females derived more satisfaction from relaxational activities, and males derived more satisfaction from physiological activities. There were significant differences among the means of all age categories for all subscales except relaxational.

Some of the effects of age included: (1) older persons found more psychological satisfaction from their leisure than younger persons; (2) middle-aged persons derived less educational satisfaction from the activities than younger and older persons; (3) social satisfactions were like educational satisfactions--mean satisfaction was highest for older persons, then younger persons, followed by middle-age; (4) physiological satisfactions varied throughout the age groups--a downward trend from youth to middle-age, followed by a marked increase around age fifty, followed by a marked decrease at age sixty-five.

Significant differences were found among the means for the social and physiological subscales based on the variable marital status. Social mean scores were similar for single and divorced persons, and married persons had lower mean scores. Physiological mean scores were highest among single persons, with married and divorced with similar lower scores.

Psychological and educational subscales showed significant differences based on amount of education. Persons with more than four years of education beyond high school had higher mean scores on the psychological subscale than all other education groups. Educational subscale means increased with the increasing education levels.

The effects of employment status showed no significant differences on mean scores. Significances in leisure satisfaction based on the effects of income were found in two subscales. First, psychological aspects of leisure satisfaction increased directly with income. Second, relaxational scores were lower for the lowest income level, but similar for the other two categories (Ragheb & Beard, 1980).

In a study of leisure satisfaction and older persons, Ragheb and Griffith (1982) found that among six variables, (i.e., satisfaction with standard of living, satisfaction with family relations and activities, satisfaction with health, leisure participation and marital status) leisure satisfaction showed the greatest contribution to life satisfaction (over 50% of explained variance). Furthermore, the study revealed that the more leisure participation a person has, the greater the leisure satisfaction. And, the greater the leisure satisfaction, the greater the life satisfaction.

In a study of ten age groups (N=221), Riddick (1986) discovered that of seven variables considered, two variables, knowledge of leisure resources and leisure values, had the most profound influence on leisure satisfaction. Stress, mate/spouse's leisure attitude, income, gender, age, and best friend's leisure attitude had no significant effect on leisure satisfaction. There was no direct comparison in the study that linked age and gender differences to the six components of leisure satisfaction, as in the work of Ragheb and Beard (1980).

Mannell (1989), summarizing much of the work reviewed above, classified conceptualizations of the leisure satisfaction constructs by two distinguishing dimensions: motivation and level of specificity. Level of specificity referred to the range or scope of behaviors or life experiences with which satisfaction is associated. If leisure satisfaction is measured, for instance, regarding a particular leisure activity (e.g., swimming, outdoor recreation) this would be considered a more specific conceptualization than the measurement of a more global construct of leisure satisfaction (e.g., "leisure in general," "spare time"). Satisfaction was also seen as being conceptualized as either non-motivational in nature (e.g., making no assumptions about human motivation and needs). At the other end of the spectrum, satisfaction was directly related to human needs essential for well-being and even survival.

In summarizing the literature, Mannell (1989) observed the complex interaction of the two dimensions, specificity and motivation, and concluded that measurements of differences in satisfaction for a particular activity are the result of complex interactions of individual differences and situational factors. Mannell concluded that the construct leisure satisfaction has the potential for important contributions to the study of psychological outcomes of leisure, and the application of this knowledge (e.g., the present study). Also recognized were the problems of measurement that are inherent in present approaches.

Summary

Based on the review of literature, there were several dimensions to the relationships among burnout, intrinsic motivation and leisure that needed further study. There appeared to be a strong indication that intrinsic motivation and burnout were inversely related. Similarly, because leisure was suggested as a treatment for burnout by several authors, and was seen as a reason for burnout by others, it was important that empirical data be collected and analyzed. The relationship between intrinsic motivation and burnout and their relationship with leisure variables had some significant dimensions to be researched.

First, primary definitions of leisure proposed that leisure was an intrinsically motivating experience. This relationship seemed inherent in all the literature reviewed. Therefore, it was hypothesized that there was a strong relationship between leisure and intrinsic motivation.

Second, satisfaction and enjoyment with an activity were strongly related to intrinsic motivation, as well as the lack of tension in an activity. The burnout literature suggested that job satisfaction was lowest among those prone to burnout, and it was reasonable to conclude that tension would be higher in those prone to burnout. Further, the literature suggested that there was also a strong relationship among the variables job

satisfaction, life satisfaction and leisure satisfaction. Therefore, it was hypothesized that burnout should be inversely related to intrinsic motivation and leisure satisfaction.

Third, the definition of burnout posited by Maslach (1982) stated that burnout was a dynamic relationship that begins with emotional exhaustion, that led to depersonalization, and finally to lack of personal accomplishment. Based on this, it was reasonable to hypothesize that the emotional exhaustion component of burnout would be more significantly related to the variables intrinsic motivation and leisure than depersonalization. Further, the personal accomplishment component should be strongly related to intrinsic motivation.

A fourth dimension that was revealed in the literature that should be evident in the empirical data was the relationship among leisure attitude, leisure satisfaction and leisure behavior. Because all three of these variables were significantly interrelated, there should be a strong relationship between all three and intrinsic motivation. Further, demographic variables that showed some significant relationships with most of the leisure related variables should be shared among all of them. These were age, gender, education, and marital status.

A fifth dimension that was not fleshed out in the literature that this researcher found to be significant in the discussion of burnout was the relationship between years of service and years in a particular location, with burnout. From the burnout literature,

Maslach (1982) suggested that older, more experienced workers have less burnout because they have developed coping mechanisms over the years. This study sought to discover the relationship between these components (years in ministry and years at present church) and burnout.

Chapter 3

METHODS

This study was designed to explore the interrelationships among leisure attitude, leisure satisfaction, leisure behavior, intrinsic motivation, and burnout among a population of clergy. Further, this study was designed to explore the interrelationships among several demographic factors (i.e., gender, age, marital status, education, years in ministry, years employed at a particular church) and the variables related to leisure and burnout. A survey instrument was prepared to measure the study variables.

Subjects

The population for this study was active clergy in the Western North Carolina Conference of the United Methodist Church. There were 851 clergy on the official mailing list of the conference serving in church-related settings throughout the western portion of North Carolina (i.e., from Greensboro west to Murphy). By church policy, this area was divided into 14 geographic districts. A systematic random sample designed to include one-half of the population was drawn. Further, the sample was stratified to assure that one-half of all women in the sample frame were drawn, thereby resulting in a representative proportion of the two genders. Utilizing the mailing lists from each district

yielded a random sample of 438 clergy. Questionnaires were mailed to all 438 clergy on March 15, 1994. A second mailing was prepared two weeks later, and by the end of the study period (April 31, 1994), 241 questionnaires were returned for a 55% return rate.

Design and Variables

The design for this study was a path analytic model graphically represented in Figure 1. The variables studied included the endogenous variables: intrinsic motivation, leisure attitude, leisure satisfaction, leisure behavior, and the exogenous variables (i.e., gender, age, marital status, education, years in ministry, and years employed at present church). The dependent variable for this study was burnout operationalized as: emotional exhaustion, depersonalization and personal accomplishment.

Instrument

The survey instrument consisted of several sections operationalizing the aforementioned variables (see Appendix A). In addition, several questions were included in the instrument to be considered for future study. Below is a detailed description of the various individual instruments that made up the entire survey.

The Independent Variables

Intrinsic Motivation. The variable "intrinsic motivation" was operationalized using the "autonomy subscale" of the General Causality Orientations Scale developed by Deci and Ryan (1985). The subscale consisted of 12 items, a short vignette followed by a hypothetical response. Each response was measured on a 7-point scale in which the respondent rated the extent to which a behavior, thought or feeling was characteristic of him or her. Deci and Ryan (1985a) reported Cronbach's alpha of .744 for the subscale; test-retest reliability was reported as .749 for a group of 51 college students (Deci & Ryan, 1985a). The present study revealed that Cronbach's alpha for the subscale was .816 for a sample of 241 United Methodist clergy. Deci and Ryan did not report explicitly on the validity of the instrument. Based on the correlations with other measures in this study, it was believed to have construct validity.

Leisure Satisfaction. The variable "leisure satisfaction" was operationalized using the Leisure Satisfaction Scale developed by Beard and Ragheb (1982). The short version of the instrument which consists of 24 items measuring six components of leisure satisfaction (psychological, educational, social, relaxation, physiological and aesthetic) was used. Based on developmental studies with 347 subjects, the Cronbach alpha reliabilities were: Total scale = .96; Psychological = .86; Educational = .90; Social = .88; Relaxation = .85;

Physiological = .92; and Aesthetic = .86 (Ragheb & Beard, 1980). In this study of 241 clergy, the alpha reliability for the entire scale was .94. Ragheb and Beard (1980) noted face/content validity of this instrument through consultation with 160 professionals in the field. It was concluded that the instrument was valid and useful.

Leisure Attitude. The variable "leisure attitude" was operationalized using Ragheb and Beard's (1982) 36-item Leisure Attitude Scale. The scale measured the three primary dimensions of attitude: cognitive, affective and behavioral. Ragheb and Beard's (1982) research with a sample of 254 subjects revealed that the alpha-reliability of the total scale was .94. The coefficients for the various subscales were Cognitive = .91; Affective = .93; and Behavioral = .89. Based on this study of 241 clergy, Cronbach's alpha for the entire scale was .93. The developers (Ragheb & Beard, 1982) consulted 31 experts in the field and they determined that it was a valid instrument.

Leisure Behavior. The variable "leisure behavior" was operationalized using an inventory of several selected leisure behaviors measured on a 5-point Likert-type scale measuring the level of agreement with a statement (e.g. "Strongly Agree", "Strongly Disagree"). Persons were asked their level of agreement on these six statements: "I schedule a regular day off each week"; "I take an adequate amount of vacation each year"; "I schedule

personal retreats during the year for personal growth"; "I have hobbies and interests that I spend time with regularly"; "I have a network of friends or colleagues with who I share my problems and joys"; and "I get regular, vigorous exercise."

A panel of six ministers and persons involved in continuing education for clergy was consulted to determine the validity of this scale. They were asked to evaluate a list of ten leisure behaviors believed to prevent or mediate the effects of burnout suggested by the writings of Oswald (1982), Sanford (1982), and Rediger (1982). They were asked to determine which of these behaviors suggested had the most significant impact on the clergy they had consulted with through their work. The six items included in this scale were agreed upon by all six persons. These same six items can be found together in a list developed by Oswald (1982). Based upon their responses, the instrument was determined to have adequate face validity. Cronbach's alpha was calculated in this study and found to be .73.

Demographic Variables

The demographic variables that this researcher examined in relation to burnout and the other independent variables included gender, age, marital status, education number of years in ministry, and number of years at the present church. Other demographic variables included in the questionnaire but not related to the present study were race, number of

children, total number of churches served, kind and location of clergy appointment, size of church, estimation of number of days vacation and days off, and continuing education. These variables will be used for reporting to the sponsoring organization (The Intentional Growth Center), but were not considered as critical to this study.

