

## **JOB SATISFACTION AS A FUNCTION OF DEMOGRAPHIC VARIABLES: AN EXAMINATION OF THE RELATIONSHIP AMONG CLERGY**

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### **ABSTRACT**

*The purpose of this descriptive-correlational study is to determine the relationship between demographic characteristics of clergy and their overall level of job satisfaction. The demographic factors investigated are gender, age, education, length of service, salary and district size. A slightly modified version of the Brayfield-Rothe's (1951) Job Satisfaction Index and Demographic Data Sheet were sent to 117 full time clergy of the Global Evangelical Church (Ghana). Based on 96 usable responses, it was found that with the exception of education which did not correlate with job satisfaction, the selected demographic factors had small positive or negative correlation with job satisfaction but in all cases, the relationship was not statistically significant. The significance of the relationships was determined by setting them against a critical alpha (significance) level  $p \leq 0.05$ .*

**Keywords:** Job satisfaction, demographic variables, clergy

### **INTRODUCTION**

Job satisfaction has been defined as “affective [that is emotional] responses to the facets of the job situation” (Smith *et al.*, 1969). And the nature of these affective responses are determined by a person’s perception of “the difference between the amount of some valued outcome that [he] receives and the amount of outcome he feels he should receive” (Porter *et al.*, 1975). In other words, if employees feel that they are receiving their valued outcomes within the job, they will employ a positive attitude which results in job satisfaction (McCormic and Tiffin, 1974). And

the more important the value of these outcomes, the greater is its impact on an individual’s affective reactions (Mobley and Locke, 1970; Locke, 1976). Hoppock (1935) several decades ago also described job satisfaction as “any combination of psychological, physiological, and environmental circumstances that causes a person to truly say, ‘I am satisfied with my job.’”

Because job satisfaction has been found to be associated with the performance of organizations (Landerweerd and Bousman, 1988), and life satisfaction and mental health of individuals (Kornhauser, 1965), it has for several decades

attracted the interest of social scientists, psychologists, industrial sociologists, human resource specialists, and managers. And “even the man on the street is familiar with the term and shares a concern for understanding it” (Pinder, 1984). Indeed, researchers since the 1930s have been investigating the nature, causes, and correlates of job satisfaction.

Antecedents of job satisfaction have been classified in two groups: the characteristics of the job (content or context) and the characteristics of the individual worker (Spector, 1997). Many researchers have focused on certain personal characteristics to determine their influence on job satisfaction but the results so far have not been definitive. This study reviewed the following frequently studied characteristics: gender, age, education, and length of service.

Studies among workers in a variety of jobs in the United States and Britain to determine the relationship between age and job satisfaction have reported inconsistent results. Benal *et al.*, (1998) in a review of the literature, identified five different relationships: positive linear (Hulin and Smith, 1965; Hunt and Saul, 1975), negative linear (Muchinsky, 1978), U-shaped (Herzberg *et al.*, 1957; Warr, 1992; Clark *et al.*, 1996), inverted U-shaped or J-shaped (Saleh and Otis, 1964), and no relationship (Ronen, 1978; White and Spector, 1987).

Concerning gender, there are no simple conclusions when job satisfaction of men and women are compared (Herzberg *et al.*, 1957). Some studies indicate no relationship between gender and job satisfaction (Cano and Miller, 1992; Weaver, 1980; Smith and Plant, 1982), whereas others report a relationship (Murray and Atkinson, 1981; Mannheim, 1983; Varca *et al.*, 1983). Nevertheless, “among the most uniform findings in the USA and Britain is that women report greater job satisfaction than men” (Donohue and Heywood, 2004).

Many investigators have examined the relationship between an employee’s educational level

and job satisfaction. The results have been contradictory across studies, with researchers reporting positive relationship (Berns, 1989; Grady, 1985; Warner, 1973), negative relationship (Clark and Oswald, 1996; Keffer, 1976; Wood, 1973), and no relationship (Cano and Miller, 1992; Castillo *et al.*, 1999).

Some research findings suggest a positive relationship between job satisfaction and tenure or length of service (Hulin and Smith, 1975; Lee and Wilbur, 1985). On the contrary, Gibson and Klein (1970), for example, report a negative relationship. Again, others (Warner, 1973; Castillo *et al.*, 1999) indicate no significance relationship between job satisfaction and length of service.

A number of researchers have adopted models from occupational and industrial sociology in an attempt to understand job satisfaction and vocational commitment of ministers and priests (Hoge *et al.*, 1981). Studies which focused on priests of the Roman Catholic Church report that job satisfaction levels of parish priests are significantly less than that of specialist priests (Schneider and Hall, 1970; Griffin, 1970; Hicks, 1981). No significant difference in job satisfaction levels was found between first-career priests and “delayed vocation” or second career priests (Hicks, 1981).

