THE WELL-BEING OF MINISTERS IN SOUTH AFRICA

Chenell Buys, MCom

Thesis submitted in fulfilment of the requirements for the degree Philosophiae Doctor in Industrial Psychology at the North-West University, Potchefstroom Campus

Promoter: Prof S. Rothmann
Potchefstroom
November 2008

COMMENTS

The reader is reminded of the following:

- The editorial style as well as the references referred to in this thesis follow the format prescribed by the Publication Manual (5th edition) of the American Psychological Association (APA). This practice is in line with the policy of the Programme in Industrial Psychology of the North-West University (Potchefstroom Campus) to use APA style in all scientific documents as from January 1999.

- The thesis is submitted in the form of three research articles.

ACKNOWLEDGEMENTS

I experienced exceptional learning and growth during the process of writing this thesis. I would like to thank those that stood by me through the various stages thereof . Without them this thesis would not have been possible. I want to thank:

- My God and Heavenly Father for the privilege I had to study this far. He is my strength and my foundation. He helped me through both the good times and bad times. Without Him, I would not have been able to start, continue or complete this thesis.
- My husband, for all his love, support and understanding throughout. It could not have been easy for him at times and I am sincerely grateful for his patience and encouragement.
- Prof. Ian Rothmann, my supervisor from whom I have learned a great deal. His help, support and patience proved indispensable and his guidance enabled me to achieve what I did.
- Dr. Wilma Coetzer, a very dear friend who started the process of my thesis and supported me in the dream that I have. I am deeply grateful for her support.
- All the ministers that participated in this study, for their willingness to do so. Without them the study would not have been possible.
- Francois Rousseau and Jurie Kasselman for the design of the internet questionnaire.
- Wendy Sippel, for the professional manner in which she conducted the language editing. I am grateful for all the help she gave me.
- All my beloved friends and family, especially my parents, who loved and supported me every step of the way. Without them nothing would have been possible.

The financial assistance of the National Research Foundation (NRF) towards this research is hereby acknowledged. Opinions expressed and conclusions arrived at are those of the author and are not necessarily to be attributed to the National Research Foundation.

TABLE OF CONTENTS

TABLE OF CONTENTS (continued)

LIST OF TABLES

LIST OF TABLES (continued)

LIST OF TABLES (continued)

ABSTRACT

Title: The well-being of ministers in South Africa

Key words: Job demands, job resources, engagement, burnout, health, commitment, religious coping, psychological conditions, ministers, Reformed church.

The objectives of this research were to investigate ministers' job demands and job resources, to study the relationship between the different job demands and job resources that ministers experience, to investigate the effects of job demands and job resources on minister's burnout and engagement, to investigate the factors impacting on the health and congregational commitment of ministers, to analyse the effects of job demands and job resources on ministers' psychological conditions of meaningfulness, safety and availability, to determine whether engagement can mediate the impact that psychological conditions have on levels of congregational commitment and to investigate the effects of religious coping on ministers' psychological conditions.

The research method for each of the three articles consisted of a brief literature review and an empirical study. A non-probability purposive voluntary sample of 115 ministers was used. A qualitative design was used in article one to determine the relevant job demands and job resources of ministers. A cross-sectional design, with a survey as the data collection technique was used. The Job Demands-Resources Questionnaire (JD-RQ), 14 items of the Maslach Burnout Inventory (MBI), eight items of the Oldenburg Burnout Inventory (OLBI), the Work Engagement Scale (WES), 26 items of the General Health Questionnaire (GHQ-28), the Congregational Commitment Questionnaire (CCQ), the Psychological Conditions Questionnaire (PCQ), the Religious Coping Questionnaire (RCQ) and a biographical questionnaire were administered. The statistical analyses were carried out with the help of the SPSS program. The statistical methods utilised in the three articles consisted of descriptive statistics, Cronbach alpha coefficients, principal factor analysis, Pearson product-moment correlation coefficients and regression analyses.

The results indicated that the job demands experienced by ministers were: pace and amount of work and emotional demands and job resources were: growth opportunities, instrumental

support, congregational support, autonomy, social support, and job significance. It was found that pace and amount of work correlated positively with emotional demands while, emotional demands correlated negatively with growth opportunities, autonomy, instrumental support, congregational support and social support. Furthermore, pace and amount of work and a lack of growth opportunities and to a lesser extent emotional demands and a lack of congregational support were indicators of exhaustion. Mental distance was best predicted by emotional demands. Growth opportunities, social support and job significance were predictors of engagement.

As for health, somatic symptoms were best predicated by exhaustion while depression was found to be predicted by exhaustion and mental distance. Poor social functioning was found to be predicted by exhaustion, mental distance, and low engagement. Affective commitment was found to be best predicted by engagement and low mental distance. Furthermore, psychological meaningfulness was best predicted by less emotional demands and more growth opportunities whereas psychological availability was best predicted by a lower pace and amount of work and more social support.

Engagement was found to mediate the relationship between psychological meaningfulness and affective commitment but not the relationship between psychological availability and affective commitment. It was also found that engagement was best predicted by psychological meaningfulness and psychological availability, but if engagement were not controlled, engagement and psychological meaningfulness predicted affective commitment. Furthermore, religious coping affected perceptions of pace and amount of work, social support and psychological availability.

Recommendations were made for future research.

OPSOMMING

Titel: Die welstand van predikante in Suid-Afrika

Sleutelterme: Werkseise, werkshulpbronne, begeestering, uitbranding, gesondheid, betrokkenheid, geestelike hantering, psigologiese toestande, predikante, Gereformeerde kerk.

Die doelstellings van hierdie studie is om predikante se werkseise en hulpbronne te ondersoek en om die verhouding tussen die verskillende werkseise en hulpbronne wat predikante ervaar te bestudeer. Ook, om die effek wat werkseise en hulpbronne het op predikante se uitbranding en begeestering te ondersoek en om die faktore te ondersoek wat 'n uitwerking het op die gesondheid en betrokkenheid van predikante. Laaste, om die effek van werkseise en hulpbronne op predikante se psigologiese kondisies van betekenisvolheid, beskerming en beskikbaarheid te analiseer, om te bepaal of begeestering die impak van psigologiese kondisies op vlakke van betrokkenheid kan bemiddel en om die effek van geestelike hantering op predikante se psigologiese kondisies te ondersoek.

Die navorsingsmetode vir elk van die drie artikels het bestaan uit 'n kort literatuuroorsig en 'n empiriese studie. 'n Doelgerigte onwaarskynlikheid-steekproef van 115 predikante is gebruik. 'n Kwalitatiewe ontwerp is in die eerste artikel gebruik om predikante se relevante werkseise en hulpbronne te bepaal. 'n Dwarsdeursnee ontwerp - met 'n opname as die data-insamelingstegniek - is gebruik. Die Werkseise-Hulpbronne vraelys (WE-HV), 14 items van die Maslach-Uitbrandingvraelys (MUV), agt items van die Oldenburg Uitbrandingslys (OUL), die Werk Begeesteringskaal (WBS), 26 items van die Algemene Gesondheidsvraelys (AGV-28), die Gemeente Betrokkenheidsvraelys (GBV), die Geestelike Hanteringsvraelys (GHV) en 'n biografiese vraelys is geadministreer. Statistiese analises is uitgevoer met die hulp van die SPSS-program. Die statistiese metodes, in die drie artikels, het ingesluit beskrywende statistiek, Cronbach alfa koëffisiënte, faktoranalise, Pearson produk-moment korrelasies en regressie-analises.

Die resultate het aangedui dat predikante as werkseise: werkstempo en hoeveelheid werk en emosionele eise beleef. As hulpbronne sien hulle: groeigeleenthede, instrumentele ondersteuning, gemeente-ondersteuning, outonomie, sosiale ondersteuning en

werksbetekenis. Die resultate het aangetoon dat werkstempo en hoeveelheid werk positief verband hou met emosionele eise. Emosionele eise het negatief verband gehou met ontwikkelingsgeleenthede, outonomie, instrumentele ondersteuning, gemeente-ondersteuning en sosiale ondersteuning. Werkstempo en hoeveelheid werk en 'n tekort aan ontwikkelingsgeleenthede en in 'n mindere mate emosionele eise en 'n tekort aan gemeente-ondersteuning is statisties beduidende voortekens van uitbranding. Emosionele eise is gevind as 'n voorteken van kognitiewe distansie. Ontwikkelingsgeleenthede, sosiale ondersteuning en werksbetekenis is voortekens van begeestering.

Rakende gesondheid is gevind dat somatiese simptome die beste voorspel word deur uitputting terwyl depressie voorspel word deur uitputting en kognitiewe distansie. Uitputting, kognitiewe distansie en lae begeestering is voortekens van swak sosiale funksionering. Begeestering en lae kognitiewe distansie is voortekens van affektiewe betrokkenheid. Geringer emosionele eise en ontwikkelingsgeleenthede is voortekens van psigologiese betekenisvolheid, terwyl laer werkstempo en hoeveelheid werk asook sosiale ondersteuning voortekens van psigologiese beskikbaarheid is.

Begeestering bemiddel die verhouding tussen psigologiese betekenisvolheid en affektiewe betrokkenheid maar nie die verhouding tussen psigologiese beskikbaarheid en affektiewe betrokkenheid nie. Begeestering is die beste voorspel deur psigologiese betekenisvolheid en psigologiese beskikbaarheid. As begeestering egter nie beheer word nie voorspel begeestering en psigologiese betekenisvolheid, affektiewe betrokkenheid. Geestelike hantering beïnvloed die persepsies van werkstempo en hoeveelheid werk, sosiale ondersteuning en psigologiese beskikbaarheid.

Aanbevelings vir toekomstige navorsing is aan die hand gedoen.

CHAPTER 1

INTRODUCTION

This thesis focuses on the well-being of ministers in South Africa.

Chapter 1 contains the problem statement and a discussion of the research objectives, in which the general objective and the specific objectives are set out. A discussion on the research method and research procedure follows. It concludes with a chapter summary giving an overview of the chapters that comprise this thesis.

1.1 PROBLEM STATEMENT

The ministry, as a profession, is under pressure (Nel, 2002). Gibbs (2000) states that present and future ministers must have the ability to wear different hats. They have to care for parishioners at every stage of life. They also have to be preachers, teachers, evangelists, managers of the institution and leaders of the total enterprise. Since most congregations are small, the majority of ministers function as generalists. In larger congregations however, the role of the senior minister entails taking responsibility under God for the spiritual well-being of an entire congregation of believers as well as for leading the community into effective ministry in the world (Burger & Wepener, 2004; Gibbs, 2000).

Apart from the above roles, ministers are, as support givers, exposed to demanding work situations with unique work-related stressors (i.e. work overload, time pressures, long working hours, role conflict and role indistinctness), and unique client-related stressors (i.e. contact with help seekers with problems and regular contact with chronically sick, terminal or dying clients) (Redelinghuys & Rothmann, 2005). In addition, ministers are also compelled to lead the congregation within a multi-religious approach. Ministers need to work together ecumenically with leaders of other denominations, which demands a different focus from the traditional "only we have the whole truth" (Van der Merwe, 1996). Further contextual challenges include the fragile relationship between the Dutch Reformed Church (DRC) and United Reformed Church (URC), the high crime rate in the country and poverty and HIV/AIDS (Van der Merwe, 1996).

Ministers also find themselves in a unique position. Not only do they experience demands and expectations from their church council and parishioners but they perceive their occupation as a Godly calling. Ministers form part of a special and unique population due to their faith in God and their work assignment to live this faith (Breytenbach, Wilders, Strydom, & Breytenbach, 2005). This can result in a stressful interaction (Redelinghuys & Rothmann, 2005). It can therefore be seen that the job demands of the minister can be more challenging and even more complicated than those of a normal manager (Kellerman, 1991; Scholtz, 1996; Van Dyk, 1993). The minister delivers a service to the people of the congregation, but also interprets an administrative and managerial role in the congregation (Kriel, Wilders, Strydom, & Breytenbach, 2005).

A growing body of research confirms that ministers from various religious affiliations across the globe are increasingly succumbing to multiple job stressors, resulting in health impairment and ultimate withdrawal from the ministry (Du Plessis, Wilders, Strydom, Steyn, & Botha, 2006). During the past five years 4% of ministers in the so-called 'sister churches' (Reformed and Dutch Reformed churches) in South Africa left the ministry due to health-related causes (Anon, 2002a; Anon, 2002b). In an Australian study of more than 10 000 ministers, it was found, that only 25% ministers departing from the ministry, do it without any detrimental psychological and even physiological effects linked to their profession (Du Plessis et al., 2006). Ministers seem to suffer significantly more from stress than other professionals (Evers & Tomic, 2003). This can be due to the ambivalent role and the variety of responsibilities of the minister (Strümpfer & Bands, 1996).

While books and articles have been written about ministry stress and burnout (e.g. Harbaugh & Rogers, 1984; Richmond, Rayburn, & Rogers, 1985; Willimon, 1989), there are relatively few empirical studies that focus on the well-being of ministers and their coping methods to manage their demanding profession. Research shows those intrusive demands on ministers and their families, such as invasion of their private lives by parishioners, is potentially detrimental to the attitude and well-being of ministers (Han & Lee, 2004; Morris & Blanton, 1994).

They often work long hours and place the concerns of their congregation and community above their own personal and family issues. While they are serving the community, the needs of their spouses and families often go unaddressed. As a result, family strains add even

further stress to the minister and his family (Darling, Hill, & McWey, 2004). Ministers and their wives experience significantly more loneliness and diminished marital adjustment in comparison with non-minister males and females (Darling et al., 2004). Researchers also found that ministers scored high in occupational and vocational stress, but low in overall personal resources (Rayburn, Richmond, & Rogers, 1986; Richmond et al., 1985). The problem is compounded because many ministers do not admit to role overload, role insufficiency, and role strain because of their experience of social desirability (Rayburn et al., 1986).

Since ministers and their families are at the forefront of helping others with their problems, they spend long hours being involved in stressful situations that can influence their personal lives, the lives of their family members, and the lives of the parishioners. Studies have found that over 50% of ministers spend ten or fewer hours a week with their families (Price, 2001). In addition, Caplan, Cobb, French, Harrison, and Pinneau (1975) found that a lack of social support from persons at work was associated with high levels of psychological strain. In contrast, those persons in care-giving roles who had functional and structural support, such as time spent working, sleeping, and visiting with family and friends seemed to be less at risk from the stressful effects of care-giving. It is therefore important to understand how ministers cope with the combined effect of everyday personal stress and the strains of work and helping others (Darling et al., 2004).

Ministers represent one group that should find religion especially available and compelling as a coping resource (Pargament, 1997). Because of the centrality of religion to their identity, their extensive religious education and their high levels of religious participation, ministers as a group are intimately acquainted with religious resources for problem-solving. Moreover, a critical part of their role is to teach others that religion does indeed offer compelling solutions to life's problems (Pargament, Tarakeshwar, Ellison, & Wulff, 2001). Although it would seem to be intuitively obvious that religion represents a core resource for ministers who face problems in their lives, the religious dimension has been curiously absent in related studies of religion (Pargament et al., 2001).

Empirical studies of diverse groups facing a variety of major life stressors indicate that religious coping methods have significant implications for well-being. Not only are religious coping methods stronger predictors of the outcomes of stressful experiences than global

religious measures (involvement in religious activities), but the former coping methods also add unique variance to the prediction of outcomes above and beyond the effects of non-religious coping methods (Pargament et al., 2001). In short, religious coping appears to be a dimension that holds significant implications for well-being.

There is a growing body of evidence that those adults who seek meaning in their lives through regular religious or spiritual observances, whether organised or private, are healthier and live longer than those adults who have less religious or spiritual involvement (Darling et al., 2004). Adults who report a greater sense of mission and direction, along with a stronger sense of purpose in their lives, also remain healthier in the face of stress than those whose sense of personal meaning is less clear (Pargament, Smith, Koenig, & Perez, 1998). Therefore, meaning systems are important aspects of adult lives, not only to the lives of ministers, but also to the lives of those who seek spiritual guidance and support (Darling et al., 2004).

Aktouf (1992) maintains that the direct effect of meaningful work on individuals is that they will feel engaged in their work and therefore will express themselves physically, cognitively and emotionally during the performance of their work roles. Engagement forms an important part of any work situation given that disengagement, or alienation, is central to the problem of workers' lack of commitment and motivation (Aktouf, 1992). Reformed churches are currently struggling with a high percentage of ministers leaving the ministry (Anon, 2007c). According to Allen and Meyer (1990), individuals who are strongly committed are also those who are least likely to leave the organisation.

There has been little research on the well-being of ministers and especially on dimensions that make this group unique. This is a research area that deserves attention since a high percentage of ministers are leaving the occupation due to health-related causes or commitment issues. Therefore it is important to investigate exactly what job characteristics ministers experience and what effect burnout and engagement has within the relationship between ministers' job characteristics and their health and congregational commitment. Religious coping and the psychological conditions of meaningfulness, safety and availability are further aspects that make this occupation unique and need to be examined.

From the above mentioned problem statement the following research questions can be formulated:

- What are the main job demands and job resources that ministers experience?
- What is the relationship between the different job demands and job resources that ministers experience?
- What are the effects of job demands and job resources on ministers' burnout and engagement?
- What are the factors impacting on the health and congregational commitment of ministers?
- What are the effects of job demands and job resources on ministers' psychological conditions of meaningfulness, safety and availability?
- Does engagement mediate the impact that psychological conditions have on levels of congregational commitment?
- What are the effects of religious coping on ministers' psychological conditions?

1.2 RESEARCH OBJECTIVES

The research objectives are divided into two main categories, namely a general objective and specific objectives.

1.2.1 General objective

The general objective of this research is to investigate the main job demands and job resources of ministers, the effect of job demands and job resources on ministers' burnout and engagement, the effect of burnout and engagement on ministers' health and congregational commitment and the role of engagement, psychological conditions and religious coping in the well-being of ministers.

1.2.2 Specific objectives

The specific objectives of this study are:

- To conceptualise job demands, job resources, burnout, engagement, congregational commitment, health, psychological conditions and religious coping according to the literature.
- To determine the main job demands and job resources that ministers experience.
- To study the relationship between the different job demands and job resources that ministers experience.
- To investigate the effects of job demands and job resources on ministers' burnout and engagement.
- To investigate the factors impacting on the health and congregational commitment of ministers.
- To analyse the effects of job demands and job resources on ministers' psychological conditions of meaningfulness, safety and availability.
- To determine whether engagement can mediate the impact that psychological conditions have on levels of congregational commitment.
- To investigate the effects of religious coping on ministers' psychological conditions.

1.3 RESEARCH METHOD

The research method consists of a literature review and empirical study. The results of this research are presented in the form of three research articles. A short literature review has been done for each article. These literature reviews focus on previous research on ministers' job demands, job resources, burnout, engagement, health, congregational commitment, psychological conditions and religious coping. Each review focuses on aspects relevant to the empirical study conducted. The research is conducted in two phases and is therefore discussed below according to these two phases.

1.3.1 PHASE ONE

Phase one of this research focuses on determining the job demands and job resources that ministers experience. The empirical study of the first phase consists of the research design, determining and engaging participants, data collection, data analysis and consideration of ethical aspects.