Dependent Variable: Burnout

The dependent variable, "burnout" was operationalized using the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1986). A 22-item instrument using a modified, seven-point Likert-type scale (0 = Never, 1 = a few times a year or less, 2 = once a month or less, 3 = a few times a month, 4 = once a week, 5 = a few times a week, 6 = every day) assessed the three major aspects of the burnout syndrome: emotional exhaustion, depersonalization, and lack of personal accomplishment.

The subscale "emotional exhaustion" consisted of nine items (e.g., "I feel emotionally drained from my work"; "I feel used up at the end of the work day"; "Working with people all day is really a strain for me") and highlighted feelings of being emotionally over-extended and exhausted by one's work. A score of 16 or below on the scale indicated a low evidence of burnout, scores 17-26 indicated a moderate evidence of burnout, and over 27 indicated a high degree of burnout.

The subscale "depersonalization" consisted of five items (e.g., "I worry that this job is hardening me emotionally"; "I feel I treat some recipients as impersonal objects"; "I don't really care what happens to some recipients") and highlighted a lack of feeling or impersonal response towards recipients of one's care or service. Scores of 6 or under indicated a low degree of burnout, scores of 7-12 indicated a moderate level of burnout, and scores 13 or above indicated a high degree of burnout.

The subscale "personal accomplishment" consisted of eight items (e.g., "I have accomplished many worthwhile things in this job"; "I can easily create a relaxed atmosphere with my recipients"; "I feel I'm positively influencing other people's lives through my work") and highlighted feelings of competence and successful achievement in one's work with people. Unlike the other subscales, low scores on personal accomplishment indicated higher levels of burnout. Scores 39 and above indicated a low degree of burnout, scores of 32-38 indicated a moderate level of burnout and scores 31 and below indicated a high degree of burnout.

By completing the entire instrument, one received three independent scores based on the subscales, each showing a relationship to burnout. The correlations among the subscales were moderate, but in accord with theoretical expectations that these are separate, but related aspects of burnout. Table 1 shows the intercorrelations of the subscales as tested in the present study, and compares them to the intercorrelations

reported by the developers of the MBI. Though the intercorrelations indicated suggestive differences among the variables, personal accomplishment cannot be assumed to be the opposite of emotional exhaustion and depersonalization (Maslach & Jackson, 1986).

Table 1
Intercorrelations Among the Burnout Components
(zero order correlation)

Present Study:

	<u>Emotional Exhaustion</u>	<u>Depersonalization</u>
Depersonalization	.52	
Personal Accomplishment	-.22	-.26

(Maslach & Jackson, 1986):

	<u>Emotional Exhaustion</u>	<u>Depersonalization</u>
Depersonalization	.64	
Personal Accomplishment	-.22	-.27

Internal consistency was estimated for the instrument using a sample of 1,316 workers in helping professions. The Cronbach alphas coefficients for the subscales were: .90 for Emotional Exhaustion; .79 for Depersonalization; and .71 for Personal Accomplishment (Maslach & Jackson, 1986). In this study of 241 clergy, the Cronbach alphas were as follows: .92 for Emotional Exhaustion; .77 for Depersonalization; and .79 for Personal Accomplishment.

Test-retest reliability for the MBI was reported for two samples. A study of graduate students ($n = 53$) with a separation of two to four weeks between tests revealed test-retest reliability coefficients of .82 for Emotional Exhaustion; .60 for Depersonalization; and .80 for Personal Accomplishment. In a sample of teachers ($n=248$), with an interval of one year between tests, the coefficients were much lower: .60 for Emotional Exhaustion; .54 for Depersonalization; and .57 for Personal Accomplishment (Maslach & Jackson, 1986).

The instrument demonstrated convergent validity in several ways according to the developers. First, MBI scores were correlated with behavioral ratings. Second, MBI scores were correlated with the presence of job characteristics expected to contribute to burnout. Third, MBI scores were correlated with measures of various outcomes hypothesized to be related to burnout.

Further evidence of validity was obtained by distinguishing it from other measures of psychological constructs that might be presumed to be confused with burnout, such as job satisfaction, social desirability and clinical depression. Correlations among burnout scores and these other measures indicated that there were low to moderate correlations among some of the constructs. However, none were so highly correlated that would suggest that burnout and those constructs were the same (Maslach & Jackson, 1986).

Data Collection

The questionnaire was administered with the support of the Intentional Growth Center, Lake Junaluska, North Carolina. Assistance with mailings and data entry was provided by volunteers in the local community of Mayodan, North Carolina.

Below, in outline form, are the specific steps taken during data collection:

- (1) The Sample--Using the official mailing list of the conference, numbers were assigned to each sample unit (District Mailing List). Using a table of random numbers to begin, a systematic random sample of one-half of the clergy (further stratifying for gender, [one-half of females in each district]) yielded a sample of 438 to whom surveys were mailed.
- (2) The First Mailing--Each minister selected in the sample was mailed a copy of the survey (Appendix A), an envelope with return postage, and an accompanying cover letter, from James Warren, the Director of the Intentional Growth Center, Lake Junaluska, North Carolina (Appendix B). This study was endorsed as an examination of attitudes and behaviors of the work and leisure of clergy in the Western North Carolina Conference. Each respondent was informed of the confidentiality of this research, and that the results of the study will be made public at the completion of the study.
- (3) Follow-Up Mailing--Response to the survey was monitored, and every respondent who had not returned the questionnaire within two weeks was sent another questionnaire

package, with a second letter explaining the importance of responding (Appendix C).

(4) Return of Questionnaire--Returns following the first mailing from March 15-April 6, 1994 were 141 or 32%. Returns from the follow-up mailing which ended on April 31, 1994 yielded 100 more or 23%. The total return rate was 241 or 55%.

(5) Data Coding and Entry--Data were entered into the Univax system at the University of Maryland by use of a modem from the University of North Carolina at Greensboro. All data were analyzed by the use of SPSS, version 3 (Norusis, 1990; SPSS, 1986).

Data Analysis

Causal modeling is a way for understanding the relationships among variables.

Causal inference procedures begin with a statement of theory that explicitly outlines relationships hypothesized among a set of variables as well as the causal sequence thought to exist among them (Anderson & Evans, 1974). Causal modeling procedures that have been developed in the fields of economics and biology have been used frequently in the social sciences. These procedures are used to relate theory and research through the analysis of data. Mathematical formulas can be written which allow the prediction of the effects of changes in any variable with all other variables in the model, and the model can be empirically tested for its accuracy of theoretical definition (Anderson & Evans, 1974).

One of the most common forms of causal modeling in the social sciences is path analysis. Path analysis is based on regression analysis, but provides a more useful graphic picture of relationships among variables than is possible through other means (Babbie, 1986). Path analysis was developed as a method for studying the direct and indirect effects of variables hypothesized as causes of variables treated as effects. Path analysis is not a method for discovering causes, but a method applied to a causal model formulated by the researcher on the basis of knowledge and theory (Babbie, 1986; Pedhazur, 1982). Path analysis was used to investigate the assumptions of the proposed model (i.e., test the hypotheses stated in Chapter 1, and diagrammed in Figure 1).

As a statistical technique, path analysis utilizes regression analysis, as applied recursively to generate a system of equations. As a pattern of interpretation, it is invaluable in making explicit the rationale for a set of regression equations. The great merit of diagramming a path scheme is that it makes the assumptions of the research explicit and forces the discussion to be internally consistent. With the causal model outlined clearly, it enables criticism and interpretation to be sharply focused, not only for the present research, but possibly for future inquiry (Duncan, 1966).

Path analysis assumes that the values of one variable are caused by the values of another variable, so it is essential that independent and dependent variables are distinguished (Babbie, 1986). Further, the relations among the variables are assumed to

be linear, additive and causal. Since there is also to be unidirectional flow in the system, reciprocal causation between variables is ruled out; this is also known as a recursive model (Pedhazur, 1982).

Each variable in the theory is represented in a path diagram that displays a pattern of causal relationships among variables. Each straight arrow indicates a hypothesized relationship between the variables and the direction of causation. Two types of variables are commonly distinguished in the diagram---exogenous and endogenous. The exogenous variable is one whose variability is explained outside of the model; and the endogenous variable is one whose variation is explained by at least one other variable in the system. Therefore, no variables are hypothesized to influence exogenous variables yet endogenous variables are explained by a combination of endogenous and exogenous variables within the system (Pedhazur, 1982).

The statistical analysis yields a path coefficient for each pair of variables in the path analysis. The path coefficient (p) is a standardized regression coefficient (i.e., equivalent to the beta coefficient calculated in multiple regression) indicating the direct effect of one variable on another. The path coefficient is equal to the zero-order correlation when one variable is viewed as dependent on a single cause in the model. The total indirect effect of an independent variable can be calculated as a mathematical formula of the relevant path coefficients known as the Simon-Blalock technique (Pedhazur, 1982). For this study,

the indirect effect was calculated as the correlation between the variable and the dependent variable minus the corresponding path coefficient (indirect effect = $r - p$) (Alwin & Hauser, 1975).

Some of the assumptions that underlie the use of path analysis are that measures utilized are highly reliable; the theoretical model is focused and relations among the variables are linear, additive and causal; residuals from different equations are not intercorrelated; measurements are on an interval scale and without error; and sample size is sufficient for the number of variables being considered. Serious violation of any of these assumptions may lead to inaccurate estimation of path coefficients and imprecise conclusions. Based on the above assumptions, the method of path analysis reduces to the solution of one or more multiple regression analyses (Pedhazur, 1982).

There has been concern that some sociological research cannot meet the strict assumptions outlined above. This concern has been addressed by several studies that have discussed the robustness of the statistics that allow for the weakening of these assumptions. Heise (1969) advised that these assumptions might be weakened by strengthening the theory of the path model, reducing causal linkages between variables, and relinquishing simple regression techniques for multiple regression procedures. Bohrnstedt and Carter (1971) suggested that regression analysis was adequately robust as long as care has been taken to reduce measurement and specification error. By taking

precautions to minimize measurement errors, and by being specific about the relationships among the variables detailed in the theoretical model, the statistics used in this study met the methodological assumptions based on the work of Heise (1969) and Bohrnstedt and Carter (1971).

A series of regression models was developed to test the direct and indirect relationships among the variables diagrammed (Figure 1) and the resultant hypotheses. Specifically, the first endogenous variable (intrinsic motivation) was regressed on the three subscales of the dependent variable burnout (i.e., emotional exhaustion, depersonalization and personal accomplishment). Second, the pool of endogenous variables (i.e., leisure behavior, leisure attitude, leisure satisfaction and intrinsic motivation) was regressed on the dependent variable burnout. Then, all exogenous (i.e., gender, age marital status, education, years in ministry and years in present church) and endogenous variables were regressed on the dependent variable burnout and its three subscales. Path coefficients were used to assess the relative importance of each independent variable to the dependent variable, and zero-order correlations were reported to identify the bivariate relationships among the key variables in the study.