Studies among protestant ministers examined among other things, demographic factors and their influence on job satisfaction of clergy. McDuff (2001) reviewed the literature extensively and reports that although significant gender disparities exist in pay and employment opportunities (a situation which should make female pastors less satisfied than their male colleagues) female clergy are as satisfied as their male colleagues and in some cases more satisfied. Mueller and McDuff (2004) support this finding.

Concerning age and education, younger ministers have been found to be less satisfied and more prone to stress (Jud *et al.*, 1970). Ministers with advanced degrees are reported to be less satisfied than others (Jud *et al.*, 1970).

Most of these demographic factor-job satisfaction studies were undertaken in the US and other Western countries. This study, which focused on clergy in Ghana, an African country south of the Sahara, should be fascinating and could be used as baseline study for comparative purposes.

The purpose of the study is to investigate the relationship between demographic factors and the overall job satisfaction of clergy of the Global Evangelical Church (Ghana). The demographic factors considered in this study were gender, age, educational level, length of service, salary and district size (number of congregations per pastor).

Based on the literature review, the following objectives were formulated to guide the study:

- To describe the gender, age, educational level, number of years in ordained ministry, salary, and district size of clergy of the Global Evangelical Church (Ghana).
- To assess the overall job satisfaction of clergy of the Global Evangelical Church (Ghana).
- To examine the relationship between the Global Evangelical Church (Ghana) clergy's overall job satisfaction and the selected demographic variables.

## **METHODS AND PROCEDURES**

### ***Population***

The population for this study was all fulltime pastors in parish ministry of the Global Evangelical Church (Ghana) listed in the 2005 Calendar of the denomination. A total of 117 pastors including 4 women were identified and included in the study.

### ***Instrument***

The Brayfield-Rothe's (1951) Job Satisfaction Index was used to measure the overall job satisfaction of clergy of the Global Evangelical Church (Ghana). The instrument was slightly modified for cultural relevance. The Index, although developed several decades ago, is still used today, and unlike others, it focuses particu-

larly on the emotional reactions of employees to their job (Stempien and Loeb, 2002; Moorman, 1993). The Brayfield –Rothe Job Satisfaction Index consists of 18 statements (e.g., "I am disappointed that I ever took this job," and "Most days I am enthusiastic about my work"). A Likert response format was used with five-point responses ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire is a mixture of "positive" and "negative" statements. Scores for negative statements are reversed. The sum of a respondent's scores for each item provides an overall index of job satisfaction. The possible range of scores is from 18 to 90.

Support for the psychometric properties of the Brayfield-Rothe's (1951) Job Satisfaction Index has been reported by other researchers (Carson *et al.*, 1999; Price and Mueller, 1986; Hilton, 1985; McIntire, 1985). Cronbach's alpha was used to determine the reliability of the modified instrument based on the responses received from the participants in the study. The reliability coefficient of .87 was found, which is acceptable. (Pallant, 2001)

The second part of the questionnaire was designed to solicit from participants their demographic characteristics.

### ***Data collection***

The questionnaire included a letter which described the purpose of the survey and asked for the voluntary participation of the pastors. They were assured of the confidentiality of their responses and given the procedure for completing and returning the questionnaire.

The questionnaires were distributed by an ad hoc field staff. Prior to the collection of the data, letters were sent to the pastors notifying them of the intended survey. Permission was also received from the leaders of the denomination to conduct the survey.

Out of the 117 questionnaires distributed, 104 (86%) were returned out of which 96 (82%) were found to be useful for analysis. This represents a

good rate of return (Oppenheim 1992). The 96 useable responses consist of 93 men (97%) and 3 women (13%).

#### **Data analysis**

The Statistical Package for the Social Sciences (SPSS) Version 11 was used for the statistical analysis. Descriptive statistics, including means and standard deviations, were used to summarize the data. Frequencies, percentages, and cumulative percentages were recorded for the demographic data.

The variables in the study were measured in three data categories: interval, nominal, and ordinal. The scores from the modified Brayfield and Roche's Index were considered interval data. The demographic variables – age, years in ordained ministry, district size, and salary – were considered interval scales of measurement. Gender was measured dichotomous nominal data. Educational level was considered ordinal data.