1.3.1.1 Research design

For the purposes of the first phase, a qualitative design from a phenomenological approach is used. In this approach, the researcher is interested in the meaning a person attributes to his or her experiences of reality, his or her world and his or her relationships. The person's cognitive experience must be understood and defined because it is only through this that the true essence of the person's experience can be realised (Rothmann, Gerber, Lubbe, Sieberhagen, & Rothmann, 1998).

Qualitative research makes it possible to determine the job demands and job resources ministers experience in the ministry. Qualitative research is defined as the study of people in their natural environments as they go about their daily lives (Bailey, 1994). Despite the negativity surrounding the use of qualitative research, Woods and Catanzaro (1988) indicate that the validity of qualitative research is one of its biggest advantages.

Therefore, the first phase consists of semi-structured interviews with a group of ministers that are involved in the research. These interviews serve to obtain a thorough understanding of the specific job demands and job resources that ministers' experience within the ministry.

1.3.1.2 Participants

A non-probability purposive voluntary sample of Reformed church ministers is used to reach the objective of the first phase of this study. Reformed church ministers are approached for the interviews on a voluntary basis. It is clear from Woods and Catanzaro (1988) that small samples can provide reliable research data and are therefore acceptable for phenomenological studies.

The following selection criteria are used to determine which participants should be included in the sample:

- Ministers of the Reformed churches in the Potchefstroom area.
- Ministers with at least five years ministry experience.

- Ministers who are willing to participate in the research (and who are willing to give written informed consent) after having been informed about the purpose and procedures of the research.
- Ministers who are prepared to have a tape-recorded interview with the researcher.

The number of willing and accessible participants determines the size of the samples in the research. Data are collected until data saturation is reached within each sample (Burns & Grove, 1993).

1.3.1.3 Data collection

The measuring instrument used in this phase of the research is the semi-structured interview based on the phenomenological paradigm. The researcher studies the phenomenon without predetermined expectations of categories and tries to understand the data from the perspective of the participant. The interviews take place where it best suits the participant. The researcher introduces herself in a friendly and warm manner in order to ensure that the participant is at ease. The researcher then explain the context of the interview, and with the permission of the participant, a tape-recorder is used. The participants are informed that the tapes will be erased after the research is completed and that they will remain anonymous. Participants are informed that they can withdraw from the study at any time.

All ministers are given the definition of job demands and job resources and then asked the following standard questions:

- "Mention all the physical, social and ministry aspects in your work that require of you any physical or psychological effort or skill"
- "Mention all the resources in your ministry that enable you to do your work to the best of your ability"
- "Do you think that these resources provide sufficient support for you to do your work? Why?"

The researcher faces the participant squarely in a relaxed way; has an open body posture and leans slightly forward to ensure that the participant is comfortable during the whole

interview. The researcher also maintains eye contact with the participants at all times. Non-directive dialogue techniques like minimal verbal responses (e.g. "mm-mm, yes, I see"), paraphrasing (stating the participant's words in another form with the same meaning), clarification (e.g. "Can you tell me more about..."; "You seem to be saying..."), reflection (e.g. "So, you believe that..."), reflective summary ("So what you're saying...") and silence are used to assist the participants to share their experiences.

After the interviews, the participants complete a short biographical questionnaire that includes the following information: gender, age, educational qualification, marital status, number and age of children, years working in the ministry, years working in the current congregation, current congregation size, income and whether there is a second minister at current congregation.

- **Pilot study**

A pilot study is a prerequisite for the successful execution and completion of a research project. It allows a researcher to acquire thorough background knowledge about a specific problem that he or she intends to investigate. The purpose of the pilot study is to improve the success and effectiveness of the investigation (De Vos, Strydom, Fouche, Poggenpoel, & Schurink, 1998). In this study, the researcher uses a preliminary pilot to identify the possible unforeseen problems that can emerge during the main investigation. The pilot study consists of two interviews of ministers from Reformed churches in Potchefstroom. The pilot study is a valuable means to gain practical knowledge of and insight into the problem. The pilot study assists the researcher in making necessary modifications of the data-gathering instruments. An expert evaluates the appropriateness of the interview schedule before the main investigation proceeds.

- **Field notes**

Immediately after each interview, the field notes are transcribed. Field notes are a written account of the things the researcher hears, sees, experiences and thinks during the course of the interview. The field notes include both the empirical observations and interpretations. The

researcher writes down her emotions, preconceptions, expectations and prejudices so that they can be developed in the final product.

The researcher strives to promote validity by spending enough time with the participant in order to establish a rapport. Social-desirable responses are minimised by making use of dialogue techniques. Rephrasing and repetition of questions are used in order to gain credibility of information. The researcher makes use of a diary to highlight the ideas and feelings of the respondents during the research process. These notes consist of information about the problems and frustrations that are experienced (Krefting, 1991).

- **Trustworthiness**

Trustworthiness can be described as a measure to ensure reliability and validity in qualitative research. To ensure trustworthiness in this first phase of this research, credibility, applicability, consistency and neutrality are applied. The researcher attended workshops prior to the interviews. These workshops focused on interviewing skills and techniques used during interviews. The researcher uses specific techniques learned in these workshops that include paraphrasing, reflecting, probing and summary. Confidentiality and anonymity are ensured by not revealing the identity of participants or congregations where data are collected. The audiotapes of the interviews will be erased after the study is completed.

1.3.1.4 Data analysis

The results of the interviews are analysed by means of content analysis. Content analysis consists of the following steps (Giorgi, 1985; Kerlinger, 1986):

- The first step in content analysis is to universalise the context that needs to be analysed (for example the entire set of verbal answers of the participants), in order to be able to define and categorise it.
- The second step is to determine the sub-units of the analysis, namely words and themes. The researcher reads the response notes in order to form an overall picture. Afterwards, the researcher reads the notes once again, in order to determine the themes. A sub-theme is usually a sentence and is more difficult, but also more useful, to analyse. Sub-themes

are combined in order to determine the themes. The analysis of the information is continued until recurring themes are identified.

- The third step is to free the data from unnecessary information and to determine the meaning of the rest of the sub-units by linking them to the whole picture.
- The fourth step consists of the conversion of the concrete language of the participants, into scientific language and concepts. The precise words of the participants are used in support.

The number of objects per category are counted and placed in order of preference. The trustworthiness of the content analysis is promoted by the coding that is done by the researcher and a co-coder. A literature-control is done to investigate relevant research in order to determine the comparativeness and uniqueness of the current research (Krefting, 1991).

1.3.1.5 Ethical aspects

Conducting research is an ethical enterprise. Research ethics provide researchers with a code of moral guidelines on how to conduct research in a morally acceptable way. The following are applicable at all times to retain an ethical climate (Struwig & Stead, 2001):

- The researcher is honest, fair and respectful towards the participants and will not attempt to mislead or deceive the research participants.
- The researcher respects the rights and dignity of others. This includes respecting the privacy, confidentiality and autonomy of the research participants. The researcher is also mindful of individual differences among people, such as age, ethnicity, religion, language and socio-economic status. The researcher will not knowingly discriminate against people on the basis of such factors.
- The welfare of others is a major concern. The researcher avoids or minimises any harm that might befall the research participants because of their involvement in the research project.

1.3.2 PHASE TWO

Phase two of this study examines the well-being of ministers. This includes an examination of the effect job demands and job resources have on ministers' burnout and engagement, the effect of burnout and engagement on ministers' health and congregational commitment and the role of engagement, psychological conditions and religious coping in the well-being of ministers.

The empirical study of the second phase consists of the research design, determining and engaging participants, compiling the measuring battery and carrying out the statistical analysis.

1.3.2.1 Research design

The second stage of the research makes use of a cross-sectional design with a survey as the data collection technique. Cross-sectional designs are used to examine groups of subjects in various stages of development simultaneously, while a survey is a data-collection technique in which questionnaires are used to gather data about an identified population (Burns & Grove, 1993). The information collected is used to describe the population at that time. This design can also be used to assess interrelationships among variables within a population. According to Shaughnessy and Zechmeister (1997), this design is best suited to addressing the descriptive and predictive functions associated with the correlation design, whereby relationships between variables are examined.

1.3.2.2 Participants

A non-probability purposive voluntary sample of Reformed church ministers in South Africa is used to reach the objective of this study. The number of willing and accessible participants determines the size of the sample in the research.

1.3.2.3 Measuring battery

The following measuring instruments are used:

A demographical questionnaire is used to gather information regarding the demographical characteristics of the participants. This questionnaire includes, gender, age, educational qualification, marital status, number and age of children, years working in the ministry, years working in current congregation, current congregation size, income and whether or not there is a second minister at current congregation.

The *Job Demands-Resources Questionnaire* (JD-RQ) is used to measure the job demands and job resources that ministers experience in the ministry. Interviews are conducted with nine ministers to determine the job demands and job resources that minister's experience (phase 1) and these job demands and job resources are used to develop the items of this questionnaire. This questionnaire has eight subscales of job characteristics which can be classified as either job demands or job resources. In this questionnaire, job demands are measured by 2 items reflecting on ministers Pace and Amount of Work (e.g. "Do you have an excessive amount of work to do?") and Emotional Demands (e.g. "Are you confronted in your work with things that affect you personally?"). Job resources included Growth Opportunities (nine items, e.g. "Does your job enable you to grow spiritually?"), Instrumental Support (seven items, e.g. "Do you receive sufficient administrative support to complete your tasks?"), Congregational Support (eight items, e.g. "Can you ask the church council for advice when you encounter problems at work?"), Autonomy (six items, e.g. "Do you feel that you are not involved in decisions affecting your job?"), Social Support (four items, e.g. "Do you receive support from your friends when things get difficult at work?") and Job Significance (five items, e.g. "Is your job itself very significant or important to you?"). Each subscale is measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*). All scales showed acceptable Cronbach's alpha coefficients varying from 0,70 (Autonomy) to 0,86 (Instrumental Support). All the scales reliabilities are higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$).

Burnout is measured by the *Maslach Burnout Inventory* (MBI) (Maslach & Jackson, 1981) reflecting ministers Depersonalisation and Exhaustion. Depersonalisation and Exhaustion are measured by 14 items, the first five items measure the degree to which the minister distances himself from the people with whom he is working (e.g. "I feel I treat some congregation members as if they are impersonal 'objects'.") and the second nine items measure the feelings of exhaustion due to the work that a minister experiences (e.g. "I feel burned out as a result of my work."). Maslach and Jackson (1981) reported alpha values of 0,77 for Depersonalisation

and 0,89 for Exhaustion, while Evers and Tomic (2003) reported 0,65 for Depersonalisation and 0,88 for Exhaustion. Another scale is added from the *Oldenburg Burnout Inventory* (OLBI) (Demerouti, Bakker, Vardakou, & Kantas, 2003) reflecting ministers' Cynicism. These eight items reflect the degree to which a minister can distance himself from his work (e.g. "One can become disconnected from this type of work, over a period of time."). Le Roux (2006) reported a Cronbach alpha coefficient of 0,82 for Disengagement (Cynicism). Halbesleben and Demerouti (2005) also reported that the internal consistency of the OLBI was acceptable, with all the Cronbach's alpha coefficients being 0,70 and more. These items are measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*).

Work engagement is measured by the *Work Engagement Scale* (WES) (May, Gilson, & Harter, 2004). The WES consists of 12 items which reflect each of the three components of Kahn's (1990) definition of work engagement, namely Cognitive Engagement (e.g. "Performing my job is so absorbing that I forget about everything else."), Emotional Engagement (e.g. "I really put my heart into my job.") and Physical Engagement (e.g. "I exert a lot of energy performing my job."). These items are measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal).* May et al. (2004) reported an alpha coefficient of 0,77.

Health is assessed using the *General Health Questionnaire* (GHQ-28) (Werneke, Goldberg, Yalcin, & Üstün, 2000). Only 26 of the 28 items are used measuring each of the four general health concepts. These items are measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*). These scales include: Somatic Symptoms (e.g. "Have you recently been feeling in need of a good tonic?"), Anxiety and Insomnia (e.g. "Have you recently lost much sleep over worry?"), Social Functioning (e.g. "Have you recently been managing to keep yourself busy and occupied?"), and Severe Depression (e.g. "Have you recently been thinking of yourself as a worthless person?"). Rijsdijk et al. (2003) reported alpha coefficients for the subscales as 0,83 for Somatic Symptoms, 0,88 for Anxiety and Insomnia, 0,80 for Social Functioning and 0,91 for Severe Depression.

The *Congregational Commitment Questionnaire* (CCQ) is used to measure the commitment of ministers. The CCQ consists of six self-developed items which are divided into two scales: Commitment of the congregation to the minister (e.g. "I feel valued and trusted by my congregation.") and Commitment of the minister to the congregation (e.g. "I am committed to

my congregation."). Approximately four items are developed to measure a third scale: Commitment a minister has towards his occupation (e.g. "I am enthusiastic about my job."). The measurement of commitment reflects the non-economic reciprocal obligations that extend between congregation and minister and between minister and his occupation on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*).

The *Psychological Conditions Questionnaire* (PCQ) (May et al., 2004) is used to assess the conditions of Psychological Meaningfulness, Psychological Safety and Psychological Availability. Psychological Meaningfulness is measured by six items (α = 0,90). These items are adapted to reflect the degree of meaning ministers discover in their work-related activities (e.g. "My job activities are personally meaningful to me."). Psychological Safety is measured by three items (α = 0,71). These items are adjusted to assess whether ministers feel comfortable to be themselves and express their opinions at work or whether there is a threatening environment at work (e.g. "I'm not afraid to be myself in the ministry"). Psychological Availability - the confidence ministers have regarding their ability to be cognitively, physically and emotionally available for work is measured by five items (α = 0,85). According to Kahn (1990), individuals are psychologically available if individuals believe they have the physical, emotional or cognitive resources to engage the self at work (e.g. "I am confident in my ability to deal with problems that come up in the ministry."). All these items are measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*).

Religious coping is measured by the *Religious Coping Questionnaire* (RCQ). The RCQ consists of five self-constructed items. This questionnaire measures the extent to which ministers look to God for their strength, support and guidance. The questionnaire consists of five items (e.g. "Do you put your trust in God?") (α = 0,74) measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*).

1.3.2.4 Statistical analysis

Statistical analysis is carried out with the help of the SPSS-program (SPSS, 2003). Descriptive statistics (e.g. means and standard deviations) are used to assess the internal consistency, homogeneity and unidimensionality of the measuring instruments (Clark & Watson, 1995). Exploratory factor analyses and Cronbach alpha coefficients are used to

assess the validity and reliability of the constructs that are measured in this study. Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by the particular scale.

Pearson product-moment correlation coefficients are used to specify the relationship between the variables. In terms of statistical significance, the value is set at a 95% confidence interval level ($p \leq 0,05$). Effect sizes (Steyn, 1999) are used to decide on the practical significance of the findings. A cut-off point of 0,30 (medium effect, Cohen, 1988) is set for the practical significance of correlation coefficients.

Multiple regression analyses are conducted to determine the proportion of variance in the dependent variable that is predicted by the independent variables. The value of R^2 is used to determine the proportion of the total variance of the dependent variable that is explained by the independent variables. The F-test is used to test if a significant regression exists between the independent and dependent variables (Tabachnick & Fidell, 2001).

1.4 RESEARCH PROCEDURE

After consent is received from the School of Theology, pilot studies are held in order to finalise the interview schedule. Participants are then invited to take part in an informal one-to-one interview regarding their experience of their job demands and job resources. The interviews are then transcribed and analysed.

In order to compile the measuring battery, the information obtained in the first phase is used to develop items to assess the job demands and job resources ministers' experience. In combination with these items and the items measuring burnout, engagement, health, congregational commitment, psychological conditions and religious coping, the measuring battery is compiled and developed into an electronic version. A letter requesting participation and motivation and another discussing all ethical aspects are included in the measuring battery. The measuring battery is then sent via Internet to all possible ministers in the Reformed churches of South Africa. If ministers have no Internet, a hard copy of the measuring battery is mailed to them. Once the measuring battery is sent back, statistical analysis will be carried out with the help of the SPSS-programme (SPSS, 2003).

1.5 DIVISION OF CHAPTERS

The chapters in this thesis are presented as follows:

Chapter 1: Introduction.
Chapter 2: Job demands and job resources in the ministry.
Chapter 3: Burnout and engagement of Reformed church ministers.
Chapter 4: Engagement and religious coping of Reformed church ministers.
Chapter 5: Conclusion, limitations and recommendations.

1.6 CHAPTER SUMMARY

Chapter 1 focused on the problem statement, objectives and research method in this study. This is followed by a division of the chapters.

REFERENCES

Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism. *Academy of Management Review, 17,* 407–431.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*, 1–18.

Anon. (2002a). *Almanak en Bybelse dagboek van die Nederduits Hervormde kerk van Suid-Afrika*. SENTIK in opdrag van die algemene kerkvergadering.

Anon. (2002b). *Die Almanak van die Gereformeerde kerk van Suid-Afrika.* Potchefstroom, SA: Nawpers.

Anon. (2007c). *Die Almanak van die Gereformeerde kerk van Suid-Afrika.* Potchefstroom, SA: Nawpers.

Bailey, K. D. (1994). *Methods of social research.* (4th ed.). New York: Free Press.

Breytenbach, M. C., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Fisieke en psigo-emosionele gesondheidsbedreigings vir die NG predikant met betrekking tot gemeentedemografie. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 55–68.

Burger, C. W., & Wepener, C. J. (2004). Die predikantsamp. Deel 1: Onduidelikheid oor die kerkinhoud van die predikantsamp. *Nederduitse Gereformeerde Teologiese Tydskrif, 45*(1/2), 6–14.

Burns, N., & Grove, S. K. (1993). *The practice of nursing research, conduct, critique, and utilization* (2nd ed.). Philadelphia, PA: W. B. Saunders.

Caplan, R. D., Cobb, S., French, J. R. P. Jr, Harrison, R. V., & Pinneau, S. R. (1975). *Job demands and worker health: Main effects and occupational differences*. Washington, DC: U.S. Government Printing Office.

Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7*, 309–319.

Cohen, J. (1988). *Statistical power analysis of the behavioural sciences* (2nd ed.). Orlando, CA: Academic Press.

Darling, C. A., Hill, E. W., & McWey, L. M. (2004). Understanding stress and quality of life for clergy and clergy spouses. *Stress and Health, 20*, 261–277.

De Vos, A. S., Strydom, H., Fouche, C. B., Poggenpoel, M., & Schurink, E. (1998). *Research at grassroots: A primer for the caring professions.* Pretoria, SA: Van Schaik.

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment, 19*, 12–23.

Du Plessis, W. F., Wilders, C. J., Strydom, G. L., Steyn, H. S., & Botha, C. R. (2006). Physical activity as a therapeutic modality on health-, lifestyle- and psychological well-being constructs among clergy. *African Journal for Physical, Health Education, Recreation and Dance, 12*(4), 450–460.

Evers, W., & Tomic, W. (2003). Burnout among Dutch Reformed pastors. *Journal of Psychology and Theology, 31*(4), 329–338.

Gibbs, E. (2000). *Church next: Quantum changes in how we do ministry.* Downers Grove: InterVarsity.

Giorgi, A. (1985). Sketch of a psychological phenomenological method. In A. Giorgi (Ed.), *Phenomenology and psychological research.* Pittsburgh, PA: Duquesne University Press.