Indirect effects of the pool of exogenous variables on the dependent variable were calculated the correlation between the exogenous variable and the dependent variable

minus the corresponding path coefficient (indirect effect = $r-p$) (see Alwin & Hauser, 1975). The testing of hypotheses involving the relationships of categorical variables (i.e. gender, education, and marital status) and interval data (the endogenous variables and dependent variable) was done through separate "one-way" analyses of variance (ANOVA) and the Scheffe's and Tukey's post-hoc tests (Pedhazur, 1982). The alpha level for minimum acceptance of significance for all statistics was set at $\leq .05$.

Chapter 4

RESULTS

The interrelationships of leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation and burnout among clergy were investigated in this study. The results of the data analysis, including a description of the sample, relationships among demographic variables and the primary variables, and the testing of the individual hypotheses are presented in this chapter.

Description of the Sample

The population of clergy in the Western North Carolina Conference of the United Methodist Church numbers 851. A systematic random sample to include one-half of the population (further stratified to include one-half of all females in the sample frame) resulted in the selection of 438. After the first mailing to all sampled, a follow-up mailing of 297 was sent. The total number of questionnaires returned was 241; representing a 55% return rate. Below is the description of the sample by demographic variables.

Gender

Of those responding, 85% were male and 15% were female. This is comparable to the estimated number of female clergy of the Western North Carolina Conference (12%).

Age

Respondents ranged from 22 to 76 years of age. The mean age of the sample was 47.1 years. Respondents age 35 years or younger represented 16.5% of the sample, and 40.1% were 50 years of age or older.

Marital Status

The vast majority of those responding were married (91.4%). Only 2.9% were single, 3.3% were divorced and 1.2% were widowed .

Education

Eighty-five percent of those responding had been awarded a Master's of Divinity degree, its equivalent or a higher degree, while only 15% of the sample had a college degree or less education.

Years in Ministry

Most respondents had served in the ministry for 10 years. The mean time in ministry was 17.6 years (Table 2).

Table 2

Years in Ministry		
≤ 5 years=	18.3%	(N= 44)
6-10 years=	18.3%	(N=44)
11-20 years=	29.2%	(N=70)
21-30 years=	15.4%	(N=37)
≥ 31 years=	18.8%	(N=45)
TOTAL	100%	(N=240)

Years Employed in the Present Church

The mean number of years in the present church was 2.81 years. Over one-quarter (28.3%) of the sample were in their first year at their respective churches (see Table 3).

Table 3

Years Employed in the Present Church		
≤ 3 years=	71.5%	(N=171)
4-6 years=	23.9%	(N=57)
≥ 7 years=	4.6%	(N=11)
TOTAL	100%	(N=239)

The data were fairly representative of the clergy in the Western North Carolina Conference in the year of the study.

Other descriptions of the sample

These variables were not used in the path analysis, but give further background information that may be helpful in understanding the population. Responding clergy were primarily Caucasian (93.3%), followed by African American, (3.8%), Native American Asian and Hispanic (2.8%).

They served in a range of settings, 31.6% were in multiple point churches (i.e., one person serving more than one church), 52.5% in station churches (i.e., one person in one church), 9% as associate pastors, and 5.4% in other settings (e.g., district

superintendents, bi-vocational pastors). Of those clergy who responded, 45% were located in rural settings, 30.3% in suburban settings, and 24.8% in urban settings.

Primary Variables

Leisure Behavior

One of the primary variables explored the respondents' leisure behavior. A six-item Likert scale was developed to assess some of the leisure practices of the clergy (Table 4). The six-item responses were totaled to give a relative leisure behavior index number. The scale was judged to have panel-face validity and was found to be reliable ($\alpha=.73$) Other reliability and validity information is found in prior chapter.

The possible range of scores on the index was 5-30. The range of responses in this study was 6-30. The mean for the index was 20.6 with a standard deviation of 4.47. This indicated that 68% of the respondents scored between 16.17 and 25.11. Higher scores on the leisure behavior index indicate that persons were more likely to have leisure behaviors that might mediate the effects of burnout than those with lower scores.

Leisure Attitude

The survey included Ragheb and Beard's (1982) 36-item Leisure Attitude Scale. The instrument measured respondents' general knowledge and beliefs about leisure and

Table 4
Responses to Leisure Behavior Questions

	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	TOTAL	Item Mean	Standard Deviation
I schedule a regular day-off each week	75 (31.3)	102 (42.5)	12 (5.0)	44 (18.3)	7 (2.9)	240 100%	3.8	1.15
I take an adequate amount of vacation each year	40 (16.6)	96 (39.8)	36 (14.9)	61 (25.3)	8 (3.3)	241 99.9%*	3.4	1.13
I schedule personal retreats during the year for personal growth	23 (9.6)	110 (46.0)	23 (9.6)	72 (30.1)	11 (4.6)	239 99.9%*	3.3	1.13
I have hobbies and outside interests that I spend time with regularly	42 (17.5)	115 (47.9)	27 (11.3)	48 (20.0)	8 (3.3)	240 100%	3.6	1.22
I get regular vigorous exercise	33 (13.8)	88 (36.8)	28 (11.7)	73 (30.5)	17 (7.1)	239 99.9%*	3.2	1.22
I have a network of friends or colleagues with whom I share my problems and joys	42 (17.6)	103 (43.1)	36 (15.1)	52 (21.8)	6 (2.5)	239 100.1%*	3.5	1.09

Numbers in parentheses are values in percent
* = numbers may be more or less than 100% due to rounding

how it affects their quality of life (cognitive), feelings toward leisure and degree of liking/disliking of leisure activity (affective), and past, present and intended actions with regard to leisure experiences (Ragheb & Beard, 1982). A high score on the scale generally indicates a good working knowledge of leisure, good feelings toward it, and a history and intent of being involved.

The instrument was found to be very reliable (Cronbach's alpha = .93). The range of scores for the sample of clergy was 67-178 (a possible range of 36-180). The mean score for the sample was 143.8 and the mode was 134. Standard deviation for the leisure attitude score was 15.9, meaning that 68% of the sample had scores between 127.9 and 159.7.

Leisure Satisfaction

The survey also included Beard and Ragheb's (1980) 24-item Leisure Satisfaction Scale (LSS). The index measures six basic components of satisfaction including: psychological, educational, social, relaxational, physiological and aesthetic. Scores on the LSS indicate the respondents' general satisfaction with their leisure. A high score indicates that all or most of the six components measured are being met by their leisure participation.

The instrument was found to be very reliable (Cronbach's alpha=.94). The range of scores for the clergy was 24-120 representing the possible range. The mean score for the index was 89.1 and the mode was 84. Standard deviation was 14.15, meaning that 68% of the sample had scores between 74.95 and 103.25.

Intrinsic Motivation

The survey used the 12-item "autonomy subscale" of Deci and Ryan's (1985a) General Causality Orientations Scale. This scale measured respondents' relative orientation toward intrinsic motivation. A higher score on the scale indicates that a person is generally more intrinsically motivated than one with a lower score.

The instrument was found to be reliable (Cronbach's alpha = .82). The range of scores for the clergy was 16-81 and the possible range was 12-84. The mean score for the population was 64.8 and the mode was 66. The standard deviation was 9.25, meaning that 68% of the sample had scores between 55.55 and 74.05.

Burnout

The survey utilized the Maslach Burnout Inventory (1986). The entire inventory consisted of 22 questions measuring three aspects of burnout. The first subscale consisting of nine items measured emotional exhaustion. With a range of 1-54 points, the mean for

the sample was 19.1, and the standard deviation was 10.1. A score of 16 or below on the scale indicated a low evidence of burnout (46.9% of the respondents scored in this range), scores 17-26 indicated a moderate evidence of burnout (31.1% of respondents), and over 27 indicated a high degree of burnout (22% of all respondents).

The subscale of depersonalization was measured using 5 items. The mean for this population was 5.8, with a range of 0-30, and the standard deviation was 4.96. Scores of 6 or under indicated a low degree of burnout (67.6% of the respondents), scores of 7-12 indicated a moderate level of burnout (21.2%), and scores 13 or above indicated a high degree of burnout (11.2% of those responding).

The last subscale in the inventory measured personal accomplishment. The subscale consisted of 9 items. The mean score for the clergy was 37.1 with a range of 6-54 points, and the standard deviation was 6.92. Unlike the other subscales, low scores on personal accomplishment indicate higher levels of burnout. Scores 39 and above indicated a low degree of burnout (45% of the respondents), scores of 32-38 indicated a moderate level of burnout (36.7% of all respondents) and scores 31 and below indicate a high degree of burnout (18.3%).

Multicollinearity

A concern in any study using regression analysis is the degree to which the independent variables are correlated with each other. If the correlations are too pronounced, problems estimating regression statistics are possible and could affect the analysis of the data. A review of the data indicated that the variable tolerances were sufficiently high to conclude that multicollinearity was not a problem. Variable tolerances ranged from .341 to .910 for the variables studied, and only tolerances of less than .0001 are significant enough to warrant caution (Norusis, 1990). Further, the VIF's (variance inflation factors) were sufficiently low to conclude that multicollinearity was not a problem in regression estimation. The VIF's for the study variables ranged from 1.099 to 2.929. Multicollinearity is indicated when the VIF's are in excess of 10 (Chatterjee & Price, 1977).

Path Analysis

A series of regression models was developed to test the direct and indirect relationships among the variables diagrammed (Figure 1) and the proposed hypotheses. Specifically, the models identify the direct and indirect effects of the exogenous variables (i.e., gender, marital status, age, education, years in ministry and years employed in present church) on endogenous variables (i.e., leisure behavior, leisure attitude, leisure

satisfaction and intrinsic motivation), and their consequent relationships with the dependent variable burnout (i.e., emotional exhaustion, depersonalization and personal accomplishment). Path coefficients were used to assess the relative importance of each independent variable to the dependent variable, and zero-order correlations were reported to identify the bivariate relationships among the key variables in the study. Indirect effects of exogenous variables on the dependent variable were calculated based on the methods of Alwin and Hauser (1975).

Hypothesis One

It was hypothesized that there is a direct relationship between leisure behavior and burnout; specifically, (a) There is a direct inverse relationship between leisure behavior and emotional exhaustion; (b) There is a direct inverse relationship between leisure behavior and depersonalization; and (c) There is a direct positive relationship between leisure behavior and personal accomplishment.