To investigate the relationship between two interval level variables (e.g., overall job satisfaction and years in ordained ministry), the Pearson moment correlation coefficient ( $r$ ) was calculated. Point-biserial correlation ( $r_{pb}$ ) was calculated to describe the relationship between nominal dichotomous data and interval levels of measurement (gender and overall job satisfaction). When considering the relationship between nominal or ordinal and interval variables (educational level and job satisfaction), the Spearman's rank correlation ( $r_s$ ) was calculated. Significant relationships were determined at a priori alpha level  $p \leq .05$ . To describe the strength of the relationships calculated in the study, Cohen's (1988) descriptors were used.

## **RESULTS AND DISCUSSION**

### **Description of population**

The largest percentage (44%) of the respondents was between 41 and 50 years old. Their mean age was 49.40. About 83% of the participants had earned no higher than a two-year university

diploma (an equivalent of associate degree in the US).

Concerning the number of years in ministry, the participants reported periods ranging from 1 to 30 years, averaging about 8.50 years. The majority of respondents (47%) earned annual salaries from 600 to 840 Ghana Cedis (US\$640 – US\$894). The mean annual salary was 629.38 Ghana Cedis (US\$670). The pastor congregation ratio was 1:3.86

### **Overall job satisfaction**

As shown in Table 1, the mean overall job satisfaction score of participants was 73.52. The mean score per each of the 18 statements is 4.09. This mean score indicated that on a scale of 1 to 5, clergy of the Global Evangelical Church had a moderately high level of job satisfaction.

### **Gender**

The mean scores for overall satisfaction of clergy by gender were 3.76 and 4.10 for female and male clergy respectively (Table 2). Using Point-biserial correlation ( $r_{pb}$ ), the coefficient of correlation between job satisfaction and gender was .19 with a significant value (p-value) of .17.

This small positive relationship was not statistically significant at  $p \leq .05$ . It can be concluded, therefore, that job satisfaction is not a function of gender when applied to clergy. This finding contradicts Mueller and McDuff (2004) who consistently found a relationship between gender of clergy and job satisfaction. Nevertheless, it agrees with some studies relating to non-clerical work categories (Nestor and Leary, 2000; Castillo and Cano, 1999; Cano and Miller, 1992a; Cano and Miller, 1992b).

### **Age**

Table 3 illustrates the mean scores of clergy according to age groups.

The Pearson's product moment coefficient identified a negligible negative relationship between age and overall job satisfaction ( $r = -.02$ ;  $p = .83$ ).

**Table 1: Analysis of scores for Overall Job satisfaction**

Scores	Frequency	Percentage	Cumulative
40 - 50	1	1%	1%
50 - 60	4	4%	5%
60 - 70	20	21%	26%
70 - 80	59	61%	87%
89 - 90	12	13%	100%
<b>Total</b>	<b>96</b>	<b>100%</b>	
<b>Summary of Statistics</b>			
Mean Score	73.53		4.09
Standard deviation	7.56		0.42
Mean Female Score	67.67		3.76
Standard deviation	12.66		0.57
Mean Male Score	73.72		4.10
Standard deviation	7.37		0.41

**Table 2: Mean Scores for Overall Job Satisfaction by Gender**

Gender	Number (N)	Mean	Standard Deviation
Female	3	3.76	.57
Male	93	4.10	.41
Total	96		

**Table 3: Mean Scores for Overall Job Satisfaction by Age**

Range of Age	Number (N)	Mean	Standard Deviation
21 - 30	1	4.33	.00
31 - 40	19	4.05	.37
41 - 50	41	4.12	.41
51 - 60	19	4.08	.47
Above 60	13	4.05	.48
Total	93		

Thus, there was no significant relationship between age and job satisfaction of clergy. This finding does not support previous studies which reported a significant relationship between age and job satisfaction of clergy (Taylor, 1984; Jud *et al.*, 1970; Blanchard, 1972; Nelsen and Everett, 1976). When compared with non-

clerical studies, the current result is at variance with Weaver (1978, 1980), Lee and Wilbur (1985), and Mottaz (1987). On the other hand, it supports Reudavey (2001) who found no relationship between job satisfaction and age in a study carried out in the Australian aviation industry.

The Pearson’s product moment coefficient identified a negligible negative relationship between age and overall job satisfaction ( $r = -.02$ ;  $p=.83$ ). Thus, there was no significant relationship between age and job satisfaction of clergy. This finding does not support previous studies which reported a significant relationship between age and job satisfaction of clergy (Taylor, 1984; Jud *et al.*, 1970; Blanchard, 1972; Nelsen and Everett, 1976). When compared with non-clerical studies, the current result is at variance with Weaver (1978, 1980), Lee and Wilbur (1985), and Mottaz (1987). On the other hand, it supports Reudavey (2001) who found no relationship between job satisfaction and age in a study carried out in the Australian aviation industry.