Halbesleben, J. R. B., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg Burnout Inventory. *Work and Stress, 19*, 208–220.

Han, J., & Lee, C. (2004). Ministry demand and stress among Korean American pastors: A brief report. *Pastoral Psychology, 52*, 473–478.

Harbaugh, G. L., & Rogers, E. (1984). Pastoral burnout: A view from the seminary. *Journal of Pastoral Care, 28,* 99–106.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*, 692–724.

Kellerman, K. (1991). Die oorsake van werkstres by die predikant. *Nederduitse Gereformeerde Teologiese Tydskrif, 32*(3/4), 290–297.

Kerlinger, F. N. (1986). *Foundations of behavioral research* (3rd ed.). Fort Worth, TX: Harcourt Brace College.

Krefting, L. (1991). Rigor in qualitative research: The assessment of trustworthiness. *The American Journal of Occupational Therapy, 45*, 214–222.

Kriel, J. S., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Die interaksie van fisieke aktiwiteit met die verband tussen lewensgeluk en diensjare, gemeentegrootte, medeleraarskappe en gemeentetipe by NG predikante in Suid-Afrika. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 165–179.

Le Roux, A. M. (2006). *The validation of two burnout measures in the South African earthmoving industry.* Unpublished master's dissertation, North-West University, Potchefstroom.

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2*, 99–113.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11–37.

Morris, M. L., & Blanton, P. W. (1994). The influence of work-related stressors on clergy husbands and their wives. *Family Relations, 43,* 189–195.

Nel, M. (2002). Predikante opleiding: Roeping, keuring en legitimering. *Verbum Et Ecclesia, 23*, 151–167.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Pargament, K. I. (1997). *The psychology of religion and coping: Theory, research and practice.* New York: Guilford Press.

Pargament, K. I., Smith, B. W., Koenig, H. G., & Perez, L. M. (1998). Patterns of positive and negative religious coping with major life stressors. *Journal of Scientific Study of Religion, 37*, 710–724.

Pargament, K. I., Tarakeshwar, N., Ellison, C. G., & Wulff, K. M. (2001). Religious coping among the religious: The relationship between religious coping and well-being in a National sample of Presbyterian clergy, elders, and members. *Journal of the Scientific Study of Religion, 40*, 497–513.

Price, M. J. (2001). Male clergy in economic crisis: Fear of falling. *Christian Century, 118*, 18–21.

Rayburn, C. A., Richmond, L. J., & Rogers, L. (1986). Men, women, and religion: Stress within leadership roles. *Journal of Clinical Psychology, 42*, 540–546.

Redelinghuys, F. J., & Rothmann, S. (2005). Koherensiesin, coping, uitbranding en begeestering van predikante. *Tydskrif vir Geesteswetenskappe, 45*, 466–477.

Richmond, L. J., Rayburn, C., & Rogers, L. (1985). Clergymen, clergywomen, and their spouses: Stress in professional religious families. *Journal of Career Development, 12,* 81–86.

Rijsdijk, F. V., Snieder, H., Ormel, J., Sham, P., Goldberg, D. P., & Spector, T. D. (2003). Genetic and environmental influences on psychological distress in the population: General Health Questionnaire analyses in UK twins. *Psychological Medicine, 33*, 793–801.

Rothmann, J. C., Gerber, J. J., Lubbe, M. S., Sieberhagen, G. v .d. M., & Rothmann, S. (1998, March). Pharmacy students' experiences of the contents of pharmacy education: A phenomenological study. *The International Journal of Pharmacy Practice, 6*, 30–36.

Scholtz, D. A. (1996). *Die voorspelling van beroepsukses onder 'n groep diensdoenende predikante.* Unpublished doctoral thesis, PU vir CHO, Potchefstroom.

Shaughnessy, J. J., & Zechmeister, E. B. (1997). *Research methods in psychology* (4th ed.). New York: McGraw-Hill.

SPSS Inc. (2003). *SPSS 12.0 for Windows.* Chicago, IL: Author.

Steyn, H. S. (1999). *Praktiese betekenisvolheid: Die gebruik van effekgroottes* [Practical significance: The use of effectsizes]. Wetenskaplike bydraes – Reeks B: Natuurwetenskappe Nr. 117. Potchefstroom: PU vir CHO.

Struwig, F. W., & Stead, G. B. (2001). *Planning, designing and reporting research.* Cape Town, SA: Maskew Miller Longman.

Strümpfer, D. J. W., & Bands, J. (1996). Stress among clergy: An exploratory study on South African Anglican priest. *South African Journal of Psychology, 26*, 67–75.

Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th ed.). Boston, MA: Allyn & Bacon.

Van der Merwe, W. L. (1996). Philosophy and the multi-cultural context of (post)apartheid South Africa. *Ethical Perspectives, 3/2*, 76–90.

Van Dyk, F. J. (1993). *Die gehalte van werklewe van predikante van die Gereformeerde kerke in Suid-Afrika [The quality of working life of ministers of the Reformed churches in South Africa].* Unpublished master's thesis, PU vir CHO, Potchefstroom.

Werneke, U., Goldberg, D. P., Yalcin, I., & Üstün, B. T. (2000). The stability of the factor structure of the General Health Questionnaire. *Psychological Medicine, 30*, 823–829.

Willimon, W. H. (1989). *Clergy and laity burnout.* Nashville, TN: Abingdon.

Woods, N. F., & Catanzaro, M. (1988). *Nursing Research: Theory and practice.* St Louis, MO: Mosby.

CHAPTER 2

RESEARCH ARTICLE 1

JOB DEMANDS AND JOB RESOURCES IN THE MINISTRY

ABSTRACT

The objective of this study was to investigate ministers' job demands and job resources. A non-probability purposive voluntary sample of 115 ministers was used. A qualitative design was used to determine the relevant job demands and job resources. Fifteen themes emerged from the interviews. A cross-sectional design, with a survey as the data collection technique, was used to study ministers' experience of job demands and job resources. A principal factor analysis with a varimax rotation resulted in eight reliable factors. These factors included as job demands: pace and amount of work and emotional demands and as job resources: growth opportunities, instrumental support, congregational support, autonomy, social support, and job significance. Furthermore, it was found that pace and amount of work correlated positively with emotional demands. Similarly emotional demands correlated negatively with growth opportunities, autonomy, instrumental support, congregational support and social support.

OPSOMMING

Die doel van hierdie studie is om predikante se werkseise en hulpbronne te ondersoek. 'n Doelgerigte onwaarskynlikheid-steekproef van 115 predikante is gebruik. 'n Kwalitatiewe ontwerp is gebruik om predikante se relevante werkseise en hulpbronne te bepaal. Vyftien temas is geidentifiseer uit die onderhoude. 'n Dwarsdeursnee ontwerp - met 'n opname as die data-insamelingstegniek - is gebruik om predikante se ervaring van werkseise en hulpbronne te bestudeer. 'n Prinsipiële faktor analise - met 'n varimax rotasie - het agt betroubare faktore uitgewys. Die faktore is geidentifiseer as die volgende werkseise: werkstempo en hoeveelheid werk en emosionele eise. As hulpbronne is geidentifiseer: ontwikkelingsgeleenthede, instrumentele ondersteuning, gemeente ondersteuning, outonomie, sosiale ondersteuning en werksbetekenis. Verder is dit gevind dat werkstempo en hoeveelheid werk positief korreleer met emosionele eise. Terselfdertyd het emosionele eise negatief met ontwikkelingsgeleenthede, outonomie, instrumentele ondersteuning, gemeente ondersteuning en sosiale ondersteuning verband gehou.

The ministry is a unique and demanding profession (Han & Lee, 2004). The demands that ministers experience in their work are regarded as more intense than demands experienced by managers in organisations (Kriel, Wilders, Strydom, & Breytenbach, 2005). Demanding aspects of a minister's job are to help, motivate, empower, and inspire the parishioners (Burger, 2004). Preaching is one of the ways in which these functions are fulfilled. Ministers preach because they have a calling to do so, not because they are paid to do so. Therefore, ministers do not enter into a contract with the congregation, but rather work for the congregation because of their calling (Burger & Wepener, 2004).

In addition to preaching, the minister's role within the Reformed tradition is also centred in teaching and pastoral care (Burger, 2004). In our secular and pluralistic society, the current Christian is not taught anywhere else other than within the institutions of the church. Therefore, the church and also its ministers are faced with the responsibility of teaching the community about faith. Furthermore, ministers are also expected to nurture the physiological and emotional well-being of their parishioners (Blanton & Morris, 1999). This is not an easy task, because one of the three ways a minister can be wounded in his office is through negative stories spread by people he has attempted to reach through pastoral care (Van den Berg, 2004).

Apart from preaching, teaching and pastoral care, ministers also perform the roles of organiser and administrator (Kay, 2000; Kriel et al., 2005). According to Article 16 of the Church Order of the Reformed church (Psalmboek, 2003), the office of a minister of the Word is to persevere in prayers, proclaim the Word and administer the sacraments, attend to and oversee his fellow ministers, the elders, the deacons and church members, and ultimately, in conjunction with the elders, exercise the discipline of the church and ensure that everything in the church takes place in an orderly and proper manner (GKSA, 1862).

Although ministers perform many different roles, they do not have a definite job description. According to Smit (2004), a minister does not need a job description because his calling is from God and not from the congregation. A minister has the autonomy to determine what actions or functions are important (Kriel et al., 2005). This causes some difficulty because there are some responsibilities ministers have that form part of preaching and teaching. There are also responsibilities a minister must perform that are unexpected (e.g. that of pastoral care) (Kriel et al., 2005). Although the office of a minister is determined by God and the

minister stands in service to God, it happens that some ministers still don't know what is expected from them in their office (Burger, 2004). Ministers sometimes do work that is not part of their ministry (Smit, 2004). Many parishioners also experience an uncertainty about what the minister's job is exactly and what is expected from him (Burger & Wepener, 2004; Kriel et al., 2005). Most parishioners do not have an idea what the minister does apart from officiating at normal Sunday service, weddings and funerals (Kriel et al., 2005).

Uncertainty is experienced in ministries worldwide. The vague awareness of the identity of the minister's office is largely because of the disintegration of the Christ Centred Church (Burger & Wepener, 2004). Recently, churches have become more and more focused on missionary work and therefore expect different things from ministers who originally might have worked within a purely Christian paradigm. Consequently, the office of a minister entails more than preaching and teaching - it is also about the missionary leadership of God's people, the Church (Burger & Wepener, 2004).

Not only is the office of the minister of the Word in South Africa faced with this changing ecclesiastical context (Wepener, 2004), but it also has to face the specific political and social changes of the country. Ministers are now increasingly faced with multicultural congregations. In South Africa, ministers must lead a congregation within a liberal democracy wherein freedom and equality are the order of the day in all spheres of life. To complicate things further, ministers need to work together ecumenically with leaders of other denominations, which demands a different focus from the traditional "only we have the whole truth" (Van der Merwe, 1996). Some congregations also require a minister to use another language besides his own (Burger & Wepener, 2004). Furthermore, research has shown that different generations have unique expectations, which often turn into demands for a minister. Some of these generations have their own forms of spirituality that have to be liturgically accommodated for by the minister (Burger & Wepener, 2004).

Secularisation also has an influence on the church. The church has to survive in a community that does not support the life and ethos of the church (e.g. shops that are open on a Sunday, while the church is struggling to maintain services). Secularization leads to a reduction in the influence of the church on the community, and has in turn, influenced the life of the church. Almost every Protestant church has eagerly adopted the personnel policies of business (Burger & Wepener, 2004). Further contextual challenges to a minister's work are the high

crime rate, poverty and HIV/AIDS (Van der Merwe, 1996). Within this context, a minister must lead parishioners to fulfil their calling in life (Burger & Wepener, 2004).

Currently, influences from the world set an increasing number of demands on a minister. A minister, like any other human being, is subject to normal stressors, especially stress factors linked to the caring profession. Specific stressors that a minister experiences include: the discrepancy between his initial ideal of the ministry and the harsh realities that he has to handle and process; his struggle to live his calling while his workload is extremely high; his struggle to balance the roles of servant and leader and the consequent confusion and experience of being overburdened as it is sometimes expected from him to be everything to everyone (Grobbelaar, 2007). The above factors can cause a minister to experience compassion exhaustion because of his involvement with other stressed and suffering people (Coetzer, 2004).

Parishioners tend to have high expectations of the minister's personal and professional competence, and these expectations are often experienced by ministers as unrealistic and intrusive (Morris & Blanton, 1994; Van den Berg, 2004). Ministers also work long hours, often for low pay compared with similarly qualified individuals in other occupations. A recent study by Morris and Blanton (1994) regards financial issues as the category of stressor thought to be of greatest concern by denominational officials (see also Lee, 1999). Later in a minister's career, the most commonly reported source of stress is his/her relationship with the congregation, particularly in the realm of personal and ideological conflicts (Lee, 1999).

The indistinctness of a minister's job can lead to calling loss and large-scale professional unhappiness (Burger, 2004). A recent study demonstrates that interactions of a critical and demanding nature in the church have a detrimental impact on subjective well-being, and that this has a greater adverse effect on the minister than on rank-and-file members of the congregation (Krause, Ellison, & Wulff, 1998). However, the ministry also has personal benefits. A large mail and telephone survey of ministers revealed that four out of five respondents were at least somewhat satisfied in the ministry (Lee, 1999). Significant majorities also reported that serving in their congregation had increased their passion for ministry, and that their ministry efforts had been very much worthwhile (Lee, 1999).

A study on Reformed church ministers in South Africa showed that ministers indeed experience distress in their work (Grobbelaar, 2007). Some of the stressors can be linked to their specific job characteristics. The most prominent studied job characteristics include: skill variety, autonomy and job demands (Kompier, 2003). The Job Demand-Resources (JD-R) model makes it possible to classify the types of demands and resources that ministers face. The general assumption of the JD-R model is that whereas every occupation may have its own specific risk factors, these factors can be classified into two general categories, namely job demands and job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

During the past three decades, many studies have shown that job characteristics can have a profound impact on employee well-being (Bakker, Demerouti, & Schaufeli, 2003; Bakker, Demerouti, Taris, Schaufeli, & Schreurs, 2003; De Jonge et al., 2001; De Jonge & Schaufeli, 1998; Schaufeli & Bakker, 2004). For example, research has revealed that job demands (such as high work pressure and emotional demands) may lead to exhaustion and impaired health. Although job demands are not necessarily negative, they may turn into job stressors when meeting those demands requires high effort. Job resources (such as social support and autonomy) may instigate a motivational process leading to job-related learning, work engagement and commitment. Hence, job resources are not only necessary to deal with job demands and to 'get things done', but they also are important in their own right (Schaufeli & Bakker, 2004).

Therefore, job demands and job resources have an negative and positive impact on individual well-being. However, little is known about how ministers experience the demands and resources in their occupation. The aim of this study was to investigate the job demands and job resources that ministers experience in South Africa.

The Job Demands-Resources (JD-R) Model

The JD-R model acknowledges that parsimony is an important feature of every research model but assumes at the same time that individuals in different occupations may encounter various kinds of job demands and job resources (Demerouti et al., 2001). *Job demands* refer to those physical, social, or psychological (cognitive and emotional) efforts or skills which are associated with certain physiological or psychological costs. Examples are high work pressure, an unfavourable physical environment, and emotionally demanding interactions

with clients (Janssen, Peeters, De Jong, Houkes, & Tummers, 2004). *Job resources* refer to those physical, psychological, social, or organisational aspects of the job that are functional in achieving work goals; reducing job demands and the associated physiological and psychological costs; or stimulating personal growth, learning and development (Janssen et al., 2004).

The JD-R model is based on two different underlying psychological processes. The first argues that health impairment process, poorly designed jobs or chronic job demands (e.g. overload, emotional demands) exhaust employees' mental and physical resources and may therefore lead to the depletion of energy (i.e. a state of exhaustion) and health problems (Bakker & Demerouti, 2006). The second process is motivational in nature, whereby it assumes that job resources have motivational potential and lead to high work engagement, low cynicism and excellent performance. Job resources may thus foster an individual's growth, learning and development (intrinsic motivation) or satisfy an individual's needs for autonomy, competence and relatedness (extrinsic) (Bakker & Demerouti, 2006).

Ministers, as care-givers, are exposed to demanding work situations, including overload, long work hours, role conflict, and client-related demands such as contact with help seekers with problems as well as chronically ill, terminal or dying clients (Redelinghuys & Rothmann, 2005). Additional demands that ministers are faced with include time constraints and the gap between illogical expectations and the reality of daily routine (Tomic, Tomic, & Evers, 2004). According to Roux (1992) ministers experience the following demands in the ministry: workload, role instructions and role expectations, work circumstances, academic inadequacy, co-ministers and languishing member numbers. Scholtz (1996) found that job demands of ministers include work pressure, disagreement in the congregation, the finances of the congregation, relationship with co-minister, unfair critique and resistance, political situations, adapting in the congregation and uncommitted parishioners. Ministers find themselves in a unique position. Not only do they experience demands and expectations from their church council and congregation but they perceive their occupation as a Godly calling (Redelinghuys & Rothmann, 2005).

Job resources of ministers may be located at the level of the congregation at large (e.g. pay, job security); interpersonal and social relations (e.g. co-minister support, church council relationship); the organisation of work (e.g. role clarity, participation in decision making); or

at the level of the task (e.g. skill variety, task identity, task significance, autonomy, or performance feedback) (Janssen et al., 2004). The latter job resources are the core dimensions included in Hackman and Oldham's (1976) well-known Job Characteristics model. In this model they argue and show that these job characteristics have motivational potential because they make employees' work meaningful, hold them responsible for work processes and outcomes and provide them with information about the actual results of the work activities (Hackman & Oldham, 1980). Demerouti et al. (2001) showed that job resources (such as job autonomy and feedback) are particularly related to job satisfaction, job challenge and job involvement (to be considered as motivational constructs), whereas job demands are primarily related to emotional exhaustion and psychosomatic health complaints (i.e. adverse health outcomes). Rothmann, Mostert, and Strydom (2006) found that job demands include, overload whereas job resources include growth opportunities, organisational support, advancement and job security. These factors correspond with the two factors found by Demerouti et al. (2001) and Schaufeli and Bakker (2004). Therefore, it seems that the factorial structure of job demands and job resources is valid.

The Vitamin model (Warr, 1994) regards job characteristics as vitamins that can have a specific effect on individuals. This model holds that mental health is affected by environmental psychological features such as job characteristics in a way that is analogous to the non-linear effects that vitamins are supposed to have on individuals' physical health. Generally, vitamin intake initially improves health and physical functioning, but beyond a particular level of intake no further improvement is observed. Continued intake of vitamins may lead to two different kinds of effects. First, a so-called constant effect might occur. According to Warr (1994), vitamins C and E have such constant effect on the human body (health neither improves nor noxious consequences are observed that impair the individual's physical health). Therefore, the label "Constant Effect" (CE) is used to denote this particular relationship (De Jonge & Schaufeli, 1998).