All sub hypotheses were found to be supported by the data with leisure behavior significantly correlated with burnout and its three "categories". Leisure behavior had a direct and inverse relationship with emotional exhaustion ($r = -.29$; $p = -.28$; $p \leq .001$), and depersonalization ($r = -.13$; $p = -.11$; $p \leq .02$) and a direct positive relationship with personal accomplishment ($r = .21$; $p = .18$; $p \leq .001$) (See Table 5).

Table 5
 Path Analysis of Intrinsic Motivation, Leisure Behavior, Leisure Attitude,
 Leisure Satisfaction on Burnout
 (Emotional Exhaustion, Depersonalization, Personal Accomplishment)

	<u>Emotional Exhaustion</u>		<u>Depersonalization</u>		<u>Personal Accomplishment</u>	
	r	p	r	p	r	p
Leisure Behavior	-.29	-.28	-.13	-.11	.21	.18
Leisure Attitude	ns		ns		ns	
Leisure Satisfaction	-.21	-.15	-.21	-.21	.40	.38
Intrinsic Motivation	ns		-.18	-.18	.26	.26
Explained Variance (R ²)	13.1%		10.3%		19.5%	

Only values significant at $\leq .05$ are represented in this table

r = zero order correlation
 p = path coefficient
 ns = not significant

Hypothesis Two

It was hypothesized that there is a direct relationship between leisure attitude and burnout; specifically, (a) there is a direct inverse relationship between leisure attitude and emotional exhaustion; (b) there is a direct inverse relationship between leisure attitude and depersonalization; and (c) there is a direct positive relationship between leisure attitude and personal accomplishment. Data failed to support these hypotheses (see Table 5).

Hypothesis Three

It was hypothesized that there is a direct relationship between leisure satisfaction and burnout; specifically, (a) There is a direct inverse relationship between leisure satisfaction and emotional exhaustion; (b) There is a direct inverse relationship between leisure satisfaction and depersonalization; and (c) There is a direct positive relationship between leisure satisfaction and personal accomplishment.

All sub hypotheses were found to be supported by the data with leisure satisfaction significantly correlated with burnout and its three "categories" (see Table 5). Leisure satisfaction had a direct and inverse relationship with emotional exhaustion ($r = -.21$; $p = .15$; $p \leq .001$), with depersonalization ($r = -.21$; $p = -.21$; $p \leq .001$) and a direct positive relationship with personal accomplishment ($r = .40$; $p = .38$; $p \leq .001$).

Hypothesis Four

It was hypothesized that there is a direct relationship between intrinsic motivation and burnout; specifically, (a) There is a direct inverse relationship between intrinsic motivation and emotional exhaustion; (b) There is a direct inverse relationship between intrinsic motivation and depersonalization; and (c) There is a direct positive relationship between intrinsic motivation and personal accomplishment.

Two of the three sub hypotheses were found to be supported by the data with intrinsic motivation significantly correlated with burnout; specifically, depersonalization and personal accomplishment (see Table 5). Intrinsic motivation had a direct and inverse relationship with depersonalization ($r = -.18$; $p = -.18$; $p \leq .002$) and a direct positive relationship with personal accomplishment ($r = .26$; $p = .26$; $p \leq .001$). The data failed to support the hypothesized relationship between intrinsic motivation and emotional exhaustion.

Hypothesis Five

It was hypothesized that there are direct relationships among all of the leisure variables and intrinsic motivation; specifically, (a) There is a direct positive relationship between leisure behavior and intrinsic motivation; (b) There is a direct positive

relationship between leisure attitude and intrinsic motivation; and (c) There is a direct positive relationship between leisure satisfaction and intrinsic motivation.

Two of the three sub hypotheses were supported by the data. There was a significant relationship between leisure attitude and intrinsic motivation ($r = p = .16$; $p \leq .05$); and, leisure satisfaction and intrinsic motivation ($r = p = .32$; $p \leq .01$). There was no significant relationship between leisure behavior and intrinsic motivation (see Table 6).

Table 6
Zero-Order Correlations Among the Primary Variables

	Leisure Behavior	Leisure Satisfaction	Leisure Attitude	Intrinsic Motivation
Leisure Behavior	..			
Leisure Satisfaction	.43**	..		
Leisure Attitude	.41**	.43**	..	
Intrinsic Motivation	.10	.32**	.16*	..

** = significant at $\leq .001$

* = significant at $\leq .05$

Hypothesis Six

It was hypothesized that there is a significant relationship between gender and the three components of burnout (emotional exhaustion, depersonalization, and personal accomplishment). Data failed to support this hypothesis.

Hypothesis Seven

It was hypothesized that there is a significant relationship between gender and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior). Data failed to support this hypothesis.

Hypothesis Eight

It was hypothesized that there is a significant relationship between gender and intrinsic motivation. Data failed to support this hypothesis.

Hypothesis Nine

It was hypothesized that there is a direct relationship between age and burnout; specifically, (a) There is a direct inverse relationship between age and emotional exhaustion; (b) There is a direct inverse relationship between age and depersonalization; and (c) There is a direct positive relationship between age and personal accomplishment.

Two of the sub hypotheses were supported by the data (see Table 7). There was a direct inverse relationship between age and emotional exhaustion ($r = -.39$; $p = -.33$; $p \leq .001$) and there was a direct inverse relationship between age and depersonalization ($r = -.26$; $p = -.27$; $p \leq .001$). However, data did not support the hypothesized relationship between age and personal accomplishment.

Hypothesis Ten

It was hypothesized that there is significant relationship between age and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior). The data supported only one of the hypotheses. There was a significant positive relationship between age and leisure behavior ($r = .16$; $p \leq .007$). The data failed to support the hypothesized relationships between age and leisure attitude and leisure satisfaction.

Hypothesis Eleven

It was hypothesized that there is significant relationship between age and intrinsic motivation. Data failed to support this hypothesis.

Table 7
 Path Analysis of Demographic Variables, Leisure Variables,
 and Intrinsic Motivation on Burnout
 (Emotional Exhaustion, Depersonalization, Personal Accomplishment)

	<u>Emotional Exhaustion</u>		<u>Depersonalization</u>		<u>Personal Accomplishment</u>	
	r	p	r	p	r	p
Gender	ns		ns		ns	
Age	-.39	-.33	-.26	-.27	ns	
Marital Status	ns		ns		ns	
Education	ns		ns		ns	
Years in Present Church	-.16	-.12	ns		ns	
Years in Ministry	-.31	-.09	-.20	-.23	ns	
Leisure Behavior	-.28	-.26	-.12	-.10	.26	.24
Leisure Attitude	ns		ns		.12	-.05
Leisure Satisfaction	-.20	-.16	-.22	-.23	.46	.43
Intrinsic Motivation	ns		-.18	-.18	.26	.26
Explained Variance (R ²)	26.8%		22.2%		26.8%	

Only values significant at $\leq .05$ are represented in this table

r = zero order correlation
 p = path coefficient
 ns = not significant

Hypothesis Twelve

It was hypothesized that there is a significant relationship between marital status and the three components of burnout (emotional exhaustion, depersonalization, and personal accomplishment). Data failed to support this hypothesis.

Hypothesis Thirteen

It was hypothesized that there is a significant relationship between marital status and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior). Data failed to support this hypothesis.

Hypothesis Fourteen

It was hypothesized that there is a significant relationship between marital status and intrinsic motivation. Data failed to support this hypothesis.

Hypothesis Fifteen

It was hypothesized that there is a significant relationship between education and burnout; specifically, (a) There is a direct inverse relationship between education and emotional exhaustion; (b) There is a direct inverse relationship between education and

depersonalization; and (c) There is a direct positive relationship between education and personal accomplishment. Data failed to support all sub hypotheses.

Hypothesis Sixteen

It was hypothesized that there is a significant relationship between education and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior). Data failed to support this hypothesis.

Hypothesis Seventeen

It was hypothesized that there is a significant relationship between education and intrinsic motivation. Data failed to support this hypothesis.

Hypothesis Eighteen

It was hypothesized that there is a significant relationship between the number of years in ministry and burnout; specifically, (a) There is a direct inverse relationship between years in ministry and emotional exhaustion; (b) There is a direct inverse relationship between years in ministry and depersonalization; and (c) There is a direct positive relationship between years in ministry and personal accomplishment.

The data supported two of the sub hypotheses (see Table 7). There is a direct inverse relationship between years in ministry and emotional exhaustion ($r = -.31$; $p = .09$; $p \leq .001$) and depersonalization ($r = -.20$; $p = .23$; $p \leq .001$). No significant relationship was found between years in ministry and personal accomplishment.

Hypothesis Nineteen

It was hypothesized that there is a significant relationship between the number of years in ministry and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior). Data supported only one of the hypotheses. There was a significant positive relationship between years in ministry and leisure behavior ($r = .22$; $p \leq .001$), but not with leisure attitude or leisure satisfaction.

Hypothesis Twenty

It was hypothesized that there is a significant relationship between the number of years in ministry and intrinsic motivation. There was a direct inverse relationship between years in ministry and intrinsic motivation ($r = -.14$; $p \leq .02$).

Hypothesis Twenty-One

It was hypothesized that there is a significant relationship between the number of years employed in the present church and burnout; specifically, (a) There is a direct inverse relationship between years in employed in the present church and emotional exhaustion, (b) There is a direct inverse relationship between years employed in the present church and depersonalization, and (c) There is a direct positive relationship between years employed in the present church and personal accomplishment.

The data supported only one of the hypotheses (see Table 7). There was a direct inverse relationship between years employed in the present church and emotional exhaustion ($r = -.16$; $p = .12$; $p \leq .007$).

Hypothesis Twenty-Two

It was hypothesized that there is a significant positive relationship between the number of years employed in the present church and the three leisure variables (leisure attitude, leisure satisfaction and leisure behavior).