The analysis revealed that educational level of clergy was uncorrelated with their job satisfaction. This is inconsistent with Jud *et al.* (1970) and Mills and Koval (1971) who suggested that

ministers with advanced degrees tended to be less satisfied than others. Perla (1994) also reported that pastors’ motivation and satisfaction were positively related to educational level. However, this current result agrees with some non-clerical studies (Castillo and Cano 2004; Reudavey 2001) which did not find any correlation between job satisfaction and educational level.

**Years of service**

Table 5 presents the mean satisfaction scores of participants according to number of years in ministry of the Global Evangelical Church.

The Pearson’s product moment coefficient of correlation between overall job satisfaction and years in ministry was  $r=.19$  with a significance value (p-value) of .06. This small positive correlation was not significant at  $p\leq .05$ . Therefore, the relationship between years in ordained ministry and job satisfaction of clergy was not statistically significant. This conclusion does not support Tay-

**Table 4: Mean Scores for Overall Job Satisfaction by Education**

Qualification	Number (N)	Mean	Standard Deviation
Post Elementary	4	3.86	.60
Post Secondary	6	4.09	.73
Diploma	69	4.10	.38
Bachelors	10	3.98	.50
Masters	7	4.25	.28
Total	96		

**Table 5: Mean Scores for Overall Job Satisfaction by Years in Ordained Ministry**

Range	Number (N)	Mean	Standard Deviation
0 up to 5	34	4.02	.40
6 up to 10	32	4.10	.39
11 up to 15	25	4.09	.50
16 up to 20	1	4.83	.00
21 up to 25	2	4.28	.08
26 up to 30	2	4.25	.04
Total	96		

The Pearson’s product moment coefficient of correlation between overall job satisfaction and years in ministry was  $r = .19$  with a significance value (p-value) of .06. This small positive correlation was not significant at  $p \leq .05$ . Therefore, the relationship between years in ordained ministry and job satisfaction of clergy was not statistically significant. This conclusion does not support Taylor (1984) who reported a relationship between years in service or ministry with job satisfaction of Southern Baptist pastors in the State of Texas (US). Comparing this result with studies among other occupational categories, it agrees with Warner (1973) and Castillo et al. (1999) but contradicts Hulin and Smith (1965) and Wilbur 1985.

**Salary**

The ranges of annual salary levels of participants and their corresponding mean scores on the job satisfaction questionnaire are shown in Table 6.

The Pearson’s product moment coefficient calculated to describe the relationship between job satisfaction and salary revealed a small positive relationship which was not statistically significant at  $p \leq .05$  ( $r = .18$ ;  $p = .78$ ). Contrary to the findings of Taylor (1984), this research indicates that salary is not a strong predictor of overall job satisfaction of clergy. This finding is consistent with Spector’s (1997) conclusions regarding the

predictive power of pay on job satisfaction. Spector opines that the level of pay correlates more strongly with workers’ satisfaction with pay than global satisfaction.

**District Size**

The mean satisfaction scores relative to the district size (number of congregations per pastor) is illustrated in Table 7.

**Table 7: Mean Score for Overall Job Satisfaction by District Size**

District Size	Number	Mean	Standard Deviation
1	20	4.30	.31
2	17	4.04	.49
3	10	4.01	.58
4	9	4.00	.35
5	13	4.01	.42
6	10	3.89	.47
7	6	4.02	.35
8	2	4.11	.24
10	4	4.11	.15
12	1	4.44	.00
Total	92		

**Table 6: Mean Scores for Overall Job Satisfaction by Salary**

Salary Range (GH¢)	Number (N)	Mean	Standard Deviation
Up to 360	4	4.13	.39
361 - 600	39	3.99	.40
601 - 840	47	4.14	.45
841 – 1,080	3	4.39	.17
1,081 -1,200	1	4.33	.00
Above 1,200	2	4.14	.12
Total	96		

GH¢ = US\$0.93

A small negative relationship ( $r = -.13$ ) was found between overall job satisfaction and district size. However, as indicated in Table 8, the correlation was not significant at the  $p = .05$  alpha level. It can therefore be concluded that there is no significant relationship between overall job satisfaction and district size of clergy. This finding is surprising but it could be explained that much of the pastors' role in overseeing large numbers of congregations within a district is delegated to presiding catechists who administer the church on behalf of the pastor. This arrangement in most cases lightens the pastor's work, thus reducing stress and burnout which would normally have contributed to job dissatisfaction.