Secondly, an overdose of vitamins leads to a toxic concentration in the human body ("hypervitaminosis"), which causes poor bodily functioning and ill health. Among others, vitamins A and D are known to be toxic when taken in large quantities. For this reason Warr (1994) has used the label "Additional Decrement" (AD) to denote the inverted U-shaped curvilinear relationship. Warr (1994) argues that the effects of job characteristics upon mental health parallel the ways in which vitamins act upon the human body (De Jonge & Schaufeli,

1998). For example, very high levels of job autonomy are potentially harmful since they imply uncertainty, difficulty in decision making and high responsibility on the job. Following this line of reasoning, we could refer to Warr's vitamins as "work vitamins" (De Jonge & Schaufeli, 1998).

The six job characteristics that Warr (1994) assumes have the effects similar to vitamins A and D include:

- **Opportunity for personal control (job autonomy),** decision latitude and influence of the employees, to choose their objectives, to schedule their tasks and rules of performance, and to predict the consequences of action.
- **Externally generated goals (job demands),** the degree to which the environment makes demands upon the employee.
- **Opportunity for interpersonal contact (social support),** loneliness versus friendship contacts, social support, opportunities to compare one's opinions and abilities with other people.
- **Opportunity for skill use (skill utilisation),** the degree to which the utilisation and development of skills is required by the job.
- **Variety (skill variety),** the occurrence of repetitive and invariant routine actions of diverse and novel situations.
- **Environmental clarity (task feedback),** availability of feedback information about the result of one's actions, certainty and clarity of role expectations and requirements.

These vitamins therefore have a positive effect on health up to a certain point. But after this point the features have a damaging effect on health.

The remaining three job characteristics are supposed to follow the CE pattern, these vitamins shows a positive effect on health up to a certain level, but not beyond it. These include:

- **Availability of money (salary),** low or high income.
- **Physical security (safety),** protection against physical threat, security of tenure and job safety in the work market.

- **Valued social position (task significance),** esteem from other people within social networks, occupational prestige.

There is empirical support for the Vitamin model (De Jonge & Schaufeli, 1998; Le Blanc, Bakker, Peeters, Van Heesch, & Schaufeli, 2001). Warr also indicates that these nine job characteristics do act as predicted in isolation (Kompier, 2003).

Therefore, the Vitamin model consists of nine features of jobs that act as potential determinants of job-related mental health. Not surprisingly, these characteristics include, amongst others, those that are featured in the Job Characteristics model (Hackman & Oldham, 1980) and the Demand-Control-Support model (Rodrìguez, Bravo, & Peiró, 2001; Van Derdoef & Maes, 1999). According to the JD-R model, every occupation may have its own specific risk factors associated with job stress, but regardless of the occupation these factors can be classified in two general categories; job demands and job resources (Bakker & Demerouti, 2006). In this study the JD-R model is used to classify the job characteristics identified by the Vitamin model and uses this information to develop a questionnaire to measure job demands and job resources as experienced by ministers.

METHOD

Research design

In order to reach the objectives, this study was done in two phases. The first phase consisted of a qualitative design from a phenomenological approach. Because there were no studies done on the job demands and job resources as perceived by Reformed church ministers in South Africa, the objective of this research design was to determine these possible job demands and job resources. In the second phase, a cross-sectional design was used with a survey as the data collection technique. The objective of this design was to develop a questionnaire which can be used to study the experienced job demands and job resources of ministers. Cross-sectional designs are appropriate where groups of participants at various stages of development are studied simultaneously, whereas the survey technique of data collection gathers information from the target population by means of questionnaires (Burns & Grove, 1993).

Participants

The study population could be defined as a non-probability purposive voluntary sample of Reformed church ministers in South Africa. For the first phase a sample of ministers ($N = 9$) was interviewed. Data reached saturation (Woods & Catanzaro, 1988) after the 8th interview. One more interview was conducted to ensure saturation of the data. In the second phase of the study the total population of 232 ministers currently in the ministry was targeted. However, six of the ministers did not have an email or a postal address and therefore a total of 226 internet questionnaires were sent out. Questionnaires were completed anonymously on the internet, but were identifiable by means of usernames and passwords. This allowed follow-up emails and phone calls to be directed to ministers who failed to respond. Ten of the ministers were not able to complete the questionnaire due to their workload, while other ministers asked to be excused from the research because of medical reasons. A total of 115 completed the questionnaire, establishing a response rate of 50,88%. Descriptive information of the sample is given in Table 1.

Table 1

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Gender	Male	115	100
	Female	0	0
Age	18 – 25 years	2	1,7
	26 – 30 years	7	6,1
	31 – 35 years	8	7,0
	36 – 40 years	10	8,7
	41 – 45 years	18	15,7
	46 – 50 years	24	20,9
	51 – 55 years	19	16,5
	56 – 60+ years	27	23,5
Qualification	ThB*	39	33,9
	Honours	15	13,0
	Master's	31	27,0
	PhD	30	26,1

* ThB: The Theological degree obtained after 6 years of study

Table 1 (continued)

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Marital Status	Single	9	2,6
	Married	106	92,2
	Separated	1	0,9
	Remarried	5	4,3
Parental Status	No Children	8	7,0
	One Child	11	9,6
	Two Children	24	20,9
	Three Children	46	40,0
	Four Children	16	13,9
	Five Children	8	7,0
	Six Children	2	1,7
Ministry Experience	0 – 5 years	17	14,8
	6 – 10 years	11	9,6
	11 – 15 years	12	10,4
	16 – 20 years	23	20,0
	21 – 25 years	20	17,4
	26 – 30 years	13	11,3
	31 – 35 years	14	12,2
	36 + years	5	4,3
Ministry experience in current	0 – 5 years	59	51,9
congregation	6 – 10 years	30	26,1
	11 – 15 years	3	2,6
	16 – 20 years	11	9,6
	21 – 25 years	7	6,1
	26 – 30 years	5	4,3
Congregation size	0 – 150	11	9,6
	151 – 300	37	32,2
	301 – 600	38	33,0
	601 – 900	11	9,6
	901 – 1200	7	6,1
	1201 – 1500	6	5,2
	1501 – 1800	1	0,9
	1801 +	4	3,5
Ministers in current congregation	One minister	84	73,0
	Two ministers	17	14,8
	Three ministers	11	9,6
	Four or more ministers	3	2,6

As can be seen in Table 1, the participants were all male (100%). This is because there are no female ministers allowed in the Reformed religion. Most participants were between the ages of 56 to 60+ (23,5%) and also 46 to 50 (20,9%). Regarding marital status, 92,2% of the participants were married, and most of the participants had three children (40%). Nearly half of the participants (37,4%) had been in the ministry for 16 to 25 years. It is interesting to note that 39 (33,9%) of the participants were qualified with a theological degree while 61 (53,1%) of the participants had a master's or doctoral degree. Only 26 (22,6%) of the ministers had been in their current congregations for 11 to 30 years while 59 (51,9%) and 30 (26,1%) had been in their current congregations for 0 to 5 and 6 to 10 years respectively. Most congregations were between the sizes 301 to 600 (33,0%) and 151 to 300 (32,2%). Of the 115 participants, 84 (73%) were the only minister in their congregation.

Measuring battery

A structured interview, based on the phenomenological paradigm was used in the first phase of this research. The researcher studied the phenomenon without predetermined expectations of categories and tried to understand the data from the perspective of the participant. The definition of job demands and job resources was given and the participants were asked the following two questions: "Mention all the physical, social and ministry aspects in your work that require of you any physical or psychological effort or skill"; "Mention all the resources in your ministry that enable you to do your work to the best of your ability". Themes from these interviews were used to compile a questionnaire to measure the job demands and job resources of ministers.

The *Job Demands-Resources Questionnaire* (JD-RQ) consisted of 10 job characteristics which can be classified as either job demands or job resources. The job demands included: Pace and Amount of Work (seven items, e.g. "Do you have an excessive amount of work to do?") and Emotional Demands (three items, e.g. "Are you confronted in your work with things that affect you personally?"). While the job resources included: Skill Variety (three items, e.g. "Do you feel that you have enough variety in your work right now?"); Skill Utilization (six items, e.g. "Does your job require that you learn new things?"); Task Significance (nine items, e.g. "Does your job have a significant effect on the lives or well-being of other people?"); Job Autonomy (seven items, e.g. "Does the church council permit you to decide for yourself how to go about your work?"), Task Feedback (three items, e.g.

"Does your work itself provide clues about how well you are doing in your job - aside from any feedback from your co-workers?"), Salary (seven items, e.g. "Does your congregation pay you fairly for what you contribute?"), Safety (four items, e.g. "Do you experience job insecurity?") and Support from friends, family, co-workers and the congregation (15 items, e.g. "Do you have friends you can rely on?"). According to Warr (1994), the nine job characteristics of the Vitamin model do act in isolation as predicted by the model, but an empirical test of parts of the Vitamin model is lacking. Each subscale was measured on a five-point Likert scale ranging, from 1 (*not at all*) to 5 (*a great deal*).

A questionnaire was developed to gather information regarding the demographical characteristics of the participants. This questionnaire included, gender, age, educational qualification, marital status, number and age of children, years working in the ministry, years working in the current congregation, current congregation size, income and whether or not there was a second minister at their current congregation.

The internet has been shown to be a valid source of data collection (Bakker et al., 2003a). A link to the questionnaire was sent to all targeted Reformed church ministers. The web-based questionnaire comprised 158 questions with drop-down response categories.

Data analysis

The interviews were transcribed verbatim and then coded by the researcher by means of content analysis. Content analysis consists of various steps (Giorgi, 1985; Kerlinger, 1986). Firstly, content analysis requiring was universalised, defined and categorised. Secondly, the sub-units, namely words and themes of the analysis, were determined. The researcher read the response notes in order to form an overall picture. Afterwards, the researcher read them once again in order to determine the themes. A sub-theme is usually a sentence and is more difficult but also more useful to analyse. Sub-themes were combined in order to determine the themes. The analysis of the information was continued until recurring themes were identified. Thirdly, unnecessary information was removed from the data and the meaning of the rest of the sub-units was determined by linking them to the whole picture. Lastly, the concrete language of the participants was converted into scientific language and concepts. The precise words of the participants were used in support.

Objects per category were counted and placed in order of preference. The trustworthiness of the content analysis was promoted by the coding that was done by the researcher and a co-coder. A literature-control was done to investigate relevant research in order to determine the comparativeness and uniqueness of the current research (Krefting, 1991).

The statistical analysis was carried out with the help of the SPSS-program (SPSS, 2003). Descriptive statistics (e.g. means and standard deviations) were used to assess the internal consistency, homogeneity and unidimensionality of the measuring instrument (Clark & Watson, 1995). Exploratory factor analyses and Cronbach alpha coefficients were used to assess the validity and reliability of the constructs that were measured in this study. Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by the particular scale. Correlations were then performed to determine which factors correlated with one another.

RESULTS

Qualitative results

The results obtained from the interviews are shown in Table 2. Fifteen main themes were identified in the interviews. Eight of the main themes represent the job demands that ministers experienced whereas seven represent the job resources. Table 2 shows the themes with the total number of ministers supporting each theme.

Table 2

The Experience of Job Demands and Job Resources of Ministers

Themes		Total $N = 9$
Job Demands and Job Resources		
Theme 1	Preaching	9,0
Theme 2	Teaching	6,3
Theme 3	Management and organisation	6,0
Theme 4	Service to community	3,0
Theme 5	Service to Reformed denomination	7,0
Theme 6	Social activities	2,8
Theme 7	Pastoral care	7,0
Theme 8	Personal demands	3,0
Theme 9	Support from outside the congregation	4,7
Theme 10	Support from church structures	1,0
Theme 11	Support sources from the congregation	3,2
Theme 12	Administrative support	7,0
Theme 13	Spiritual resources	4,0
Theme 14	Supporting mechanisms	8,0
Theme 15	Growth opportunities	4,0

The eight main themes regarding job demands as obtained from the study made it clear that ministers experienced preaching, teaching, management and organisation, service to community, service to Reformed denomination, social activities, pastoral care and personal demands as demands in the ministry.

- Preaching: Five ministers indicated that they considered sermon preparation a demanding aspect of their work. Furthermore, all of the participants experienced the sermons on Sundays as demanding.
- Teaching: It is clear that participants regarded catechism, Bible studies and small groups and the equipment of the church council as demanding aspects in their teaching environment. Catechism was mentioned by eight participants, seven participants mentioned Bible studies and small groups while only four participants mentioned equipping the church council.
- Management and organisation: Ministers indicated that meetings and administration were both demanding aspects in the ministry. Participants indicated that they experienced meetings as demanding more often than administration. Not only does a minister provide

a service to the congregation but he also has to deliver an administrative and leadership role in the church.

- Service to community: Five participants indicated that service to the community, such as missionary service was demanding. One participant said that the planning of 'Koningskinders', being the head of a home for the elderly, serving on the executive committee of a school and delivering sermons at old-age homes were demanding aspects. One participant indicated that officiating at the opening of schools was also demanding.
- Service to Reformed denomination: Apart from the service a minister delivers to the congregation, ministers also seem to deliver a service to the Reformed denomination. Seven ministers indicated that they were also bound by some obligations to the Reformed church as a whole.
- Social activities: Five ministers indicated that they experienced demands like youth activities, while two mentioned family or area activities and one mentioned activities involving the elderly. Three participants indicated that they considered the camps that they had to organise for their congregation a demanding aspect.
- Pastoral care: In this study all the ministers indicated that house visits and pastoral counselling were demanding in the ministry, while only three ministers indicated visits to the elderly as an additional demand.
- Personal demands: Ministers also mentioned that they found the motivational aspect of their work demanding as well their having to be role models or examples as leaders of their congregations.

Concerning job resources, ministers appear to consider support from outside the congregation, support from church structures, support from the congregation, administrative support, spiritual resources, supporting mechanisms and growth opportunities as important job resources.

- Support from outside the congregation: Four of the ministers in this study indicated that they experience support from their family, but only one indicated support from friends. All of the participants indicated that they experienced support from co-workers as a resource.
- Support from church structures: Only one indicated that he experienced support from the church structures as a resource.

- Support from the congregation: Almost all of the participants indicated support from their church council, four indicated support from committees while only two indicated support from groups and support from parishioners in their congregation. Only one participant mentioned support from personnel like the churchwarden, organist and the secretary of the church council.
- Administrative support: Almost all the participants indicated that they experienced administrative support. One participant said that during the day, his church office is of great support because it handles all the administrative duties and organises all his appointments.
- Spiritual resources: Four participants indicated that they experienced spiritual resources. They mentioned that they experienced their work as a calling and their grace and strength are gifts from God.
- Supporting mechanisms: Equipment like computers, the internet, phones, photocopying facilities, and books were all indicated as resources ministers need to do their work. Three participants indicated that their own car was a resource to them. Two participants mentioned their house while three participants mentioned their own offices. Three of the participants indicated that money is an important resource.
- Growth opportunities: Four of the participants indicated that they have been afforded opportunities through which they can grow.

Quantitative results

A simple principal component analysis was carried out with the 64 items of the JD-RQ. An analysis of the eigenvalues (> 1,00) indicated that 19 factors explained 74,9% of the variance. The scree indicated that eight factors which explained 51,75% of the variance could be extracted. A principle factor analysis with a varimax rotation was then performed. The results of the principal factor analysis with loadings of variables on factors and communalities are shown in Table 3. Loadings under 0,30 were replaced by zeros. Labels are suggested for each factor in a footnote.

Table 3

Principal Factor Analysis with a Varimax Rotation on the JD-RQ

	Item	[a]1	2	3	4	5	6	7	8	h^2
B31	Do you have to work under time pressure?	**0,75**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,58
B26	Do you have an excessive amount of work to do?	**0,70**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,57
B27	Do you have to work very hard to manage all your demands?	**0,68**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,52
B28	Are your tasks often interrupted before they can be completed?	**0,64**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,51
B29	Does it feel that you always have work left to do at the end of the day?	**0,64**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,48
B30	Do you feel that you do not have enough time to do your job as well as you would like to?	**0,61**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,41
B32	Do you feel that there are conflicting demands that others make of you?	**0,48**	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,55
B15	Do you feel a sense of accomplishment from doing your job?	0,00	**0,72**	0,00	0,00	0,00	0,00	0,00	0,00	0,54
B6	Does your job enable you to develop your own special ability?	0,00	**0,57**	0,00	0,00	0,00	0,00	0,00	0,00	0,49
B7	Does your job enable you to grow spiritually?	0,00	**0,56**	0,00	0,00	0,00	0,00	0,00	0,00	0,48
B3	Do you feel that you have enough variety in your work right now?	0,00	**0,55**	0,00	0,00	0,00	0,00	0,00	0,00	0,45
B49	Do you feel that you are moving forward in your job?	0,00	**0,54**	0,00	0,00	0,00	0,00	0,00	0,00	0,55
B4	Does your job require that you learn new things?	0,00	**0,51**	0,00	0,00	0,00	0,00	0,00	0,00	0,53
B37	Does your work provide you with many chances to figure out how well you are doing?.	0,00	**0,50**	0,00	0,00	0,00	0,00	0,00	0,00	0,50
B14	Does your job allow you to do something good for other people?	0,00	**0,47**	0,00	0,00	0,00	0,00	0,00	0,00	0,29
B13	Do you feel that you will achieve something in your current job?	0,00	**0,45**	0,00	0,00	0,00	0,00	0,00	0,00	0,47
B42	Do you feel that you get paid enough for your work?	0,00	0,00	**0,81**	0,00	0,00	0,00	0,00	0,00	0,74
B40	Are your salary and benefits comparable with that of colleagues in the same line of work?	0,00	0,00	**0,77**	0,00	0,00	0,00	0,00	0,00	0,67
B39	Does your congregation pay you fairly for what you contribute?	0,00	0,00	**0,74**	0,00	0,00	0,00	0,00	0,00	0,65
B41	Does your job offer you the possibility to progress financially?	0,00	0,00	**0,67**	0,00	0,00	0,00	0,00	0,00	0,52
B56	Do you receive enough support and guidance from your co-workers?	0,00	0,00	**0,49**	0,00	0,00	0,00	0,00	0,00	0,62
B45	Do you receive sufficient administrative support to complete your tasks?	0,00	0,00	**0,48**	0,00	0,00	0,00	0,00	0,00	0,42
B57	Do you have a network of co-workers with whom you can discuss work-related problems?	0,00	0,00	**0,48**	0,00	0,00	0,00	0,00	0,00	0,47

Table 3 (continued)