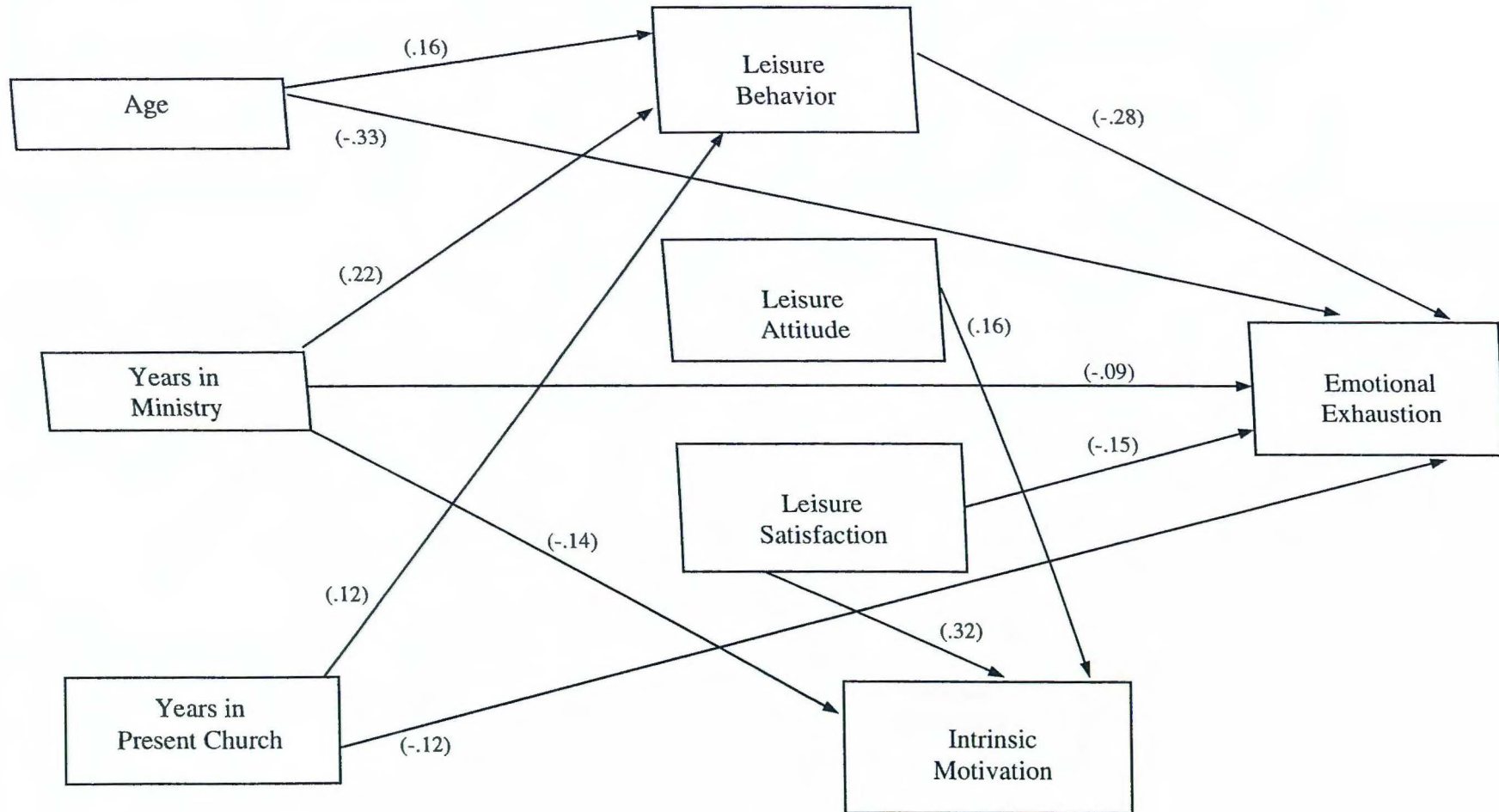
The data supported only one of the sub hypotheses. There was a direct positive relationship between years employed in the present church and leisure behavior ($r = p = .12$; $p \leq .03$).

Hypothesis Twenty-Three

It was hypothesized that there is a significant relationship between the number of years employed in the present church and intrinsic motivation. Data failed to support this hypothesis.

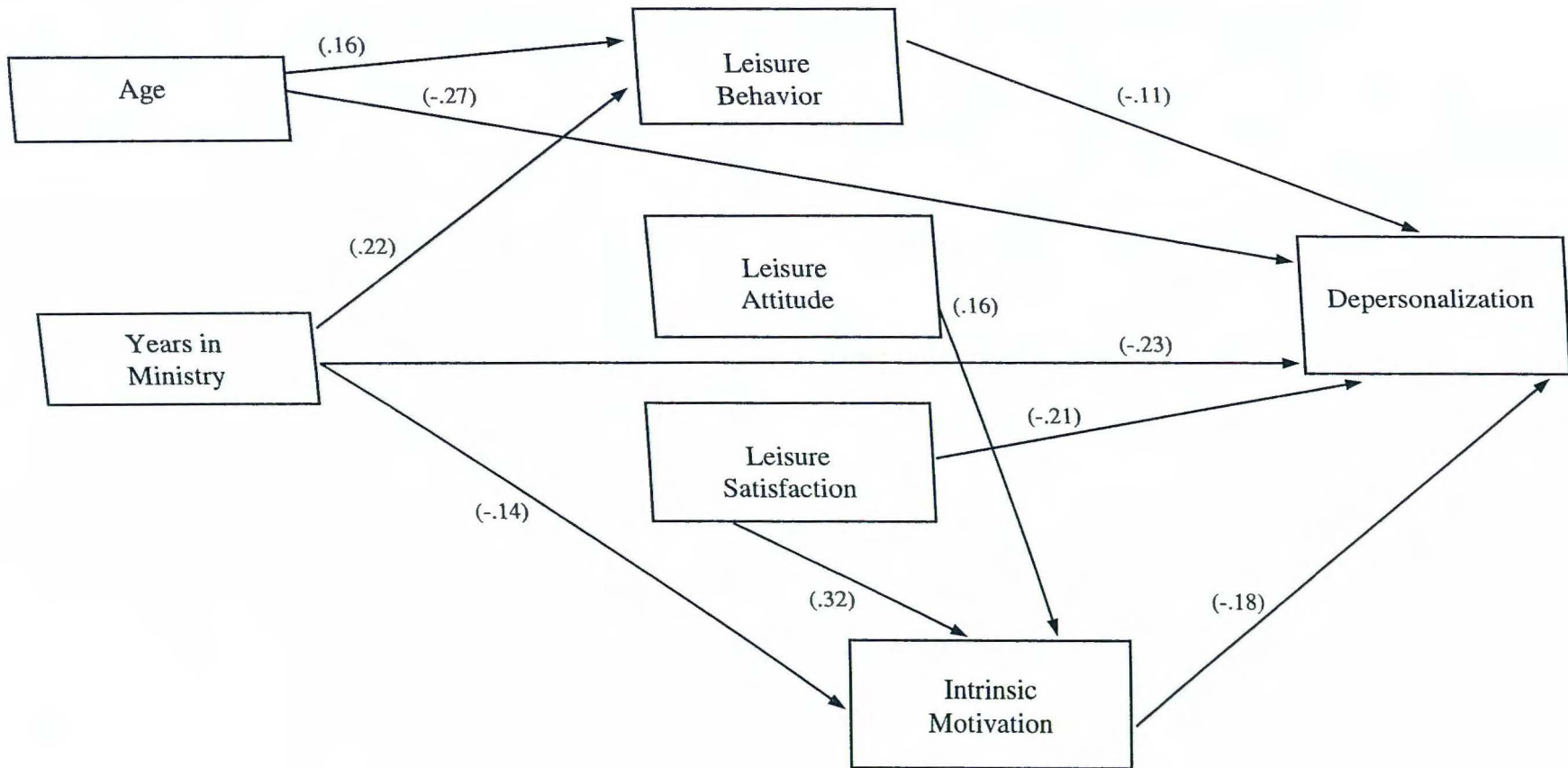
Graphic representation of the significant relationships among the variables is found in Figure 2 (significant relationships to emotional exhaustion), Figure 3 (significant relationships to depersonalization) and Figure 4 (significant relationships to personal accomplishment). Due to the independence of each burnout component in the model, these three graphics are a detailed breakdown of the initial path diagram outlined in Figure 1.

Figure 2
Path Diagram Of Variables With Significant Relationships to Emotional Exhaustion



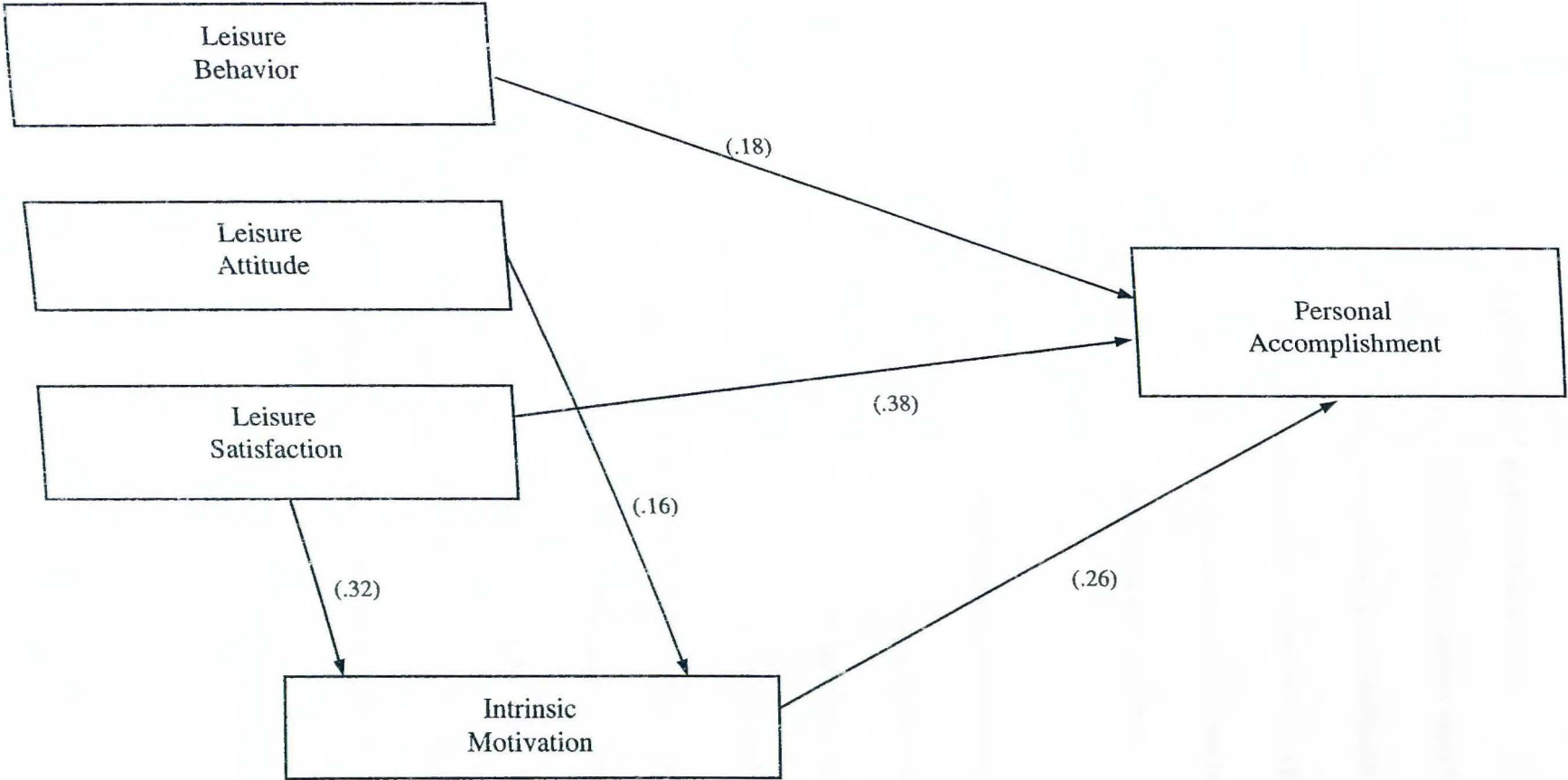
Numbers in parentheses are equal to the path coefficient (p)

Figure 3
Path Diagram Of Variables With Significant Relationships to Depersonalization



Numbers in parentheses are equal to the path coefficient (p)

Figure 4
Path Diagram Of Variables With Significant Relationships To Personal Accomplishment



Numbers in parentheses are equal to the path coefficient (p)

Indirect Effects of Exogenous Variables on Burnout

The total indirect effect of an independent variable on a dependent variable is equal to the correlation between the variables minus the corresponding path coefficient ($r-p$). The results of an analysis of indirect effects of the demographic variables (i.e., gender, age, marital status, education, years in ministry and years in present church) on burnout and its three subscales (emotional exhaustion, depersonalization and personal accomplishment) are presented in Table 8.