**Table 8: Relationship between demographic factors and job satisfaction**

Demographic factors	Coefficients			
	r	r <sub>pb</sub>	r <sub>s</sub>	p
Gender		.14		.17
Age	-.02			.83
Education	-		-	-
Years of service	.19			.06
Salary	.18			.78
District size	-.13			.22

\*Significance level is set at a critical alpha level  $p \leq .05$  (two-tailed significant tests)

Notwithstanding the lack of evidence of significance (at  $p = .05$  alpha level) in the relationship between job satisfaction and the demographic characteristics studied, the following tendencies existed:

- Female clergy of the Global Evangelical Church (Ghana) had a slightly lower overall job satisfaction mean score when compared to their male counterparts. A possible explanation may be that clergy is still a male dominated profession and many congregations within the denomination are reluctant to accept women pastors. Consequently, placement of women pastors poses some problems for the denomination. If and when

they are placed, parishioners expect women clergy to perform like men. Unfortunately, some women clergy fall into this trap resulting in disillusion, feeling of inadequacy and job dissatisfaction. Besides, women ministers within the Global Evangelical Church cannot aspire to become denominational leaders. They never rise beyond parish ministers whereas their male counterparts may become denominational executives.

- Job Satisfaction mean scores increased as the number years in ordained ministry increased. It reached its highest point between 16 to 20 years and then began to decrease. It was lowest between 26 to 30 years. Every young minister approaches ministry with enthusiasm but as the years come and go, frustration may result when dreams are not realized resulting in dissatisfaction.
- Mean score for overall job satisfaction was lowest for those who had attained not more than Post Elementary Education. The score gradually increased as the level of education increased. It fell slightly for people with Bachelors Degree but picked up to the highest for those holding Masters Degree. Increase in education may increase the intrinsic job satisfaction of clergy but the slight fall in job satisfaction of clergy with Bachelor's degree cannot be easily explained.
- Mean scores increased with age, the highest being between 41 and 50 years. It began to decrease beyond 50 years, reaching its lowest at 60 years and above. This could be explained by the fact that in the older years pastors are faced with imminent retirement. For most clergy in Ghana, retirement means leaving the limelight, poverty, lack of security and no accommodation. This apprehension leads to lost of hope and dissatisfaction.

**CONCLUSION**

The results of this study apply only to clergy of the Global Evangelical Church, Ghana. The level of job satisfaction of clergy was moderately high.

A sample of three (3) women, although too small for valid generalization, is representative of the total number of full-time women clergy within the denomination (4) at the time of the study. The analysis showed a small positive relationship between gender and job satisfaction but this was not statistically significant. It can be concluded, therefore, that job satisfaction is not a function of gender when applied to clergy despite other findings to the contrary.

Again contrary to some previous studies, this study did not find any relationship between age and job satisfaction of clergy. No correlation was found between overall job satisfaction of clergy and their educational level. The other variables, number of years in ministry, district size and salary also did not show any significant relationship with the overall job satisfaction of clergy.

These contrasting findings emphasise the need for managers of organisations and leaders of churches to be aware of the peculiar factors which affect the job satisfaction of their employees so that effective policies can be designed and implemented to address the problem at the local level.

### **RECOMMENDATIONS**

The results of this study should be of interest to the leadership of the Church in Ghana in general, and Global Evangelical Church (Ghana) in particular. They will become aware of the various demographic factors which influence job satisfaction of clergy. This awareness will help them to take steps necessary to increase the level of satisfaction of clergy.

The following recommendations are based mainly on trends shown by the data.

- Clergy of Global Evangelical Church (Ghana) indicated a moderately high level of overall job satisfaction. Every effort must be made to maintain this level of satisfaction or increase it to the highest level possible. Regularly monitoring job satisfac-

tion can help in this regard. Questionnaire should be administered periodically to determine areas of satisfaction and dissatisfaction. Areas of satisfaction should be noted and enhanced. Areas of dissatisfaction should be changed if possible.

- Female clergy were slightly less satisfied than their male counterparts. This is an indication that the organizational set up has not fully taken into account the needs of female clergy. The administrators should use the results of this study to determine features that militate against gender equity.
- Clergy with low education were relatively less dissatisfied. Opportunities for intellectual growth should be given through in-service training, or distance education, or the traditional education system to increase their level of general satisfaction.
- Satisfaction of clergy decreases in the older years as they approach retirement. The needs and fears of older clergy such as security and compensation during retirement years must be addressed to sustain clergy level of satisfaction.

This study should be repeated every four or five years to determine whether the same results will be obtained. The demographic factors should be expanded to include, location of congregation, and size of congregation. Finally, this study should be extended to clergy of other denominations for comparison purposes and to contribute to the literature on clergy satisfaction, particularly in sub-Saharan Africa.

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