Principal Factor Analysis with a Varimax Rotation on the JD-RQ

	Item	[a]1	2	3	4	5	6	7	8	h^2
B38	Do your congregation and church council let you know how well you are performing your job?	0,00	0,00	0,00	**0,66**	0,00	0,00	0,00	0,00	0,51
B61	Do you usually receive help from people inside the congregation when something needs to be done quickly?	0,00	0,00	0,00	**0,59**	0,00	0,00	0,00	0,00	0,57
B62	Does the church council encourage you in the work that you do?	0,00	0,00	0,00	**0,56**	0,00	0,00	0,00	0,00	0,59
B59	Can you ask the church council for advice when you encounter problems at work?	0,00	0,00	0,00	**0,53**	0,00	0,00	0,00	0,00	0,62
B17	Do you receive a great degree of respect and fair treatment from the members of your congregation?	0,00	0,00	0,00	**0,50**	0,00	0,00	0,00	0,00	0,52
B18	Do the people you work with take a personal interest in you?	0,00	0,00	0,00	**0,49**	0,00	0,00	0,00	0,00	0,42
B36	Does your actual work itself provide clues about how well you are doing in your job – aside from any feedback from your co-workers?	0,00	0,00	0,00	**0,41**	0,00	0,00	0,00	0,00	0,35
B8	Does your church council allow you to attend training courses or to study further?	0,00	0,00	0,00	**0,36**	0,00	0,00	0,00	0,00	0,35
B25	Do you feel that your ideas or suggestions about your congregation are not taken into account?	0,00	0,00	0,00	0,00	**-0,65**	0,00	0,00	0,00	0,55
B22	In your job, do you have very little freedom to decide how you do your work?	0,00	0,00	0,00	0,00	**-0,54**	0,00	0,00	0,00	0,39
B24	Do you feel that you are not involved in decisions affecting your job?	0,00	0,00	0,00	0,00	**-0,46**	0,00	0,00	0,00	0,32
B21	Do you have a lot of say about what happens in your work?	0,00	0,00	0,00	0,00	**0,45**	0,00	0,00	0,00	0,46
B19	Does the church council permit you to decide how to go about doing your work?	0,00	0,00	0,00	0,00	**0,44**	0,00	0,00	0,00	0,48
B23	Do you feel that you have little control over many aspects of your job?	0,00	0,00	0,00	0,00	**-0,30**	0,00	0,00	0,00	0,21
B52	Do you receive support from your friends when things get difficult at work?	0,00	0,00	0,00	0,00	0,00	**0,87**	0,00	0,00	0,87
B51	Can you count on your friends when you encounter difficulties in your work?	0,00	0,00	0,00	0,00	0,00	**0,75**	0,00	0,00	0,78
B50	Do you have friends on whom you can rely?	0,00	0,00	0,00	0,00	0,00	**0,65**	0,00	0,00	0,59
B58	Are your relations with colleagues poor?	0,00	0,00	0,00	0,00	0,00	**-0,30**	0,00	0,00	0,21

Table 3 (continued)

Principal Factor Analysis with a Varimax Rotation on the JD-RQ

	Item	[a]1	2	3	4	5	6	7	8	h^2
B11	Can a lot of other people be affected by how well you do your work?	0,00	0,00	0,00	0,00	0,00	0,00	**0,60**	0,00	0,47
B10	Does your job have a significant effect on the lives or well-being of other people?	0,00	0,00	0,00	0,00	0,00	0,00	**0,53**	0,00	0,36
B12	Is your job itself very significant or important to you?	0,00	0,00	0,00	0,00	0,00	0,00	**0,44**	0,00	0,36
B5	Does your job require a high level of skill?	0,00	0,00	0,00	0,00	0,00	0,00	**0,42**	0,00	0,46
B35	Does your work put you in emotionally upsetting situations?	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,50**	0,53
B64	Does your church council expect of you to be able to do everything on your own?	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,47**	0,71
B33	Are you confronted in your work with things that affect you personally?	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,41**	0,35
B34	Do you have contact with difficult people in your work?	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,40**	0,47
B63	Does your church look up to you to do everything?	0,00	0,00	0,00	0,00	0,00	0,00	0,00	**0,38**	0,49

[a] Factor labels: 1 – Pace and Amount of Work, 2 – Growth Opportunity, 3 – Instrumental Support, 4 – Congregational Support, 5 – Autonomy, 6 – Social Support, 7 – Job Significance, 8 – Emotional Demands

Table 4

Means, Standard Deviations, Alpha Coefficients and Correlation Coefficients between the Model Variables

	Total		Item									
Item	Mean	*SD*	Mean	*SD*	α	1	2	3	4	5	6	7
1. Pace and Amount of Work	25,37	5,53	3,62	0,77	0,84	-	-	-	-	-	-	-
2. Growth Opportunity	36,05	5,56	4,01	0,62	0,84	-0,27*	-	-	-	-	-	-
3. Instrumental Support	22,35	6,85	3,19	0,98	0,86	-0,24*	0,42*+	-	-	-	-	-
4. Congregational Support	29,35	5,39	3,67	0,67	0,82	-0,25*	0,61*++	0,47*+	-	-	-	-
5. Autonomy	10,45	3,78	1,74	0,63	0,70	0,24*	-0,43*+	-0,28*	-0,50*++	-	-	-
6. Social Support	16,10	3,55	4,02	0,89	0,84	-0,19*	0,49*+	0,43*+	0,51*++	-0,31*+	-	-
7. Job Significance	18,30	1,88	4,57	0,47	0,66	0,08	0,40*+	0,08	0,31*+	-0,21*	0,18*	-
8. Emotional Demands	15,37	4,22	3,08	0,84	0,79	0,49*-	-0,37*+	-0,56*++	-0,48*+	0,39*+	-0,33*+	0,04

* Statistically significant: $p \leq 0,05$

+ Practically significant correlation (medium effect): $0,30 \leq r \leq 0,49$

++ Practically significant correlation (large effect): $r \geq 0,50$

Table 3 shows that the principal component analysis with a varimax rotation resulted in eight factors. Items loading on the first factor related to *Pace and Amount of Work* and refer to the amount of work that needs to be done in a specific time limit. The second factor represented *Growth Opportunities* and refers to the variety in work, opportunities to learn and career accomplishments. The third factor addressed *Instrumental Support* and refers to financial, administrative and co-worker support. Items on the fourth factor related to *Congregational Support* and refer to the support from the congregation and church council. The fifth factor represented *Autonomy* and refers to independence in work. The sixth factor represented *Social Support* and refers to the relationship with friends and colleagues. Items on the seventh factor related to *Job Significance*, referring to the significance of the work. The eighth factor represented *Emotional Demands* and refers to emotional demanding situations at work.

Table 4 illustrates the means, standard deviations, internal consistencies and correlations between variables of the JD-RQ.

As can be seen from Table 4, all scales show acceptable reliabilities varying from 0,70 (Autonomy) to 0,86 (Instrumental Support). All these scales reliabilities were higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$). In addition, almost all the scales show statistically significant correlations except for the correlation between Job Significance and Pace and Amount of Work, Instrumental Support and Emotional Demands.

Further inspection of Table 4 indicates a practically significant positive correlation between Pace and Amount of Work and Emotional Demands (medium effect). There is a practically significant positive correlation between Growth Opportunities and Instrumental Support (medium effect), Congregational Support (large effect), Social Support (medium effect) and Job Significance (medium effect). Furthermore, there is a practically significant negative correlation between Growth Opportunities and Autonomy (reversed scale) and Emotional Demands (both medium effect).

Regarding Support, Table 4 demonstrates that there is a practically significant positive correlation between Instrumental Support and both Congregational Support and Social Support (both medium effect), whereas there is a practically significant negative correlation between the former and Emotional Demands (large effect). A practically significant positive

correlation exists between Congregational Support and Social Support (large effect) and Job Significance (medium effect), although there is a practically significant negative correlation between Congregational Support and Autonomy (reversed scale) (large effect) and Emotional Demands (medium effect). A practically significant negative correlation exists between Social Support and Emotional Demands (medium effect).

It is evident from Table 4 that a practically significant negative correlation exists between Autonomy (reversed scale) and Social Support (medium effect) whereas a practically significant positive correlation exists between the former and Emotional Demands (medium effect).

A simple principal component analysis was then carried out with the eight factors of the JD-RQ. An analysis of the eigenvalues (> 1,00) indicated that two factors could be extracted. These factors explained 60% of the total variance. The results of the principal factor analysis with loadings of variables on factors are shown in Table 5. Labels are suggested for each factor in a footnote.

Table 5

Principal Factor Analysis with a Direct Oblimin Rotation on the Factors of the JD-RQ

Item	[a]1	2
Pace and Amount of Work	0,00	**0,68**
Growth Opportunities	**0,84**	0,00
Instrumental Support	**0,55**	0,00
Congregational Support	**0,83**	0,00
Autonomy	**-0,63**	0,00
Social Support	**0,68**	0,00
Job Significance	**0,63**	0,00
Emotional Demands	0,00	**0,66**

[a] Factor labels: 1 – Job Resources, 2 – Job Demands

Table 5 shows that the principal component analysis with a direct oblimin rotation on the eight factors of the JD-RQ resulted in two second-order factors. Items loading on the first factor related to *Job Resources* and included Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support, and Job Significance. The second factor

represented *Job Demands* and referred to Pace and Amount of Work and Emotional Demands.

DISCUSSION

The aim of this study was to investigate the job demands and job resources ministers experience in the ministry. Ministers participating in the study experienced growth opportunities, instrumental support, congregational support, autonomy, social support, and job significance as job resources whereas they considered pace and amount of work and emotional demands as job demands. Furthermore, it was found that when ministers experienced an increase in the pace and amount of their work, they also experienced an increase in emotional demands. This resulted in less autonomy, growth opportunities and less instrumental, congregational and social support.

Ministers are in an occupation that is considered to be unique due to their unique work-related and client-related stressors (Redelinghuys & Rothmann, 2005). Evers and Tomic (2003) found that ministers experience significantly more stress than professionals in other fields. The reason for this can be due to ministers' ambivalent role and their different responsibilities. However, there are only a few studies that have examined the unique stressors of a minister's work. Therefore, the aim of this study was to explore the job demands and job resources that ministers experience in the ministry. The results of this study indicated that ministers experienced eight different job characteristics. These eight job characteristics were classified into two categories: job demands and job resources. Identified job demands included pace and amount of work and emotional demands, while the job resources included growth opportunity, instrumental support, congregational support, autonomy, social support and job significance.

Pace and amount of work referred to the amount of work that needs to be done by a minister in his occupation, the time pressure a minister experiences in doing his work and the demanding situations within his occupation. Overload is a commonly found stressor in the ministry (Kriel et al., 2005). According to Grobbelaar (2007), ministers experience overload because they have a great amount of work to do apart from their primary role of preaching. Blanton and Morris (1999) also indicated that time is a frequent resource demanded from ministers in the ministry.

Growth opportunities referred to the variety in a minister's work, the opportunities a minister has to learn and develop, and the feeling of accomplishment in the ministry. Another component that formed part of this factor was the time a minister has for his own spiritual growth. Interestingly, Grobbelaar (2007) indicated that because of the amount of work that ministers experience, they also do not have enough time for their own spiritual growth. In this study it was shown that ministers did indeed experience some opportunities to grow spiritually and also to learn and develop their own abilities.

The third factor, instrumental support referred to the financial, administrative and co-worker support a minister experiences in the ministry. Other studies found that ministers experience financial compensation as a chronic stressor (Morris & Blanton, 1994). This was also found by Grobbelaar (2007) who indicated that ministers saw their financial compensation as a big problem: ministers felt that their compensation was not enough for the work that they do in the ministry. This study indicated that the financial compensation ministers received could be seen together with administrative and co-worker support as a support mechanism. Mostly, ministers indicated that they only received this support some of the time. Although ministers considered this a support mechanism it seems that instrumental support was not experienced sufficiently.

Congregational support referred to the support a minister receives from the congregation and church council. Ministers indicated that they received support from the congregation and church council but not to a great extent. Support is probably the most well known situational variable that has been proposed as a potential buffer against job strain (Bakker & Demerouti, 2006). Therefore, ministers need to be supported by the congregation and church council in order to fulfil their roles as ministers optimally.

Autonomy referred to the independence in the work of a minister. Kriel et al. (2005) stated that ministers are in a way free to do what they think is important to do. However, ministers are still bound by the Church Order to perform their primary roles of preaching, teaching and pastoral care (Burger & Wepener, 2004).

The sixth factor, social support referred to the relationship a minister has with friends and colleagues. Social support emerges from the availability of friendships, social activities and attachment relationships in one's social network (Blanton & Morris, 1999). Blanton and

Morris (1999) also indicated that ministers are faced with the stressor of a lack of social support. Ministers need to be supported, in order to offer optimal help and support to their parishioners (Blanton & Morris, 1999).

Job significance referred to whether or not a minister's work is important to him and whether or not he has an effect on other people. Ministers experience their work as a calling and as a result the work that a minister does is focused on enriching people's lives with the Word of God (Smit, 2004). Consequently, ministers have a strong effect on other people's lives and see their work as important for others and for themselves.

The last factor, namely emotional demands, referred to the emotional situations ministers faced in their occupation. Many studies have demonstrated that people with personal problems seek the help of ministers first or early in their stressful situation (Darling, Hill, & McWey, 2004). Ministers frequently provide counselling to parishioners in the areas of marriage and family conflict, morality, career concerns, suicide affect and panic disorders and emotionally debilitating issues of anger, depression and fear or anxiety (Blanton & Morris, 1999). Furthermore, parishioners report that they are seven times more likely to seek the assistance of the minister for their marriage and family problems than the assistance of a non-religious mental health specialist (Darling et al., 2004). This also seemed to be the case in this study: ministers reported that they experienced a certain amount of emotional demands in their work.

It was found that pace and amount of work correlated positively with emotional demands: when ministers experienced more emotional demands (e.g. pastoral counselling), they were also likely to experience more work with less time to complete it. Blanton and Morris (1999) are of the opinion that work-related stressors like overload have a greater impact on ministers' emotional health than economical or demographical factors. There is a strong increase in mental and emotional workloads on professionals. Today more individuals than ever before are confronted with the emotional demands that are associated with working for other people daily. People describe the cause of their personal worries and difficulties more psychologically than people did some decades ago (Tomic et al., 2004).

Interestingly, emotional demands were also found to correlate negatively with growth opportunities, indicating that when ministers had more emotional demands they experienced

less growth opportunities. Therefore, when ministers' pace and amount of work increased, their emotional demands (the emotional situations a minister is faced with in his occupation) also increased and this resulted in their experiencing less feelings of accomplishment, less variety and opportunities to learn and develop. This can be problematic because it is exactly when the emotional demands of a minister's work increases that he must rely on his own spiritual growth and feelings of accomplishment.

This was also the case with all three factors of support (namely instrumental, congregational and social support). The more emotional demands ministers were subjected to, the less instrumental support and support from family, friends, congregation, and church council they seemed to experience. Previous research found that persons in care-giving roles who had functional and structural support, such as time spent working, sleeping and visiting with family and friends seemed to be less at risk from the stressful effects of care-giving (Darling et al., 2004). This suggests that some job resources may directly prevent energy-depletion (Bakker et al., 2003a). Indeed, research has found that social support protects employees from the pathological consequences of stressful experiences (Bakker & Demerouti, 2006). Social support therefore can buffer the impact of job demands or emotional demands (Bakker & Demerouti, 2006). In this study it became clear that ministers should receive more support in cases of emotionally demanding situations.

Emotional demands were found to correlate positively with the reversed scale of autonomy, indicating that when ministers experienced more emotional demands they experienced less autonomy. There is general support for the proposition that jobs which enhance employees' autonomy or control over their work promote their well-being and job satisfaction (Kay, 2000). This was also the case with the ministers in the study; the more autonomy, the less demands experienced. Hence, if a minister is given the opportunity to decide his own way of working, he will also take on fewer responsibilities, decreasing his workload and emotional demands. This line of reasoning is also seen in Warr's Vitamin model where autonomy is considered to be an AD vitamin. Warr argues that autonomy is good for a person's health until it reaches a plateau (health remains constant) but if autonomy further increases in the work it will become harmful and impair mental health (De Jonge & Schaufeli, 1998).

Additionally, autonomy (reversed scale) correlated negatively with social support and congregational support, therefore where ministers experienced less autonomy they also

experienced less support from friends, family and the congregation. This was also the case with growth opportunity: the less autonomy ministers experienced the less growth opportunities they felt they had. When a minister's tasks become increasingly heavier and these tasks cannot be carried out adequately without the help or support from others, then, cooperation with colleagues and professional support become increasingly more important to keep the minister going.

Growth opportunities were found to correlate positively with all three factors of experienced support. Therefore, the more support experienced, the more ministers felt that there were opportunities in which they could grow. Rothmann et al. (2006) found in their study regarding job demands and job resources of South Africans that growth opportunities do indeed correlate with support. When ministers experience more growth opportunities, they also experience more support and job significance.

Furthermore, congregational support seemed to be related to social support. Accordingly, the more support ministers received from their congregation, the more support they appeared to receive from friends. This can be due to the fact that some of their friends were also members of their congregations. Therefore, when a minister received support from his friends he also received support directly from the congregation. In previous research it was found that the coping method least used was the acquisition of social support (Darling et al., 2004). Congregational support was also positively related to job significance, indicating that when a minister received more support from his congregation he experienced more job significance. This resulted in his feeling that his efforts were significant and valued.

Overall, these findings confirm some but not all results of previous studies. Ministers, like other professionals, are subjected to occupational related stressors that can place heavy strains and demands on their job resources and which can inhibit their growth and supportive relationships. Furthermore, the study indicated that when ministers lacked job resources, they were unable to reduce the potentially negative influence of high job demands (e.g. emotional demands). Job resources therefore, are not only important to deal with job demands but are also important in their own right (Bakker & Demerouti, 2006).

Although the research showed promising results, it is also important to note some limitations of this study. The first limitation relates to the sample size. Because there are only 232

ministers in the Reformed Church of South Africa, the study population consisted of only 115 participants. The reason for this is that some of the participants could not complete the questionnaire due to their pressing workload during the time period of the study. Furthermore, some of the ministers had medical reasons for not being able to complete the questionnaire.

The second limitation was that the study was only done on one denomination and therefore conclusions about this study can only be drawn within the confines of the Reformed church and cannot be generalised to apply to all ministers in South Africa. The third limitation relates to the questionnaire that was mailed to all participants. Some of the ministers did not know how to complete the questionnaire electronically while others participants' mailboxes were not available or were full at the time of the study.

RECOMMENDATIONS

The results of this study have important implications for ministers and for future research. It is recommended that the occupation of a minister be examined more closely. There were a few participants that commented on several items of the questionnaire, especially items regarding the financial support of ministers. The reason for this can be that ministers experience their work as a calling and are not in the ministry because they are paid to do the work of a minister. It is therefore recommended that these items be re-phrased in follow-up studies. Furthermore, some of the ministers commented that they felt that they needed to explain why they were answering a question in a certain way. They also felt that some of the scales of the question were not applicable to the question. It is therefore recommended that future studies ask more open-ended questions in order for ministers to explain more of their answers.

Next, it is recommended that different congregations are looked at more closely because they may demand different things from a minister. Kriel et al. (2005) found in their study that congregation size, second ministership and years in the ministry had a strong effect on the joy ministers experienced in their life. The last recommendation is to include other denominations in future research. This will enable a closer comparison between denominations and make it possible to draw conclusions regarding ministers in general.

REFERENCES

Bakker, A. B., & Demerouti, E. (2006). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22*, 309–328.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003a). Dual processes at work in a call centre: An application of the job demands-resources model. *European Journal of Work and Organizational Psychology, 12*, 393–417.

Bakker, A. B., Demerouti, E., Taris, T. W., Schaufeli, W. B., & Schreurs, P. J. G. (2003). A multigroup analysis of the job demands-resources model in four home care organizations. *International Journal of Stress Management, 10*, 16–38.

Blanton, P. W., & Morris, M. L. (1999). Work-related predictors of physical symptomatology and emotional well-being among clergy and spouses. *Review of Religious Research, 4*, 331–348.