Of the exogenous variables that had significant relationships with burnout, some had significant indirect effects (significance determined by 5% or more of the total effect accounted for by the indirect effect). Those variables that had both significant direct effects and significant indirect effects included: age, years in present church, and years in ministry with emotional exhaustion; and years in ministry with depersonalization. There were several variables that had several indirect effects, but the total effect was not significant, those included: marital status with depersonalization; and, age, marital status, education, years in ministry and years in present church with personal accomplishment. One other variable, age with depersonalization, had a significant relationship, but had no significant indirect effect.

Table 8
Indirect Effects of Exogenous Variables
on Components of Burnout

	r	p	Indirect Effect (r-p)
<u>Emotional Exhaustion</u>			
Gender	.13	.13	.00
Age	-.39	-.33	-.06 ***
Marital Status	.14	.14	.00
Education	.12	.12	.00
Years in Ministry	-.31	-.09	-.22 ***
Years in Present Church	-.16	-.12	-.04 ***
<u>Depersonalization</u>			
Gender	-.02	-.02	.00
Age	-.26	-.27	-.01 **
Marital Status	.06	.12	-.06 *
Education	.18	.18	.00
Years in Ministry	-.20	-.23	.03 ***
Years in Present Church	-.08	-.08	.00
<u>Personal Accomplishment</u>			
Gender	.04	.04	.00
Age	.00	-.02	.02 *
Marital Status	.03	.02	.01 *
Education	.08	.09	-.01 *
Years in Ministry	-.03	.02	-.05 *
Years in Present Church	.06	.03	.03 *

r = zero-order correlation

p = path coefficient

*** = significant relationship with significant indirect effect

** = significant relationship with no significant indirect effect

* = significant indirect effect only

Chapter 5

SUMMARY AND CONCLUSIONS

The interrelationships of leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation, and burnout were addressed in this study of clergy in The United Methodist Church in Western North Carolina. Within this chapter is a summary of the procedures used and findings. Twenty-three specific hypotheses were tested, enabling the determination of direct and indirect influences of the variables outlined in a proposed path model of burnout. Also included are the conclusions and implications of the study and recommendations for future research.

Summary of Procedures

Data Collection

This study focused on the responses of clergy in the Western North Carolina Conference of the United Methodist Church to a questionnaire that assessed the primary variables of leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation and burnout. Also included in the questionnaire were questions of a demographic nature.

The total population of active clergy on the official mailing list of the Conference was 851. Sampling procedures were designed to produce a systematic random sample of

one-half of the members of each of the 14 geographic districts within the conference. This sample was further stratified to include no less than one-half of all women clergy of the district since the number of female clergy in the conference is so small. A final sample of 438 was obtained.

The sample was mailed a self-report questionnaire with a postage paid return envelope on March 15, 1994. By April 6, 1994, there were 141 responses. A follow-up mailing to 297 persons was mailed that day. By April 31, 1994, the total response was 241 returned questionnaires, for a 55% return rate.

Primarily, the questionnaire utilized valid and reliable instruments from the fields of leisure studies and psychology. There was one index that was created for this particular survey (measurement of leisure behavior). The instruments contained a combination of closed and open-ended questions. Respondents were asked to reflect on their perceptions of their work and leisure habits and attitudes, their perceptions of hypothetical situations related to their motivation, and concrete demographic data were collected (e.g., gender, age, marital status, education, number of years in the ministry and number of years at present church).

Treatment of Data

Based upon the review of literature, a testable model was proposed which illustrated the interrelationships of the demographic variables, leisure behavior, leisure attitude, leisure satisfaction, intrinsic motivation, and burnout (partial and total).

The only new index used in this study was the measurement of leisure behavior. The six-item scale was developed based on suggested practices for improved clergy health. A panel of clergy in the field of continuing education and stress management reviewed the scale and found it to be a valid measure. The six-items were intercorrelated and resulted in an overall reliability coefficient (Cronbach's alpha) of .73.

Data Analysis

Hypothesized direct and indirect relationships among study variables were tested using path analytic techniques. More specifically, zero order correlations were calculated as well as a series of multiple regressions equations representing the respective model paths. Also, tests of reliability were run on each of the instruments to compare with prior studies. Further, descriptive statistics of the sample and the key variables were calculated.

Summary of Major Findings

Several of the hypotheses studied were supported by the data analysis. Many of the key variables were observed to have significant relationships with each other and were found to be suggestive of further research and exploration.

Burnout and its three components (i.e., emotional exhaustion, depersonalization, and personal accomplishment) were found to have significant relationships with several primary variables. More specifically, leisure behavior had a direct, inverse relationship with emotional exhaustion and depersonalization, and direct positive relationship with personal accomplishment. Similarly, leisure satisfaction had a direct and inverse relationship with emotional exhaustion and depersonalization, and a direct positive relationship with personal accomplishment. Also, intrinsic motivation had a direct and inverse relationship with depersonalization, and direct, positive relationship with personal accomplishment.

The dependent variable, burnout, was also directly and significantly related to several of the demographic variables. Specifically, the variable age had a direct and inverse relationship with both emotional exhaustion and depersonalization. The variable "years in ministry" had a direct, inverse relationship with emotional exhaustion and depersonalization. Also, the variable "years employed with the present church" had a direct and inverse relationship with emotional exhaustion.

Some of the other significant relationships that were discovered in this study included correlations among the primary variables, and correlations between some demographic variables and some of the primary variables. Specifically, intrinsic motivation was correlated with both leisure attitude and leisure satisfaction. Age was directly and positively related to leisure behavior. Years in ministry was directly related to leisure behavior, as well as directly and inversely related to intrinsic motivation. Finally, years employed in the present church was directly related to leisure behavior.

To conclude this summary of findings, it was noted that nearly 27% of the variance (R^2) in emotional exhaustion was explained by the study variables. Further, about 22% of the variance in depersonalization and 27% of personal accomplishment was explained by these same variables (see Table 6). That suggests that other variables not studied make up 70-75% of the remaining variance.

Discussion

Results of the survey of clergy suggested that there were many links between the leisure variables, intrinsic motivation, the demographic variables and burnout. Many of the findings supported the previous literature and studies. The following section summarizes the relationship between the major findings and the body of research currently available.

The primary hypothesis that intrinsic motivation has a direct and inverse relationship with burnout and its three components (i.e., emotional exhaustion, depersonalization and personal accomplishment) was found partially supported by the data. Intrinsic motivation was found to be negatively related to depersonalization and positively to personal accomplishment. Writers from the perspective of the clergy have suggested these links in several places without objective substantiation. Willimon (1989) and Olson and Henning (1987) have explicitly linked intrinsic motivation inversely with burnout. Both Gill (1980) and Ellison and Matilla (1983) have suggested that aspects of intrinsic motivation (specifically, the balance of challenge and skills, and the locus of control) are linked to the prevention of burnout. Researchers of burnout (Pines, 1988; Pines et al. 1981) argue that there is a link between the variables intrinsic motivation and burnout. The findings of the present study are consistent with this literature.

Both Hulme (1985) and Oswald (1982) have suggested that leisure behavior plays a crucial role in preventing burnout in clergy, especially in regards to emotional exhaustion. Doohan (1982) has a broader view of leisure behavior and its relationship with burnout, but does not mention any link to the component depersonalization. Similarly, Maslach (1982) has proposed that leisure behavior is one of the primary coping mechanisms in dealing with burnout. The present study is the first one to substantiate these theoretical conjectures. As hypothesized, leisure behavior had a direct, inverse

relationship with all three burnout components (i.e., emotional exhaustion, depersonalization and personal accomplishment.).

Leisure satisfaction also had a direct and inverse relationship with all three burnout components. Neither Maslach (1982) nor Doohan (1982) mention "leisure satisfaction" as a variable related to burnout. Both suggest in their writings that the concept of leisure and its application as a coping mechanism need to be looked at from a broader perspective. Interestingly enough, the highest correlation among leisure variables and burnout components was between leisure satisfaction and the component personal accomplishment.

An interesting dimension in this study was the variable leisure attitude. Though significantly related to the other leisure variables, it is quite distinct from behavior and satisfaction when viewed in regards to burnout. Though a person may have a strong leisure attitude, that does not necessarily mean that he/she is able to use leisure to alleviate or prevent the effects of burnout. This supports previous theory and research (Iso-Ahola, 1980b; Ragheb & Beard, 1982) that suggests leisure behavior can be hindered by many factors, even though a person's attitude toward leisure is positive.

The findings of the present study are consistent with those of Maslach (1982) and Maslach and Jackson (1986) regarding the relationship between age and burnout. It was found that age had a direct and inverse relationship with both emotional exhaustion and

depersonalization. More specifically, this suggests that older clergy have more life skills and experience to cope with factors that cause burnout than do younger clergy, and that age is one of the primary factors that mediates burnout based on the statistics.

A related finding was that the variable "years in ministry" had a direct, inverse relationship with emotional exhaustion and depersonalization. Maslach and Jackson (1986) reported that this was the case among a large population of service professionals. Willimon (1989) suggested that this might be the case in clergy, but had no empirical data for the argument. The present study supports the work of Maslach and Jackson (1986) and confirms the speculations of Willimon (1989).

A third demographic variable, "years employed with the present church," was also found to be significantly related to a burnout component, emotional exhaustion. Age, number of years of service, and number of years in present job were all found to be inversely related to burnout by Maslach (1982) and Maslach and Jackson (1986). Willimon (1989) made a similar supposition by stating that longer clergy tenures would prevent burnout among clergy. The present study supported the earlier studies and confirmed the previously unsubstantiated suppositions of Willimon (1989).