Burger, C. W. (2004). Die predikantsamp. Deel 4: Predikantwees in die Gereformeerde tradisie in die 21ste eeu - nuwe uitdagings en nuwe tendense. *Nederduitse Gereformeerde Teologiese Tydskrif, 45*(3/4), 529–537.

Burger, C. W., & Wepener, C. J. (2004). Die predikantsamp. Deel 1: Onduidelikheid oor die kerkinhoud van die predikantsamp. *Nederduitse Gereformeerde Teologiese Tydskrif, 45*(1/2), 6–14.

Burns, N., & Grove, S. K. (1993). *The practice of nursing research, conduct, critique, and utilization* (2nd ed.). Philadelphia, PA: W.B. Saunders.

Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7*, 309–319.

Coetzer, W. (2004). "Medelyemoegheid" - die hantering van sekondere traumatiese stres. *Koers, 69*(2), 199–219.

Darling, C. A., Hill, E. W., & McWey, L. M. (2004). Understanding stress and quality of life for clergy and clergy spouses. *Stress and Health, 20*, 261–277.

De Jonge, J., Dormann, C., Janssen, P. P. M., Dollard, M. F., Landeweerd, J. A., & Nijhuis, F. J. N. (2001). Testing reciprocal relationships between job characteristics and psychological well-being: A cross-lagged structural equation model. *Journal of Occupational and Organizational Psychology, 74*, 29–46.

De Jonge, J., & Schaufeli, W. B. (1998). Job characteristics and employee well-being: A test of Warr's Vitamin model in health care workers using structural equation modeling. *Journal of Organizational Behavior, 19*, 387–407.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology, 86*, 499–512.

Evers, W., & Tomic, W. (2003). Burnout among Dutch Reformed pastors. *Journal of Psychology and Theology, 31*, 329–338.

Giorgi, A. (1985). Sketch of a psychological phenomenological method. In A. Giorgi (Ed.), *Phenomenology and psychological research.* Pittsburgh, PA: Duquesne University Press.

GKSA. Kerkorde van die Gereformeerde Kerke in Suid-Afrika. (1862). Retrieved March 4, 2008, from http://www.gksa.org.za/

Grobbelaar, K. G. (2007). Hulpverlening tot streshantering by predikante van die Gereformeerde Kerke in Suid-Afrika (GKSA): 'n Pastorale studie. Unpublished doctoral thesis, North-West University, Potchefstroom.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*, 250–279.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign.* Reading, MA: Addison Wesley.

Han, J., & Lee, C. (2004). Ministry demand and stress among Korean American pastors: A brief report. *Pastoral Psychology, 52*, 473–478.

Janssen, P. P. M., Peeters, M. C. W., De Jong, J., Houkes, I., & Tummers, G. E. R. (2004). Specific relationships between job demands, job resources and psychological outcomes and the mediating role of negative work-home interference. *Journal of Vocational Behavior, 65*, 411–429.

Kay, W. K. (2000). Job satisfaction of British Pentecostal ministers. *Asian Journal of Pentecostal Studies, 3*(1), 83–97.

Kerlinger, F. N. (1986). *Foundations of behavioral research* (3rd ed.). Fort Worth, TX: Harcourt Brace College.

Kompier, M. (2003). Job design and well-being. In M.J. Schabracq, J.A.M. Winnubst, & C.L. Cooper (Eds.), *The handbook of work & health psychology* (pp. 429–454). John Wiley & Sons.

Krause, N., Ellison, C. G., & Wulff, K. M. (1998). Church-based emotional support, negative interaction, and psychological well-being: Findings from a national sample of Presbyterians. *Journal of the Scientific Study of Religion, 37*, 725–741.

Krefting, L. (1991). Rigor in qualitative research: The assessment of trustworthiness. *The American Journal of Occupational Therapy, 45*, 214–222.

Kriel, J. S., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Die interaksie van fisieke aktiwiteit met die verband tussen lewensgeluk en diensjare, gemeentegrootte, medeleraarskappe en gemeentetipe by NG predikante in Suid-Afrika. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 165–179.

Le Blanc, P. M., Bakker, A. B., Peeters, M. C. W., Van Heesch, N. C. A., & Schaufeli, W. B. (2001). Emotional job demands and burnout among oncology care providers. *Anxiety, Stress and Coping, 14,* 243–263.

Lee, C. (1999). Specifying intrusive demands and their outcomes in congregational ministry: A report on the ministry demands inventory. *Journal for the Scientific Study of Religion, 39*, 477–489.

Morris, M. L., & Blanton, P. W. (1994). The influence of work-related stressors on clergy husbands and their wives. *Family Relations, 43*, 189–195.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Psalmboek. (2003). *Die berymde en omgedigte psalms en ander skrifberymings in gebruik by die Gereformeerde kerke in Suid-Afrika.* Paarl, SA: NG kerk-uitgewers.

Redelinghuys, F. J., & Rothmann, S. (2005). Koherensiesin, coping, uitbranding en begeestering van predikante. *Tydskrif vir Geesteswetenskappe, 45*, 466–477.

Rodrìguez, I., Bravo, M. J., & Peiró, J. M. (2001). The demands-control-support model, locus of control and job satisfaction: A longitudinal study. *Work and Stress, 15*, 97–114.

Rothmann, S., Mostert, K., & Strydom, M. (2006). A psychometric evaluation of the job demands-resources scale in South Africa. *South African Journal of Industrial Psychology, 32*, 76–86.

Roux, G. B. (1992). Stressore in die bediening en die uitwerking daarvan op spesifieke persoonlikheidsaspekte van die predikant. *Nederduitse Gereformeerde Teologiese Tydskrif, 33*(1/2), 225–231.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293–315.

Scholtz, D. A. (1996). *Die voorspelling van beroepsukses onder 'n groep diensdoenende predikante.* Unpublished doctoral thesis, PU vir CHO, Potchefstroom.

Smit, J. (2004). Die predikant: 'n Werknemer van die kerkraad? *Nederduitse Gereformeerde Teologiese Tydskrif, 45*(1/2), 88–98.

SPSS Inc. (2003). *SPSS 12.0 for Windows.* Chicago, IL: Author.

Tomic, W., Tomic, D. M., & Evers, W. J. G. (2004). A question of burnout among Reformed church ministers in the Netherlands. *Mental Health, Religion & Culture, 7*, 225–247.

Van den Berg, J-A. (2004). 'n Hoofstuk in die (outo)biografie van die predikant (pastor?). *Acta Theologica Supplementum, 6*, 183–206.

Van Derdoef, M., & Maes, S. (1999). The job demand-control(-support) model and psychological well-being: A review of 20 years of empirical research. *Work and Stress, 13*, 87–114.

Van der Merwe, W. L. (1996). Philosophy and the multi-cultural context of (post)apartheid South Africa. *Ethical Perspectives, 3/2*, 76–90.

Warr, P. (1994). A conceptual framework for the study of work and mental health. *Work and Stress, 8*, 84–97.

Wepener, C. J. (2004). Die predikantsamp. Deel 3: Die take van die predikant in die Gereformeerde tradisie - histories en ekumenies beskou. *Nederduitse Gereformeerde Teologiese Tydskrif, 45*(1/2), 152–165.

Woods, N. F., & Catanzaro, M. (1988). *Nursing research: Theory and practice.* St Louis, MO: Mosby.

CHAPTER 3

RESEARCH ARTICLE 2

BURNOUT AND ENGAGEMENT OF REFORMED CHURCH MINISTERS

ABSTRACT

The objective of this study was to investigate the effects of ministers' job demands and job resources on ministers' burnout and engagement. Congregational commitment and health were included as possible consequences of burnout and engagement. A cross-sectional design, with a survey as the data collection technique, was used in order to reach the objective of this study. A non-probability purposive voluntary sample of 115 ministers was used. Regression analysis indicated that pace and amount of work and emotional demands were indicators of burnout while growth opportunities, social support and job significance were indicators of engagement. Furthermore, it was found that exhaustion predicted somatic symptoms and depression while mental distance predicted depression. Engagement predicted social functioning and affective commitment.

OPSOMMING

Die doel van hierdie studie is om die effek van werkseise en hulpbronne op predikante se uitbranding en begeestering te ondersoek. Betrokkenheid en gesondheid is bygevoeg as moontlike uitkomste van uitbranding en begeestering. 'n Dwarsdeursnee ontwerp met 'n opname as die data-insamelingstegniek is gebruik om die doel van die studie te bepaal. 'n Doelgerigte onwaarskynlikheid-steekproef van 115 predikante is gebruik. Regressie-analise het aangedui dat werkstempo en hoeveelheid werk en emosionele eise aanwysers is van uitbranding, terwyl ontwikkelingsgeleenthede, sosiale ondersteuning en werksbetekenis aanwysers was van begeestering. Verder is gevind dat uitputting somatiese simptome en depressie voorspel, terwyl kognitiewe distansie 'n voorteken is van depressie. Begeestering is 'n voorteken van sosiale funksionering en betrokkenheid.

In the last 20 years, many individuals, companies and public health institutions have increasingly been confronted with stress and burnout (Tomic, Tomic, & Evers, 2004). Burnout is considered to be a psychological response to chronic work stress (Halbesleben & Demerouti, 2005), a state of mental weariness (Schaufeli & Bakker, 2004), and most commonly, a syndrome of emotional exhaustion and cynicism (Maslach & Jackson, 1981).

Originally, burnout was considered to occur exclusively in people-centred occupations, among those who provide a service of some kind to humanity (Schaufeli & Bakker, 2004). Maslach and Jackson (1981) define burnout as a syndrome of emotional exhaustion, depersonalisation and reduced personal accomplishment. *Emotional exhaustion* refers to the depletion or draining of emotional resources caused by interpersonal demands, while, *depersonalisation* refers to an impersonal and dehumanised perception of recipients, characterised by a callous, negative, and detached attitude and finally, *lack of personal accomplishment* is the tendency to evaluate one's work with recipients negatively. These three components represent the energetic (e.g. feeling used up), attitudinal (e.g. being excessively detached), and self-evaluative (e.g. doubting one's competence) nature of burnout, respectively (Maslach, Schaufeli, & Leiter, 2001).

The concept of burnout was later broadened and redefined as a crisis in one's relationship with work in general and not necessarily as a crisis in one's relationship with people at work (Maslach et al., 2001). An alternative version of the Maslach Burnout Inventory (MBI) was developed namely the MBI–General Survey (MBI-GS). This instrument was developed to be used outside human service occupations (Schaufeli & Taris, 2005).

In general, empirical studies accept the MBI to measure the various dimensions of burnout, which makes its description of burnout the one that is most widely used in empirical research (Tomic et al., 2004). On the other hand, there is an almost unanimous agreement on the core of burnout, which can be best described as a situation of exhaustion or extreme fatigue. Previous results agree that the core dimensions of burnout are exhaustion and depersonalisation (Schaufeli & Bakker, 2004). However, it is not clear whether personal accomplishment is a personality trait or a dimension of burnout (Tomic et al., 2004).

The Oldenburg Burnout Inventory (OLBI) is a model similar to the MBI; however it includes only two burnout components, exhaustion and disengagement, dropping the third component,

namely personal accomplishment (Shirom, 2005). These two components (i.e. exhaustion and cynicism) are conceptually similar to those of the MBI-GS.

Research has shown that there is a strong and consistent relationship between burnout and job demands (Schaufeli & Bakker, 2004). Burnout has been found to be a response to quantitative job demands (e.g. too much work for the available time) (Bakker, Demerouti, & Verbeke, 2004; Maslach et al., 2001). Studies of qualitative job demands have focused primarily on role conflict and role ambiguity, both of which consistently show a moderate to high correlation with burnout (Maslach et al., 2001). This general notion supports the basic assumptions of the Job Demands-Resources (JD-R) model. Demerouti, Bakker, Nachreiner, and Schaufeli (2001) found that job demands (i.e. physical demands, time pressure, and shift work) are associated with exhaustion. They also went one step further indicating that a lack of job resources (i.e. limited or no performance feedback, job control, participation in decision making, and social support) is associated with disengagement. The most commonly studied job resources are social support and a set of resources that has to do with information and control. A lack of social support and a lack of feedback are consistently related to burnout (Maslach et al., 2001). Burnout is also higher for people who have little participation in decision making. Similarly, a lack of autonomy is related to burnout, although the strength of the relationship is weaker (Maslach et al., 2001).

Another concept that received attention in recent studies and can be linked to burnout is work engagement. Work engagement is assumed to be the positive antipode of burnout. Burnout is also seen as an erosion of engagement with the job (Schaufeli & Bakker, 2004). Energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness. Accordingly, engagement is characterised by energy, involvement, and efficacy, the direct opposites of the three burnout dimensions. Burnout and engagement are therefore considered to be the opposite poles of a continuum that is entirely covered by the MBI. However, this way of using the MBI as a bipolar instrument that assesses burnout as well as engagement is rather questionable in view of the debate on the polarity of positive and negative affect (Schaufeli & Bakker, 2004). It seems therefore, that burnout and engagement are independent states that should be measured separately by different instruments (Schaufeli & Bakker, 2004).

For the purposes of this study, engagement is conceptualised as the harnessing of individuals' selves to their work roles; therefore individuals experience engagement when they employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990). Individuals can use varying degrees of their selves, physically, cognitively and emotionally, in the roles they perform, even as they maintain the integrity of the boundaries between who they are and the roles they occupy (Kahn, 1990). Engagement is important since disengagement, or alienation, is central to the problem of individuals' lack of commitment and motivation (May, Gilson, & Harter, 2004). Although few studies have been done and little work exists on Kahn's conceptualisation of the engagement construct, Britt, Adler, and Bartone (2001) found that engagement in meaningful work can lead to perceived benefits from the work. Engaged employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal completely with the demands of their job (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002).

The ministry is one occupation where burnout is increasingly considered to be the consequence of the problems with which ministers have to cope (Tomic et al., 2004). Ministers frequently have to attend to parishioners who are seriously, chronically or terminally ill (Redelinghuys & Rothmann, 2005), and have to work with stressors such as pressure of work and time, long working days, role conflict and role ambiguity (Tomic et al, 2004).

In the last few years, ministers' well-being has become an important topic for both researchers and practitioners. Various empirical studies on burnout among ministers have been published (see Evers & Tomic, 2003; Francis, Louden, & Rutledge, 2004; Grosch & Olsen, 2000; Tomic et al., 2004). However, few studies focused on the positive antipode of a minister's work. A large mail and telephone survey of ministers revealed that 80% of the respondents were at least somewhat satisfied in the ministry (Lee, 1999). Significant majorities also reported that serving in their congregation had increased their passion for ministry, and that their ministry efforts had been very much worthwhile (Lee, 1999). Consequently, it seems that apart from all the situational factors that ministers experience in the ministry, ministers experience their work as satisfying. This study therefore, will focus on the positive pole of workers' well-being - engagement (Schaufeli et al., 2002) as well as on the important aspect of burnout. Indeed, Reformed church ministers run a great risk of suffering acute burnout, making it impossible for them to exercise their duties (Tomic et al.,

2004). Indicators for health impairment and congregational commitment will also be included as possible consequences of burnout and engagement.

The Job Demands-Resources (JD-R) model

The JD-R model acknowledges that parsimony is an important feature of every research model but assumes at the same time that individuals in different occupations may encounter various kinds of job demands and job resources (Demerouti et al., 2001). *Job demands* refer to those physical, social, or psychological (cognitive and emotional) efforts or skills that are associated with certain physiological or psychological costs. Examples are high work pressure, an unfavourable physical environment, and emotionally demanding interactions with clients (Janssen, Peeters, De Jong, Houkes, & Tummers, 2004). On the other hand *job resources* refer to those physical, psychological, social, or organisational aspects of the job that are functional in achieving work goals; reduce job demands and the associated physiological and psychological costs; or stimulate personal growth, learning and development (Janssen et al., 2004).

Job resources may be located at the level of the congregation at large (e.g. pay, career opportunities, or job security); interpersonal and social relations (e.g. co-minister support and church-council relationship); the organisation of work (e.g. role clarity and participation in decision making); or at the level of the task (e.g. skill variety, task identity, task significance, autonomy, and performance feedback) (Janssen et al., 2004). The latter job resources are the core dimensions included in Hackman and Oldham's (1976) well-known Job Characteristics model. In this model they argued and showed that these job characteristics have motivational potential because they make employees' work meaningful, hold them responsible for work processes and outcomes and provide them with information about the actual results of the work activities (Hackman & Oldham, 1980). Demerouti et al. (2001) showed that job resources (such as job autonomy and feedback) were particularly related to job satisfaction, job challenge and job involvement (to be considered as motivational constructs), whereas job demands were primarily related to emotional exhaustion and psychosomatic health complaints (i.e. adverse health outcomes).

Burnout and engagement

Burnout in this study is conceptualised as a psychological syndrome in response to chronic interpersonal stressors on the job. The two key dimensions of this syndrome are an overwhelming exhaustion and feelings of mental distance. Exhaustion is the central quality of burnout and the most obvious manifestation of this complex syndrome (Maslach et al., 2001). When people describe themselves or others as experiencing burnout, they are most often referring to the experience of exhaustion. Of the three aspects of burnout, exhaustion is the most widely reported and the most thoroughly analysed. The exhaustion component represents the basic individual stress dimension of burnout. It refers to feelings of being overextended and drained of one's emotional and physical resources. But this dimension/component fails to capture the critical aspects of the relationship people have with their work. Exhaustion is not something that is simply experienced; rather, it prompts actions to distance one emotionally and cognitively from one's work, presumably as a way to cope with the work overload. Within the human services, the emotional demands of the work can exhaust an individual's capacity to be involved with, and responsive to, the needs of others (Maslach et al., 2001).

Mental distancing - or psychological withdrawal from the task - can be seen as an adaptive mechanism to cope with excessive job demands and resulting feelings of exhaustion (Schaufeli, 2003). Mental distance can be explained by two constructs namely: depersonalisation and cynicism (Salanova, Llorencs, Burriel, Bresó, & Schaufeli 2005). *Depersonalisation* can be seen as the distancing of oneself from people with whom one is in direct contact in the working environment (i.e. members of the congregation and community) and addresses an important issue in occupational health psychology, namely the role of creating mental distance between oneself and the (emotional) requirements of one's job (i.e. working with people). Therefore, depersonalisation is a distance-creating strategy that can be used when working with people. *Cynicism* on the other hand, can be seen as one's psychological withdrawal from the broader context of the job itself and not from the people with whom one is working (Salanova et al., 2005).

Although there is a clear difference between depersonalisation and cynicism they have in common that the process of mentally distancing oneself from one's job primarily occurs during work and with respect to the specific work requirements; for example, the member of

the congregation is seen in a depersonalised way and the minister's tasks are accomplished "mechanically" (Sonnentag, 2005). Research findings on recovery and respite processes suggest that mentally (and physically) distancing oneself from one's work during off-job time can be beneficial for mental health and well-being (Sonnentag, 2005). However, when this coping strategy becomes a habitual pattern - as in cynicism or depersonalisation - it becomes dysfunctional because it disrupts adequate task performance (Schaufeli, 2003). One can speculate that when there are no opportunities to mentally distance and detach oneself from one's job during off-job time, as in the case of ministers, mentally distancing oneself from the job requirements during work might appear as a promising "escape route" for mentally exhausted ministers.

Burnout has been associated with various forms of job withdrawal-absenteeism, intention to leave the job, and actual turnover. However, for people who stay on the job, burnout leads to lower productivity and ineffectiveness at work. Consequently, it is associated with decreased job satisfaction and reduced commitment (Sonnentag, 2005). The exhaustion component of burnout is more predictive of stress-related health outcomes. These physiological correlates mirror those found with other indices of prolonged stress. However, a more common assumption has been that burnout causes mental dysfunctioning, that is, it precipitates negative effects in terms of mental health, such as anxiety, depression, drops in self-esteem, and so forth. The converse argument is that people who are mentally healthy are better able to cope with chronic stressors and thus less likely to experience burnout (Sonnentag, 2005).

Engaged people employ and express themselves physically, cognitively and emotionally during the performance of their roles. Engagement is found to be important for individuals to cultivate, given that disengagement, or alienation, is central to the problem of workers' lack of commitment and motivation (Aktouf, 1992). Meaningless work is often associated with apathy and detachment from one 's work (cf. Thomas & Velthouse, 1990). In such conditions, individuals are thought to be alienated from their selves and restoration of meaning in work is seen as a method to foster an individual 's motivation and attachment to work (May et al., 2004). These views demonstrate both the important humanistic and practical reasons for meaningful work - personal fulfilment and motivational qualities of such work. Britt et al. (2001) found that engagement in meaningful work could lead to perceived benefits from the work. Therefore, in this study engagement of ministers will be considered as the way they

employ themselves during performance in their work and their active use of emotions and behaviours, in addition to cognitions.

Congregational commitment

Organisational commitment can be defined as the relative strength of an individual's identification with, and involvement in, an organisation (Mowday, Porter, & Steers, 1979). Organisational commitment is seen as a multidimensional construct of affective, continuous and normative commitment (Allen & Meyer, 1990). Affective commitment is the employee's emotional attachment to, identification with and involvement in an organisation. Continuance commitment is based on the costs that an employee associates with leaving the organisation, while normative commitment refers to an employee's sense of obligation to remain with the organisation (Allen & Meyer, 1990). Research has found that the measurement of affective commitment is more reliable and is also the most important explanatory variable. Affective commitment consistently explains more variance in outcome variables than the other two components (for an overview: see Allen & Meyer, 1996).

Most of the research interest in organisational commitment has been concerned with identifying the determinants in order to better manage it. The antecedents of affective commitment to the organisation fall into four categories: personal characteristics, job characteristics, work experiences and structural characteristics. However, the strongest evidence has been provided for work experience antecedents, most notably those experiences that fulfil employees' psychological needs to feel comfortable within the organisation and competent in the work-role (Allen & Meyer, 1990).

Furthermore, organisational commitment also plays an important role in the dual process of the JD-R model. In the second motivation-driven process, job resources (i.e. social support, supervisory coaching, performance feedback, and time control) are predictors of dedication and organisational commitment, which, in turn, were related to turnover intentions (Bakker & Demerouti, 2006). Bakker, Demerouti, De Boer, and Schaufeli (2003) applied the JD-R model to nutrition production employees, and used the model to predict future company registered absenteeism. Results of SEM-analyses showed that job resources are unique predictors of organisational commitment, and indirectly of absence spell. Organisational commitment is not only related to most of the physical and psychological outcomes among

workers, but also to the moderating affects on the stressor-health relationship (Siu, 2002). Siu (2002) argues that the moderating effect of commitment protects individuals from the negative effect of stress, because it enables them to attach direction and meaning to their work.

In ministry, commitment seems to be of paramount importance. Congregations call on ministers to serve them and therefore expect ministers to do their work as best they can and expect them to be loyal and dedicated to the congregation, whereas ministers expect to be trusted and respected by the congregation. Apart from this, ministers also need to feel a commitment to their occupation because they see their occupation as a calling. Ministers perceive their efforts in facing the demands and challenges of everyday life as worthy of involvement and commitment (Darling, Hill, & McWey, 2004). Therefore, commitment in this study will be studied in terms of commitment of the congregation to the minister; commitment of the minister to the congregation and the commitment the minister has towards his occupation.

Health

Health is a widely studied concept in most studies. According to Cartwright and Cooper (2002) and the large body of research on which their theories are based, poor employee health can be indicative of excessive workplace pressure and experienced stress. Poor health can be an outcome of stress, which can be used to ascertain if workplace pressures have positive and motivating or negative and damaging effects. Dysfunctional mental health represents a serious cost for industry in terms of both human and financial maladaptive consequences. For instance: depression, loss of self-esteem, hypertension, alcoholism and drug consumption have all been shown to be related to dysfunctional mental health (Wright, Bonett, & Sweeney, 1993).

However, as with commitment, it must be noted that poor health may not necessarily be indicative of workplace stress. Individuals may, for example, be unwell because they choose not to lead a healthy lifestyle or may be unaware of how to do so (Cartwright & Cooper, 2002). Stressors outside the workplace may also impact upon a person's health. Kornhauser (1965) recognised that the determinants of mental health are found in both work and non-work environments. Studies have investigated such work factors as job involvement, work

overload, role conflict and person-environment fit (Cooper & Marshall, 1976; Furnham & Schaeffer, 1984; Gechman & Wiener, 1975).

Warr (1990) has proposed a definition for mental health comprising five major components: affective well-being, competence, autonomy, aspiration and integrated functioning. Warr (1990) extends his analysis by positing a distinction between 'context-free' and 'context-specific' mental health. Mental ill health can be assessed in terms of many different outcome measures, but one useful distinction is between general measures of mental ill health (e.g., anxiety or depression) and job-related measures of mental ill health (e.g. burnout, see Van Derdoef & Maes, 1999). In the present study general mental ill health will be measured by the General Health Questionnaire (GHQ-28). In general the GHQ focuses on two main classes of phenomena: The inability to carry out one's normal healthy functions, and the appearance of new phenomena of a distressing nature (Werneke, Goldberg, Yalcin, & Üstün, 2000). The GHQ-28 is based on 28 items derived from a factor analysis of the GHQ-60. It includes a four-dimensional scale assessing somatic symptoms, anxiety and insomnia, social dysfunction, and severe depression (Werneke et al., 2000).

During the past five years 4% of ministers in the so-called 'sister churches' (Reformed and Dutch Reformed churches) in South Africa left the ministry due to health-related causes (Anon, 2002a; Anon, 2002b). The ministry is one occupation in which one encounters a significant incidence of health-related problems. Therefore, this study on ministers will additionally focus on the effect that ministers' job demands, job resources, burnout and engagement have on their general health levels.

METHOD

Research design

A cross-sectional design with a survey as the data collection technique was used. Cross-sectional designs are appropriate where groups of subjects at various stages of development are studied simultaneously, whereas the survey technique of data collection gathers information from the target population by means of questionnaires (Burns & Grove, 1993).

Participants

The study population could be defined as a non-probability purposive voluntary sample of Reformed church ministers in South Africa. The total population of 232 ministers currently in the ministry was targeted. However, six of the ministers did not have an email or a postal address and therefore 226 internet questionnaires were sent out. Questionnaires were completed anonymously on the internet, but were identifiable by means of usernames and passwords. This allowed follow-up emails and phone calls to be directed to ministers who failed to respond. Ten of the ministers were not able to complete the questionnaire due to their workload, while other ministers asked to be excused from the research because of medical reasons. A total of 115 completed the questionnaire, establishing a response rate of 50,88%. Descriptive information of the sample is given in Table 1.

Table 1

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Gender	Male	115	100
	Female	0	0
Age	18 – 25 years	2	1,7
	26 – 30 years	7	6,1
	31 – 35 years	8	7,0
	36 – 40 years	10	8,7
	41 – 45 years	18	15,7
	46 – 50 years	24	20,9
	51 – 55 years	19	16,5
	56 – 60+ years	27	23,5
Qualification	ThB[2]	39	33,9
	Honours	15	13,0
	Master's	31	27,0
	PhD	30	26,1
Marital Status	Single	9	2,6
	Married	106	92,2
	Separated	1	0,9
	Remarried	5	4,3

[2] ThB: The Theological degree obtained after 6 years of studies

Table 1 (continued)

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Parental Status	No Children	8	7,0
	One Child	11	9,6
	Two Children	24	20,9
	Three Children	46	40,0
	Four Children	16	13,9
	Five Children	8	7,0
	Six Children	2	1,7
Ministry Experience	0 – 5 years	17	14,8
	6 – 10 years	11	9,6
	11 – 15 years	12	10,4
	16 – 20 years	23	20,0
	21 – 25 years	20	17,4
	26 – 30 years	13	11,3
	31 – 35 years	14	12,2
	36 + years	5	4,3
Ministry experience in current	0 – 5 years	59	51,9
congregation	6 – 10 years	30	26,1
	11 – 15 years	3	2,6
	16 – 20 years	11	9,6
	21 – 25 years	7	6,1
	26 – 30 years	5	4,3
Congregation size	0 – 150	11	9,6
	151 – 300	37	32,2
	301 – 600	38	33,0
	601 – 900	11	9,6
	901 – 1200	7	6,1
	1201 – 1500	6	5,2
	1501 – 1800	1	0,9
	1801 +	4	3,5
Ministers in current congregation	One minister	84	73,0
	Two ministers	17	14,8
	Three ministers	11	9,6
	Four or more ministers	3	2,6

As can be seen in Table 1, the participants were all male (100%). This is because there are no female ministers allowed in the Reformed religion. Most participants were between the ages of 56 to 60+ (23,5%) and also 46 to 50 (20,9%). Regarding marital status, 92,2% of the participants were married, and most of the participants had three children (40%). Nearly half

of the participants (37,4%) had been in the ministry for 16 to 25 years. It is interesting to note that 39 (33,9%) of the participants were qualified with a theological degree while 61 (53,1%) of the participants had a master's or doctoral degree. Only 26 (22,6%) of the ministers had been in their current congregations for 11 to 30 years while 59 (51,9%) and 30 (26,1%) had been in their current congregations for 0 to 5 and 6 to 10 years respectively. Most congregations were between the sizes 301 to 600 (33,0%) and 151 to 300 (32,2%). Of the 115 participants, 84 (73%) were the only minister in their congregation.

Measuring battery

The following measuring instruments were used in the empirical study:

A demographical questionnaire was developed to gather information regarding the demographical characteristics of the participants. This questionnaire included, gender, age, educational qualification, marital status, number and age of children, years working in the ministry, years working in the current congregation, current congregation size, income and whether or not there was a second minister at their current congregation.

The *Job Demands-Resources Questionnaire* (JD-RQ) was developed for the purpose of this study to measure job demands and job resources experienced by ministers. In this questionnaire, job demands were measured by 12 items reflecting on ministers' Pace and Amount of Work (e.g. "Do you have an excessive amount of work to do?") and Emotional Demands (e.g. "Are you confronted in your work with things that affect you personally?"). Job resources included Growth Opportunities (nine items, e.g. "Does your job enable you to grow spiritually?"), Instrumental Support (seven items, e.g. "Do you receive sufficient administrative support to complete your tasks?"), Congregational Support (eight items, e.g. "Can you ask the church council for advice when you encounter problems at work?"), Autonomy (six items, e.g. "Do you feel that you are not involved in decisions affecting your job?"), Social Support (four items, e.g. "Do you receive support from your friends when things get difficult at work?") and Job Significance (five items, e.g. "Is your job itself very significant or important to you?"). Each subscale was measured on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*). All scales showed acceptable Cronbach's alpha coefficients varying from 0,70 (Autonomy) to 0,86 (Instrumental Support). All these scales

reliabilities were higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$).

Burnout was measured by the *Maslach Burnout Inventory* (MBI) (Maslach & Jackson, 1981) reflecting ministers' Depersonalisation and Exhaustion. Depersonalisation and Exhaustion were measured by 14 items, the first five items measured the degree to which the minister distances himself from the people with whom he is working (e.g. "I feel I treat some congregation members as if they are impersonal 'objects'.") and the second nine items measured the feelings of exhaustion due to the work that a minister experiences (e.g. "I feel burned out as a result of my work."). Maslach and Jackson, (1981) reported alpha values of 0,77 for Depersonalisation and 0,89 for Exhaustion, while Evers and Tomic (2003) reported 0,65 for Depersonalisation and 0,88 for Exhaustion. Another scale was added from the *Oldenburg Burnout Inventory* (OLBI) (Demerouti, Bakker, Vardakou, & Kantas, 2003) reflecting ministers' Cynicism. These eight items reflected the degree to which a minister can distance himself from his work (e.g. "One can become disconnected from this type of work, over a period of time."). These items were measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal*). Le Roux (2006) reported a Cronbach alpha coefficient of 0,82 for Disengagement (Cynicism). Halbesleben and Demerouti (2005) also reported that the internal consistency of the OLBI was acceptable, with all the Cronbach's alpha coefficients being 0,70 and more.

Work engagement was measured by to the *Work Engagement Scale* (WES). The WES consisted of 12 items developed by May et al. (2004). These items reflected each of the three components of Kahn's (1990) Work Engagement: Cognitive Engagement (e.g. "Performing my job is so absorbing that I forget about everything else."), Emotional Engagement (e.g. "I really put my heart into my job.") and Physical Engagement (e.g. "I exert a lot of energy performing my job."). These items were measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal).* May et al. (2004) reported an alpha coefficient of 0,77.

Health was assessed using the *General Health Questionnaire* (GHQ-28) (Werneke et al., 2000). Only 26 of the 28 items were used, measuring each of four general health concepts. These scales included: Somatic Symptoms (e.g. "Have you recently been feeling in need of a good tonic?"), Anxiety and Insomnia (e.g. "Have you recently lost much sleep over worry?"), Social Functioning (e.g. "Have you recently been managing to keep yourself busy and

occupied?"), and Severe Depression (e.g. "Have you recently been thinking of yourself as a worthless person?"). These items were measured on a five-point Likert scale, ranging from 1 (*not at all*) to 5 (*a great deal)*. Rijsdijk et al. (2003) reported alpha coefficients for the subscales as 0,83 for Somatic Symptoms, 0,88 for Anxiety and Insomnia, 0,80 for Social Functioning and 0,91 for Severe Depression.

The *Congregational Commitment Questionnaire* (CCQ) was used to measure the commitment of ministers. The CCQ consisted of six self developed items which were divided into two scales: Commitment of the congregation to the minister (e.g. "I feel valued and trusted by my congregation.") and Commitment of the minister to the congregation (e.g. "I am committed to my congregation."). Approximately four items were developed to measure a third scale: Commitment a minister has towards his occupation (e.g. "I am enthusiastic about my job."). The measurement of commitment reflected the non-economic reciprocal obligations, which extend between congregation and minister and between minister and his occupation on a five-point Likert scale ranging, from 1 (*not at all*) to 5 (*a great deal*).

Procedure

The internet has been shown to be a valid source of data collection (Bakker, Demerouti, & Schaufeli, 2003). A letter concerning information regarding the study with instructions and a link to the questionnaire was sent to all targeted ministers of the Reformed church. The web-based questionnaire comprised 158 questions with drop-down response categories. The ministers were asked to complete the questionnaire on the web. The responses of the participants were automatically sent to the researcher. After a month, the researcher again sent a notice about the study to all ministers. The ministers had a total of three months to complete the questionnaire.

Statistical analysis

The statistical analysis was carried out with the help of the SPSS-program (SPSS, 2003). Exploratory factor analyses and Cronbach alpha coefficients were used to assess the validity and reliability of the constructs that were measured in this study (Clark & Watson, 1995). Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by the particular scale.

Descriptive statistics (e.g. means and standard deviations) were used. Pearson product-moment correlations coefficients were used to specify the relationship between the variables. In terms of statistical significance, the value were set at a 95% confidence interval level ($p \leq$ 0,05). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. A cut-off point of 0,30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients. Multiple regression analyses were conducted to determine the proportion of variance in the dependent variable that is predicted by the independent variables. The value of R^2 was used to determine the proportion of the total variance of the dependent variable that is explained by the independent variables. The F-test was used to test if a significant regression exists between the independent and dependent variables (Tabachnick & Fidell, 2001).

RESULTS

A simple principal component analysis was carried out with the 22 items of the Burnout scale. An analysis of the eigenvalues (> 1,00) indicated that two factors explained 54,8% of the variance. A principal factor analysis with a direct oblimin rotation was then performed. The results of the principal axis factor analysis with loadings of variables on factors and communalities are shown in Table 2. Loadings under 0,30 were replaced by zeros. Labels are suggested for each factor in a footnote.

Table 2 shows that items loading on the first factor related to *Exhaustion* that ministers experience. The second factor represented *Mental Distance* and refers to the degree to which a minister can distance himself from his work and distance himself from the people with whom he is working.

Table 2

Principal Factor Analysis with a Direct Oblimin Rotation on the Burnout Scale

	Item	[a]1	2	h^2
B130	I feel I'm working too hard on my job.	**0,91**	0,00	0,69
B124	I feel emotionally drained as a result of my work.	**0,81**	0,00	0,66
B125	I feel used up at the end of the workday.	**0,78**	0,00	0,61
B131	Working with people directly puts too much stress on me.	**0,77**	0,00	0,60
B128	I feel burned out as a result of my work.	**0,72**	0,00	0,71
B127	I find working with people all day a real strain.	**0,72**	0,00	0,57
B126	I feel fatigued (tired) when I get up in the morning and have to face another day on the job.	**0,68**	0,00	0,59
B129	I feel frustrated by my job.	**0,67**	0,00	0,59
B132	I feel like I'm at the end of my rope.	**0,51**	0,00	0,53
B119	I feel I treat some congregation members as if they are impersonal 'objects'.	0,00	**0,71**	0,58
B122	I don't really care what happens to some of the congregation members.	0,00	**0,62**	0,46
B121	I am worried that the ministry is hardening me emotionally.	0,00	**0,57**	0,53
B115	One can become disconnected from this type of work, over a period of time.	0,00	**0,50**	0,38
B120	I've become more insensitive toward people since I became a minister.	0,00	**0,50**	0,36
B113	Lately, I tend to think less at work and do my job almost mechanically.	0,00	**0,50**	0,57
B123	I feel some congregation members blame me for some of their problems.	0,00	**0,31**	0,25

[a] Factor labels: 1 – Exhaustion, 2 – Mental Distance

Regarding Engagement, a simple principal component analysis was carried out with the 12 items of the WES. An analysis of the eigenvalues (> 1,00) indicated that two factors could be extracted and explained 42,8% of the variance. The results of the principal axis factor analysis with loadings of variables on factors and communalities indicated that items loaded on only one factor. Loadings under 0,30 were replaced by zeros. A label is suggested for the factor in a footnote.

Table 3 shows that items loading on this factor related to *Engagement.*

Table 3

Principal Factor Analysis on the WES

	Item	[a]1	h^2
B114	I find my work to be a positive challenge.	**0,80**	0,64
B104	I get excited when I perform my job.	**0,79**	0,61
B102	Time passes quickly when I perform my job.	**0,71**	0,66
B103	I really put my heart into my job.	**0,67**	0,55
B111	I always find new and interesting aspects in my work.	**0,67**	0,49
B118	I feel more and more engaged in my work.	**0,53**	0,32
B105	I often feel emotionally detached from my job.	**-0,46**	0,24
B108	I stay until the job is done.	**0,39**	0,30
B107	I exert a lot of energy performing my job.	**0,33**	0,70

[a] Factor labels: 1 – Engagement

Subsequently, a simple principal component analysis was carried out on the 26 items of the GHQ. An analysis of the eigenvalues (> 1,00) indicated that three factors explained 60,5% of the variance. This was confirmed by the scree plot. A principal axis factor analysis with a direct oblimin rotation was then performed. The results of the principal axis factor analysis with loadings of variables on factors and communalities are shown in Table 4. Loadings under 0,30 were replaced by zeros. Labels are suggested for each factor in a footnote.