Some of the significant relationships revealed in the present study are consistent with the literature on leisure and recreation. As hypothesized, intrinsic motivation was positively correlated with both leisure attitude and leisure satisfaction. These hypotheses

were derived from earlier works based on the literature of Iso-Ahola, (1980b), Graef et al. (1983), and Mannell et al. (1988). The non-significant relationship between intrinsic motivation and leisure behavior was somewhat surprising. This may be due to several factors including: the limitation of the measure of leisure behavior and the channeling of intrinsic motivation to the "job-oriented" lifestyles of many clergy.

The demographic variable, age, was directly and positively related to leisure behavior. Some of the literature indicates that age is a factor in choices for more active recreational pursuits (Gordon, Gaitz, & Scott, 1973; Gould, 1975), but is not necessarily a factor involving all leisure behavior. The positive relationship between age and leisure behavior is an interesting discovery because both variables had inverse relationships with burnout. An explanation for the negative relationship between age and burnout might be that age offers many complex solutions to the problem of burnout and though leisure behavior is one strong solution, it is not the only one (Maslach, 1982). For instance, stressful factors in the lives of clergy, which include managing employees, juggling many tasks at once, and long work weeks, can be less stressful for those older clergy who have developed many life skills for dealing with various stressors.

Similarly, "years in ministry" and "years employed in the present church" were both found to be positively related to leisure behavior. There was no strong basis for these findings in any of the literature reviewed. In fact, some of the literature (Gill, 1980;

Oswald, 1982; and Willimon, 1989) suggested that older clergy, with more experience in larger and more demanding churches, were in danger of having less leisure behavior than their younger colleagues. The present study found younger clergy to be prone to less leisure behavior. This is understandable because the early years of establishing a ministry might be more time consuming than later years, and may not therefore allow for more freedom for leisure.

A final hypothesis supported by the data was that "years in ministry" was directly and inversely related to intrinsic motivation. Though there was nothing in the clergy oriented literature to suggest this finding, Maslach (1982) stated that longer years of service in the helping professions are conducive to greater skills for coping with burnout. The present study adds to the findings of Maslach by linking the concept of intrinsic motivation with burnout, and presenting the idea that clergy with more years of service might be less intrinsically motivated than their colleagues with less experience. This suggests that intrinsic motivation could be a significant mediating factor in understanding the relationship between age and burnout.

Because the total explained variance was not very high, there were other intervening factors that have not been taken into account in this study. This is not surprising, due to the lack of research available. However, future studies could focus on discovering other variables. The model as presented in Figure 1 is fundamentally sound,

but could have been improved by including exogenous or endogenous variables that were more strongly linked to burnout, and would have improved total explained variance. The model could be further improved by deleting the categorical variables (i.e., gender, marital status, education) that had no significant relationships to endogenous or dependent variables.

Implications

This study has implications for the prevention and mediation of burnout among clergy. After years of anecdotal information and speculative treatment of the burnout syndrome, the present study provides objective evidence to support some and refute other theories. The resultant implications, however, have to be viewed in light of the limitations of the study.

Results suggest that increased leisure behavior and satisfaction with leisure time is a significant factor in the prevention of burnout among clergy. Those who supervise clergy now have objective data to support their constant theme of "making time for yourself." The "common sense" approach to time management has always included leisure, now this approach is substantiated. Another key finding is that there is a strong connection between intrinsic motivation and clergy burnout. Intrinsically motivated clergy

are more likely to exhibit behaviors conducive to the prevention and mediation of burnout, and give clergy a higher sense of personal accomplishment.

A further implication of this study would be to educate pastors and their supervisors of some of the key variables involved in burnout. For instance, knowing the significant relationships between age and emotional exhaustion and depersonalization suggests that more care must be taken in developing coping skills among younger clergy to deal with the pressures of the ministry. Further, the relationships between the variables of years in service, and years at present church and burnout are critical variables discussed frequently when looking toward the future of the appointment system of The United Methodist Church. The data suggested that longer pastorates might result in less emotional exhaustion and depersonalization. Knowing this information might aid supervisors in helping pastors survive the early years of ministry; critical for the health of clergy in the future. Knowing that a person is in a "danger" group (i.e., primarily younger clergy with fewer years of service) could be grounds for prevention.

Leisure behavior and leisure satisfaction are the only variables that were strongly related to all three of the burnout categories, suggesting that these two variables are primary factors in mediating burnout among clergy. One implication of this finding is that pastors and their supervisors now have a more specific focus when prescribing leisure as a preventative measure for burnout. Policy decisions concerning days off and vacation can

be supported by factual data. Further, workshops and training sessions could be implemented to improve the amount and quality of leisure for clergy.

Recommendations for Further Study

Some recommendations may be made for further study based on study process and conclusions. First, a more comprehensive study of the variables gender and marital status with less homogeneous groups might reveal these variables to be more significant than were reported in this study. Also, important to future studies are those variables not tested in this study that could possibly raise the overall explained variance of the burnout variables. Second, because this study focused only on United Methodist clergy in a limited geographical region, further study of clergy in other denominations, or a study of the entire United Methodist denomination of nearly 39,000 ordained clergy might allow for greater generalizability and increase the external validity of this study.

Third, because the measurement of leisure behavior was quite limited in its scope, further study of leisure behavior and its relationship to burnout is suggested. Specifically, the question might be asked: Are different types of leisure better or more effective in preventing burnout? Because of the glaring lack of studies of the relationship between leisure and burnout, it is recommended that further exploration of this relationship be considered by researchers in the fields of leisure studies, as well as those who study

burnout. This is also true of the relationship between intrinsic motivation and burnout. The present study indicated that there was a significant relationship; but there were no other studies that had explored this relationship. It is also recommended that further research be done on these interrelationships.

Due to the significance of age and age related factors to burnout and leisure, further study of age, years in ministry, and years in present church and their relationships to burnout and leisure is suggested. More specifically, is there an optimal age or number of years in service that a person has to obtain to be better prepared for dealing with burnout? Further, due to the lack of respondents in this sample, there is a need to study burnout among long-term pastors who have served 10, 15 even 20 years in one church.

Finally, to repeat a recommendation of Maslach and Jackson (1986), further development of the Maslach Burnout Inventory for more specific use with clergy would be quite beneficial. Though the instrument is valid and reliable and has been used with different groups of clergy, further fine tuning of the instrument would make this an even stronger resource for use with clergy.

This study has sought to understand the interrelationships of intrinsic motivation, leisure, and burnout among clergy. Based on the findings above, this research has clearly set some precedents for the future study of leisure and burnout, and accentuated some important implications for clergy. This study has shown the importance of longevity in

ministry and clergy tenure in positions as being crucial to decreased burnout. These same factors are considered crucial to the future of the church and its people. Further, this study has emphasized the positive role of leisure in mediating burnout, and effective leisure can only improve the overall quality of life of the clergy. In conclusion, the improvement of the clergy through enhanced leisure and increased awareness of intrinsic motivation will not only improve the quality of life of these persons, but, consequently, the congregations and persons they serve.

APPENDIX A

Survey Instrument

The Intentional Growth Center
at
Lake Junaluska Assembly
Lake Junaluska, North Carolina

A STUDY OF CLERGY BEHAVIORS AND ATTITUDES

Thank you for taking time to complete this questionnaire. You have been randomly chosen as a representative clergy of the Western North Carolina Annual Conference.

Your participation is crucial to this study of leisure behaviors and attitudes among clergy. The questionnaire should take approximately 20-30 minutes to complete. When completed, results will be made available to all clergy in the conference.

All responses to this survey will be kept confidential. The number on the survey will be the only identification associated with your responses. After receipt of your questionnaire, your name will be deleted from the mailing list.

Please take time to complete all questions as completely as possible. Again, thank you for your participation in this study.

Section I. BACKGROUND INFORMATION

The following questions are about you. Please follow instructions for each question.

1. GENDER (check one)
 Male Female

2. RACE (check one)
 Caucasian African-American Asian
 Hispanic Native American Other _____

3. CURRENT AGE _____ years

4. EDUCATION (check highest completed)
 High School Diploma
 Associate Degree
 Bachelor's Degree
 Masters of Divinity or equivalent
 Work Beyond Masters
 Doctorate

5. MARITAL STATUS (check one)
 Presently Married
 Single, Never been Married
 Divorced
 Widowed

6. NUMBER OF CHILDREN: _____

Section II. MINISTRY INFORMATION

The following questions deal with your ministry. Please follow directions for each question.

1. NUMBER OF YEARS IN THE MINISTRY: _____ years

2. NUMBER OF YEARS AT PRESENT CHURCH: _____ years

3. TOTAL NUMBER OF CHURCHES SINCE ENTERING MINISTRY: _____
(Please count only number of charges including current one)

4. PRESENT TYPE OF APPOINTMENT (check one)
 Multiple Point Charge
 Station Church
 Associate Position
 Other _____ (please specify)

5. LOCATION OF PRESENT APPOINTMENT (check one)
 Urban
 Suburban
 Rural

6. CONGREGATION SIZE: _____ (write current membership)

Section III. WORK AND LEISURE HABITS ("Leisure Behavior")

Circle the most appropriate answer for each question.

	Strongly <u>Agree</u>	Agree	Undecided	Disagree	Strongly <u>Disagree</u>
	SA	A	U	D	SD
1. I schedule a regular day-off each week					
2. I take an adequate amount of vacation each year					
3. I schedule personal retreats during the year for personal growth					
4. I have hobbies and outside interests that I spend time with regularly					
5. I get regular, vigorous exercise					
6. I have a network of friends or colleagues with whom I share my problems and joys					
7. How many days of vacation did you take last year?					
					_____ Days
8. How many days off did you take in the last month?					
					_____ Days
9. How many days of continuing education did you take last year?					
					_____ Days

Section IV. LEISURE TIME ("Leisure Attitude")

The following questions ask what you know, how you feel, and what you do in your leisure time. Circle the most appropriate answer for each question.

	Strongly <u>Agree</u>	Agree	Undecided	Disagree	Strongly <u>Disagree</u>
	SA	A	U	D	SD
1. Engaging in leisure activities is a wise use of time					
2. Leisure activities are beneficial to individuals and society					
3. People often develop friendships in their leisure					
4. Leisure activities contribute to one's health					
5. Leisure activities increase one's happiness					
6. Leisure increases one's work productivity					
7. Leisure activities help to renew one's energy					
8. Leisure activities can be a means for self-improvement					
9. Leisure activities help individuals to relax					
10. People need leisure activities					
11. Leisure activities are good opportunities for social contact					
12. Leisure activities are important					
13. When I am engaged in leisure activities, time flies					
14. My leisure activities give me pleasure					

	Strongly		Undecided	Strongly	
	<u>Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Disagree</u>
	SA	A	U	D	SD
15. I value my leisure activities	SA	A	U	D	SD
16. I can be by myself during my leisure	SA	A	U	D	SD
17. My leisure activities provide me with delightful experiences	SA	A	U	D	SD
18. I feel that leisure is good for me	SA	A	U	D	SD
19. I like to take my time while I'm engaged in leisure activities	SA	A	U	D	SD
20. My leisure activities are refreshing	SA	A	U	D	SD
21. I consider it appropriate to engage in leisure activities frequently	SA	A	U	D	SD
22. I feel that the time I spend on leisure activities is not wasted	SA	A	U	D	SD
23. I like my leisure activities	SA	A	U	D	SD
24. My leisure activities absorb or get my full-attention	SA	A	U	D	SD
25. I do leisure activities frequently	SA	A	U	D	SD
26. Given a choice, I would increase the amount of time I spend in leisure activities	SA	A	U	D	SD
27. I buy goods and equipment to use in my leisure activities as my income allows	SA	A	U	D	SD
28. I would do more new leisure activities if I could afford the time and money	SA	A	U	D	SD
29. I spend considerable time and effort to be more competent in my leisure activities	SA	A	U	D	SD
30. Given a choice, I would live in an environment or city which provides for leisure	SA	A	U	D	SD
31. I do some activities even when they have not been planned	SA	A	U	D	SD
32. I would attend a seminar or class to be able to do leisure activities better	SA	A	U	D	SD
33. I would support the idea of increasing my free time to engage in leisure activities	SA	A	U	D	SD
34. I engage in leisure activities even when I am busy	SA	A	U	D	SD
35. I would spend time in education and preparation for leisure activities	SA	A	U	D	SD
36. I give leisure high priority among other activities	SA	A	U	D	SD

Section V. WORK ATTITUDES ("Burnout")

The purpose of these questions is to discover how you view your job, and the people with whom you work closely. Because this survey is used with a wide variety of occupations, it uses the term *recipients* to refer to those people a service is provided for. When answering these questions, please think of *recipients* as those persons you serve in your congregation or ministry.

HOW OFTEN:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ I feel emotionally drained from my work (EE)
2. _____ I feel used up at the end of the workday (EE)
3. _____ I feel fatigued when I get up in the morning and have to face another day on the job (EE)
4. _____ I can easily understand how my recipients feel about things (PA)
5. _____ I feel I treat some recipients as if they were impersonal objects (DP)
6. _____ Working with people all day is really a strain for me (EE)
7. _____ I deal very effectively with the problems of my recipients (PA)
8. _____ I feel burned out from my work (EE)
9. _____ I feel I'm positively influencing other people's lives through my work (PA)
10. _____ I've become more callous toward people since I took this job (DP)
11. _____ I worry that this job is hardening me emotionally (DP)
12. _____ I feel very energetic (PA)
13. _____ I feel frustrated by my job (EE)
14. _____ I feel I'm working too hard on my job (EE)
15. _____ I don't really care what happens to some recipients (DP)
16. _____ Working with people directly puts too much stress on me (EE)
17. _____ I can easily create a relaxed atmosphere with my recipients (PA)
18. _____ I feel exhilarated after working closely with my recipients (PA)
19. _____ I have accomplished many worthwhile things in this job (PA)
20. _____ I feel like I'm at the end of my rope (EE)
21. _____ In my work, I deal with emotional problems very calmly (PA)
22. _____ I feel recipients blame me for some of their problems (DP)

(EE) - Item belongs to Emotional Exhaustion subscale
 (DP) - Item belongs to Depersonalization subscale
 (PA) - Item belongs to Personal Accomplishment subscale

Section VI. MORE ABOUT LEISURE ("Leisure Satisfaction")

The following 24 statements relate to leisure in your life. Please read each statement carefully and mark:

- 1 - If the item is **Almost Never True** for you
- 2 - If the item is **Seldom True** for you
- 3 - If the item is **Sometimes True** for you
- 4 - If the item is **Often True** for you
- 5 - If the item is **Almost Always True** for you

	Almost Never True	Seldom True	Sometimes True	Often True	Almost Always True
	1	2	3	4	5
1. My leisure activities are very interesting to me.	1	2	3	4	5
2. My leisure activities give me self-confidence.	1	2	3	4	5
3. My leisure activities give me a sense of accomplishment.	1	2	3	4	5
4. I use many different skills and abilities in my leisure activities.	1	2	3	4	5
5. My leisure activities increase my knowledge about things around me.	1	2	3	4	5
6. My leisure activities provide opportunities to try new things.	1	2	3	4	5
7. My leisure activities help me to learn about myself.	1	2	3	4	5
8. My leisure activities help me to learn about other people.	1	2	3	4	5
9. I have social interaction with others through my leisure activities.	1	2	3	4	5
10. My leisure activities have helped me to develop close relationships with others.	1	2	3	4	5
11. The people I meet in my leisure activities are friendly.	1	2	3	4	5
12. I associate with people in my free time who enjoy doing leisure activities a great deal.	1	2	3	4	5
13. My leisure activities help me to relax.	1	2	3	4	5
14. My leisure activities help me to relieve stress.	1	2	3	4	5
15. My leisure activities contribute to my overall well-being.	1	2	3	4	5
16. I engage in leisure activities simply because I enjoy doing them.	1	2	3	4	5
17. My leisure activities are physically challenging.	1	2	3	4	5
18. I do leisure activities which develop my physical fitness.	1	2	3	4	5
19. I do leisure activities which restore me physically.	1	2	3	4	5
20. My leisure activities help me to stay healthy.	1	2	3	4	5
21. The areas or places where I engage in my leisure activities are fresh and clean.	1	2	3	4	5
22. The areas or places where I engage in my leisure activities are interesting.	1	2	3	4	5
23. The areas or places where I engage in my leisure activities are beautiful.	1	2	3	4	5
24. The areas or places where I engage in my leisure activities are well designed.	1	2	3	4	5

Section VII. INDIVIDUAL STYLES ("Intrinsic Motivation")

Read each scenario. Following the scenario there is a possible response. Indicate how likely you would be to respond in this manner.

1. You have been offered a new position in a company where you have worked for some time. The first question that is likely to come to mind is: I wonder if the work is interesting?

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

2. You have a school age daughter. On parent's night the teacher tells you that your daughter is doing poorly and doesn't seem involved in the work. You are likely to: Talk it over with your daughter to understand further what the problem is.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

3. You had a job interview several weeks ago. In the mail you received a form letter which states the position has been filled. It's likely that you might think: Somehow they didn't see my qualifications matching their needs.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

4. You are a plant supervisor and have been charged with the task of allotting coffee breaks to three workers who cannot all break at once. You would likely handle this by: Telling the three workers the situation and having them work with you on the schedule.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

5. A close friend of yours has been moody lately and a couple of times has become very angry with you over "nothing". You might: Share your observations with him and try to find out what is going on for him.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

6. You have just received the results of a test you took, and you discovered you did very poorly. Your initial reaction is likely to be: "I wonder how it is that I did so poorly," and feel disappointed.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

7. You have been invited to a large party where you know very few people. As you look forward to the evening you would likely expect that: You will find some people with whom you can relate.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

8. You are asked to plan a picnic for yourself and fellow employees. Your style for approaching this project could most likely be characterized by: Seek participation: get inputs from others who want to make them before you make the final plans.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

9. Recently a position opened up at your place of work that could have meant a promotion for you. However, a person you work with was offered the job rather than you. In evaluating the situation, you are likely to think: You would probably take a look at the factors in your own performance that lead you to be passed over.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

10. You are embarking on a new career. The most important consideration is likely to be: How interested are you in that type of work.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

11. A woman who works for you generally does an adequate job. However, for the past two weeks her work has not been up to par and she appears to be less actively interested in her work. Your reaction is likely to be: Ask her about the problem and let her know that you are available to help work it out.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

12. Your company has promoted you to a position in a city far from your present location. As you think about the move you would probably: Feel interested in the new challenge and a little nervous at the same time.

1.....2.....3.....4.....5.....6.....7
very unlikely moderately likely very likely

Any comments about this survey may be placed here, or you may attach additional pages:

PLEASE FOLD AND RETURN YOUR QUESTIONNAIRE WITH THE SELF-ADDRESSED,
POSTAGE PAID ENVELOPE. ANY QUESTIONS REGARDING THIS SURVEY SHOULD BE
ADDRESSED TO:

Mike Stanton-Rich, PROJECT DIRECTOR
P.O. Box 219

APPENDIX B

Cover Letter---First Mailing



PO Box 846 Lake Junaluska, NC 28745 (704) 452-2881

March 14, 1994

Dear Pastor,

From time to time the Intentional Growth Center engages in projects of research or test nature. Traditionally, we have designed and conducted "pilot" seminars and workshops, some of which spun off to annual conferences, became SEJ Associations or Fellowships, or have remained IGC programs. For example, IGC helped promote single's ministries on the jurisdictional level; now there is a SEJ Singles Association. So too, IGC helped promote prison and justice ministries which is now a Fellowship within the SEJ.

Presently we are seeking input on issues related to work and leisure habits and attitudes among clergy for designing programs and support systems for clergy. Therefore, we are aiding the research of Rev. Michael Stanton-Rich, with the intentions of using his findings at IGC or passing them on to annual conferences and districts.

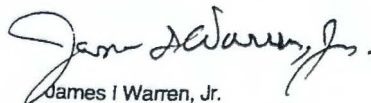
Rev. Stanton-Rich is completing his doctoral dissertation by surveying clergy in the Western North Carolina Conference. IGC is helping him (and indirectly helping all of us and the clergy at large) by endorsing and facilitating this survey.

I hope that you will give about 20-30 minutes of your time to complete and return the enclosed survey. This information will help us all as we address the health and effectiveness of our ministers.

The results of this survey will not only be shared with you, but with leaders and planners of our jurisdictional programming.

Thank you for your assistance. We look forward to your early response.

Yours sincerely,



James I Warren, Jr.
Director

JIW/cj

An agency of the United Methodist Church SEJAC

APPENDIX C

Cover Letter---Follow-up Mailing



PO Box 846 Lake Junaluska, NC 28748 (704) 452-2881

April 5, 1994

Dear Pastor,

About two weeks ago you were sent a similar mailing, with the enclosed survey. Our records show that we have not received your completed questionnaire. If you have already returned the survey, we thank you for your participation and look forward to sharing the findings of this study with you in the near future.

If you have not returned the survey, please set aside 20-30 minutes of your time right now to assist us in this very valuable study of work and leisure attitudes and behaviors. You are a very important component of this research and the information you supply will help us all as we address the well-being and effectiveness of our ministers.

The results of this survey will not only be shared with you, but with leaders and planners of our jurisdictional programming.

We thank you for your assistance and look forward to your response very soon.

Yours sincerely,

James I Warren, Jr.
Director

JIW/lcj

An agency of the United Methodist Church SEJAC

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