Table 4 shows that items loading on the first factor related to *Somatic Symptoms* of ill health. The second factor represented *Social Functioning* at work. The third factor related to *Depression* and refers to feelings of worthlessness and depression experienced by ministers.

Table 4

Principal Factor Analysis with a Direct Oblimin Rotation on the GHQ

	Item	[a]1	2	3	h^2
B136	felt that you are ill?	**0,78**	0,00	0,00	0,64
B141	had difficulty in staying asleep once you drop off?	**0,78**	0.00	0.00	0,62
B137	been getting any pains in your head?	**0,72**	0.00	0.00	0,42
B138	been getting a feeling of tightness or pressure in your head?	**0,72**	0.00	0.00	0,48
B142	felt constantly under strain?	**0,59**	0.00	0.00	0,60
B140	lost much sleep over worry?	**0,59**	0,00	0,00	0,62
B139	been having hot or cold spells?	**0,56**	0,00	0,00	0,35
B134	been feeling in need of a good tonic?	**0,54**	0,00	0,00	0,50
B135	been feeling run down and out of sorts?	**0,54**	0,00	0,00	0,64
B133	been feeling perfectly well and in good health?	**-0,42**	0.00	0.00	0,49
B156	felt that you are playing a useful part in things?	0,00	**0,74**	0,00	0,67
B155	been satisfied with the way you've carried out your task?	0,00	**0,73**	0,00	0,77
B154	felt on the whole you were doing things well?	0,00	**0,64**	0,00	0,73
B157	felt capable of making decisions about things?	0,00	**0,55**	0,00	0,49
B158	been able to enjoy your normal day-to-day activities?	0,00	**0,44**	0,00	0,57
B148	felt that life is entirely hopeless?	0,00	0.00	**0,89**	0,77
B149	felt that life isn't worth living?	0,00	0.00	**0,78**	0,55
B146	been feeling nervous and strung-up all the time?	0,00	0,00	**0,70**	0,65
B147	been thinking of yourself as a worthless person?	0.00	0,00	**0,70**	0,62
B144	been getting scared or panicky for no good reason?	0,00	0,00	**0,69**	0,61
B145	found everything getting on top of you?	0,00	0,00	**0,59**	0,67
B150	found at times you couldn't do anything because your nerves were too bad?	0,00	0,00	**0,59**	0,57
B151	found yourself wishing you were away from it all?	0,00	0,00	**0,46**	0,49
B153	been taking longer over the things you do?	0,00	0,00	**0,44**	0,44

[a] Factor labels: 1 – Somatic Symptoms, 2 – Social Functioning, 3 – Depression

A simple principal component analysis was carried out with the 10 items of the CCQ. An analysis of the eigenvalues (> 1,00) indicated that two factors explained 58,9% of the variance. However, only one interpretable factor was evident (see Table 5).

Table 5 shows that items loading on this factor related to *Affective Commitment* towards the congregation and the ministry.

Table 5

Principal Component Analysis on the CCQ

	Item	[a]1	h^2
B87	Overall, I am happy with this congregation.	**0,76**	0,61
B84	I feel valued and trusted by my congregation.	**0,76**	0,61
B90	I feel that it is worthwhile to work hard for this congregation.	**0,75**	0,69
B85	I am proud of this congregation.	**0,74**	0,59
B91	I am committed to this congregation.	**0,70**	0,66
B97	I feel that I can make a difference in the ministry.	**0,65**	0,51
B98	Overall, I am happy being a minister.	**0,55**	0,44
B86	Outside of my particular job, I take an interest in many aspects of the running and success of this congregation.	**0,50**	0,38

[a] Factor labels: 1 – Affective Commitment

The descriptive statistics, alpha coefficients and Pearson correlations of the Burnout scale, the WES, the GHQ and the CCQ are reported in Table 6.

Table 6

Descriptive Statistics, Alpha Coefficients and Pearson Correlations

	Total		Item																
Item	Mean	*SD*	Mean	*SD*	α	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Pace and Amount of Work	25,37	5,53	3,62	0,77	0,84	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Growth Opportunity	36,05	5,56	4,01	0,62	0,84	-0,27*	-	-	-	-	-	-	-	-	-	-	-	-	-
3. Instrumental Support	22,35	6,85	3,19	0,98	0,86	-0,24*	0,42^{*+}	-	-	-	-	-	-	-	-	-	-	-	-
4. Congregational Support	29,35	5,39	3,67	0,67	0,82	-0,25*	0,61^{*++}	0,47^{*+}	-	-	-	-	-	-	-	-	-	-	-
5. Autonomy	10,45	3,78	1,74	0,63	0,70	0,24*	-0,43^{*+}	-0,28*	-0,50^{*++}	-	-	-	-	-	-	-	-	-	-
6 Social Support	16,10	3,55	4,02	0,89	0,84	-0,19*	0,49^{*+}	0,43^{*+}	0,51^{*++}	-0,31^{*+}	-	-	-	-	-	-	-	-	-
7. Job Significance	18,30	1,88	4,57	0,47	0,66	0,08	0,40^{*+}	0,08	0,31^{*+}	-0,21*	0,18*	-	-	-	-	-	-	-	-
8. Emotional Demands	15,37	4,22	3,08	0,84	0,79	0,49^{*+}	-0,37^{*+}	-0,56^{*++}	-0,48^{*+}	0,39^{*+}	-0,33^{*+}	0,04	-	-	-	-	-	-	-
9. Exhaustion	18,28	7,14	2,03	0,79	0,92	0,55^{*++}	-0,51^{*++}	-0,25*	-0,29*	0,36^{*+}	-0,35^{*+}	-0,16	0,45^{*+}	-	-	-	-	-	-
10. Mental Distance	11,96	4,41	1,71	0,63	0,76	0,35^{*+}	-0,45^{*+}	-0,33^{*+}	-0,43^{*+}	0,41^{*+}	-0,41^{*+}	-0,13	0,45^{*+}	0,55^{*++}	-	-	-	-	-
11 Engagement	41,34	5,54	4,13	0,55	0,81	-0,11	0,60^{*++}	0,30^{*+}	0,45^{*+}	-0,33^{*+}	0,45^{*+}	0,39^{*+}	-0,10	-0,40^{*+}	-0,45^{*+}	-	-	-	-
12. Somatic Symptoms	18,63	7,78	1,86	0,78	0,91	0,49^{*+}	-0,52^{*++}	-0,30^{*+}	-0,20*	0,31^{*+}	-0,36^{*+}	-0,07	0,43^{*+}	0,72^{*++}	0,42^{*+}	-0,36^{*+}	-	-	-
13. Social Functioning	20,48	3,41	4,10	0,68	0,89	-0,36^{*+}	0,65^{*++}	0,29*	0,43^{*+}	-0,49^{*+}	0,45^{*+}	0,25*	-0,30^{*+}	-0,70^{*++}	-0,51^{*++}	0,60^{*++}	-0,62^{*++}	-	-
14. Depression	13,37	5,33	1,49	0,59	0,91	0,41^{*+}	-0,51^{*++}	-0,30^{*+}	-0,19*	0,39^{*+}	-0,31^{*+}	-0,18	0,46^{*+}	0,78^{*++}	0,57^{*++}	-0,36^{*+}	0,75^{*++}	-0,67^{*++}	-
15. Affective Commitment	35,20	4,27	4,40	0,53	0,87	-0,28*	0,58^{*++}	0,36^{*+}	0,75^{*++}	-0,49^{*+}	0,47^{*+}	0,30^{*+}	-0,30^{*+}	-0,37^{*+}	-0,46^{*+}	0,66^{*++}	-0,25*	0,56^{*++}	-0,24*

* Statistically significant: $p \leq 0,05$

$^{+}$ Practically significant correlation (medium effect): $0,30 \leq r \leq 0,49$

$^{++}$ Practically significant correlation (large effect): $r \geq 0,50$

As can be seen from Table 6, all scales show acceptable reliabilities varying from 0,70 (Autonomy) to 0,92 (Exhaustion). All these scales reliabilities were higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$).

Inspection of Table 6 indicates a practically significant positive correlation between Exhaustion and Pace and Amount of Work (large effect), Emotional Demands (medium effect) and Autonomy (medium effect), but this scale was reversed. A practically significant negative correlation also exists between Exhaustion and Growth Opportunities (large effect) and Social Support (medium effect). Furthermore, there is a practically significant positive correlation between Exhaustion and Mental Distance, Somatic Symptoms and Depression (all large effects), whereas there is a practically significant negative correlation between the former and Engagement (medium effect), Social Functioning (large effect) and Affective Commitment (medium effect). There also exists a practically significant positive correlation between Mental Distance, Pace and Amount of Work and Emotional Demands (both medium effects), while a practically significant negative correlations exists between the former and Somatic Symptoms (medium effect) and Depression (large effect). Furthermore, a practically significant negative correlation was found between Mental Distance and Engagement (medium effect), Social Functioning (large effect) and Affective Commitment (medium effect).

Conversely, Table 6 indicates that there is a practically significant correlation between Engagement and all the job resources: Growth Opportunities (large effect), Job Significance (medium effect), Instrumental Support (medium effect), Congregational Support (medium effect) and Social Support (medium effect), whereas a practically significant negative correlation exists between the former and Autonomy, but this scale was reversed. Additionally, a practically significant positive correlation exists between Engagement and Social Functioning and Affective Commitment (both large effects), and a practically significant negative correlation between the former and Somatic Symptoms and Depression (both medium effects).

Next, multiple regression analyses were performed. Firstly, the contribution to Exhaustion by the following factors was assessed: Emotional Demands and Pace and Amount of Work (step 1) and Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance (step 2). The results are reported in Table 7.

Table 7

Multiple Regression Analyses with Exhaustion as Dependent Variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							29,57*	0,35	0,35*
	(Constant)	-2,62	2,77		-0,95	0,35			
	Pace and Amount of Work	0,59	0,12	0,44	5,03	0,00*			
	Emotional Demands	0,39	0,15	0,23	2,64	0,01*			
2							13,47*	0,50	0,15*
	(Constant)	13,49	6,90		1,96	0,05			
	Pace and Amount of Work	0,52	0,11	0,39	4,87	0,00*			
	Emotional Demands	0,34	0,17	0,20	2,03	0,05*			
	Growth Opportunities	-0,47	0,13	-0,36	-3,72	0,00*			
	Instrumental Support	0,10	0,09	0,09	1,03	0,30			
	Congregational Support	0,32	0,13	0,24	2,42	0,02*			
	Autonomy	0,23	0,16	0,12	1,49	0,14			
	Social Support	-0,29	0,17	-0,15	-1,72	0,09			
	Job Significance	-0,33	0,30	-0,09	-1,12	0,28			

* $p < 0,05$ – statistically significant

As can be seen from Table 7, entry of Pace and Amount of Work and Emotional Demands at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)}$ = 29,57; $p < 0,00$), accounting for approximately 35% of the variance. More specifically, Pace and Amount of Work (β = 0,44; t = 5,03; $p < 0,00$) and Emotional Demands (β = 0,23; t = 2,64; $p < 0,03$) predicted Exhaustion. In the second step of the regression analysis, the job resources were entered. The job resources added at this step made a statistically significant contribution to the model, ($F_{(8,106)}$ = 13,47; $p < 0,00$), which explained an additional 15% of the total variance. Taken together, it appears that significant predictors of Exhaustion were Pace and Amount of Work (β = 0,39; t = 4,87; $p < 0,00$), Emotional Demands (β = 0,20; t = 2,03; $p < 0,05$), lack of Growth Opportunities (β = -0,36; t = -3,72; $p < 0,00$) and lack of Congregational Support (β = 0,24; t = 2,42; $p < 0,02$).

The results of multiple regression analyses with Mental Distance as dependent variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as independent variables are reported in Table 8.

Table 8

Multiple Regression Analyses with Mental Distance as Dependent Variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							16,34*	0,23	0,23*
	(Constant)	2,42	1,86		1,30	0,20			
	Pace and Amount of Work	0,15	0,08	0,18	1,86	0,07			
	Emotional Demands	0,38	0,10	0,36	3,83	0,00*			
2							7,35*	0,36	0,13*
	(Constant)	13,16	4,85		2,71	0,01			
	Pace and Amount of Work	0,11	0,08	0,14	1,50	0,14			
	Emotional Demands	0,21	0,12	0,20	1,79	0,08			
	Growth Opportunities	-0,13	0,09	-0,17	-1,50	0,14			
	Instrumental Support	0,02	0,07	0,03	0,27	0,79			
	Congregational Support	-0,04	0,09	-0,04	-0,38	0,70			
	Autonomy	0,18	0,11	0,16	1,66	0,10			
	Social Support	-0,22	0,12	-0,17	-1,81	0,07			
	Job Significance	-0,01	0,21	-0,01	-0,06	0,95			

* $p < 0,05$ – statistically significant

As can be seen from Table 8, in the entry of Pace and Amount of Work and Emotional Demands at the first step of the regression analysis, only Emotional Demands predicted Mental Distance with any statistical significance ($\beta = 0,36$; $t = 3,83$; $p < 0,00$). In the second step the job resources were entered. The job resources added at this step made a statistically significant contribution to the model, ($F_{(8,106)} = 7,35$; $p < 0,00$), which explained an additional 13% of the total variance. However, the regression coefficients of the predictors were not statistically significant ($p > 0,00$).

The results of multiple regression analyses with Engagement as dependent variable and Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support, Job Significance (step 1), Pace and Amount of Work and Emotional Demands (step 2), as independent variables are reported in Table 9.

Table 9

Multiple Regression Analyses with Engagement as Dependent Variable and Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support, Job Significance, Pace and Amount of Work and Emotional Demand as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							13,07*	0,42	0,42*
	(Constant)	12,60	5,17		2,44	0,02			
	Growth Opportunities	0,39	0,10	0,39	3,78	0,00*			
	Instrumental Support	0,01	0,07	0,01	0,09	0,93			
	Congregational Support	0,03	0,11	0,03	0,29	0,78			
	Autonomy	-0,08	0,13	-0,06	-0,64	0,52			
	Social Support	0,29	0,14	0,18	2,04	0,04*			
	Job Significance	0,55	0,24	0,19	2,29	0,02*			
2							11,13*	0,46	0,04*
	(Constant)	7,56	5,60		1,35	0,18			
	Growth Opportunities	0,40	0,10	0,40	3,91	0,00*			
	Instrumental Support	0,09	0,08	0,11	1,16	0,25			
	Congregational Support	*0,09*	*0,11*	*0,09*	*0,82*	*0,41*			
	Autonomy	-0,15	0,13	-0,10	-1,17	0,25			
	Social Support	0,28	0,14	0,18	2,05	0,04*			
	Job Significance	0,41	0,24	0,14	1,70	0,09			
	Pace and Amount of Work	-0,04	0,09	-0,04	-0,49	0,68			
	Emotional Demands	0,35	0,13	0,26	2,58	0,01*			

* $p < 0,05$ – statistically significant

As can be seen from Table 9, the entry of Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance at the first step of the regression analysis produced a statistically significant model ($F_{(6,108)} = 13.07$; $p < 0.00$), accounting for approximately 42% of the variance. It appears that Growth Opportunities (β =

0.39; $t = 3.78$; $p < 0.00$), Social Support ($\beta = 0.18$; $t = 2.04$; $p < 0.05$) and Job Significance ($\beta = 0.19$; $t = 2.29$; $p = 0.02$) predicted Engagement. In the second step, the regression analysis was not statistically significant ($F_{(8,106)} = 11.13$; $p > 0.00$).

The results of multiple regression analyses with Somatic Symptoms as dependent variable and Mental Distance, Exhaustion and Engagement as independent variables are reported in Table 10.

Table 10

Multiple Regression Analyses with Somatic Symptoms as Dependent Variable and Mental Distance, Exhaustion and Engagement as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*T*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							61,26*	0,52	0,52*
	(Constant)	3,87	1,61		2,40	0,02			
	Exhaustion	0,76	0,09	0,70	9,01	0,00*			
	Mental Distance	0,07	0,14	0,04	0,49	0,63			
2							41,27*	0,53	0,01
	(Constant)	9,38	5,43		1,73	0,09			
	Exhaustion	0,75	0,09	0,68	8,60	0,00*			
	Mental Distance	0,02	0,14	0,01	0,14	0,89			
	Engagement	-0,11	0,11	-0,08	-1,06	0,29			

* $p < 0,05$ – statistically significant

As can be seen from Table 10, entry of Exhaustion and Mental Distance at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 61,26$; $p < 0,00$), accounting for approximately 52% of the variance. More specifically, it appears that Exhaustion ($\beta = 0,70$; $t = 9,01$; $p < 0,00$) predicted Somatic Symptoms. In the second step of the regression analysis, Engagement was also entered. Engagement at this step did not make a statistically significant contribution to the model.

The results of multiple regression analyses with Social Functioning as dependent variable and Mental Distance, Exhaustion and Engagement as independent variables are reported in Table 11.

Table 11

Multiple Regression Analyses with Social Functioning as Dependent Variable and Mental Distance, Exhaustion and Engagement as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							59,15*	0,51	0,51*
	(Constant)	27,43	0,71		38,53	0,00			
	Exhaustion	-0,29	0,04	-0,60	-7,62	0,00*			
	Mental Distance	-0,14	0,06	-0,19	-2,35	0,02*			
2							59,28*	0,62	0,10*
	(Constant)	16,29	2,15		7,59	0,00*			
	Exhaustion	-0,25	0,03	-0,52	-7,24	0,00*			
	Mental Distance	-0,05	0,06	-0,06	-0,87	0,39			
	Engagement	0,23	0,04	0,37	5,43	0,00*			

* $p < 0,05$ – statistically significant

As can be seen from Table 11, entry of Exhaustion and Mental Distance at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 59,15$; $p < 0,00$), accounting for approximately 51% of the variance. More specifically, it appears that Exhaustion ($\beta = -0,60$; $t = -7,62$; $p < 0,00$) and Mental Distance ($\beta = -0,19$; $t = -2,35$; $p < 0,03$) predicted Social Functioning. In the second step of the regression analysis, Engagement was entered. Engagement added at this step made a statistically significant contribution to the model, ($F_{(3,111)} = 59,28$; $p < 0,00$), which explained an additional 11% of the total variance. Taken together, it appears that significant predictors of Social Functioning were Exhaustion ($\beta = -0,52$; $t = -7,24$; $p < 0,00$) and Engagement ($\beta = 0,37$; $t = 5,43$; $p < 0,00$).

The results of multiple regression analyses with Depression as dependent variable and Mental Distance, Exhaustion and Engagement as independent variables are reported in Table 12.

Table 12

Multiple Regression Analyses with Depression as Dependent Variable and Mental Distance, Exhaustion and Engagement as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							96,84*	0,63	0,63*
	(Constant)	1,33	0,97		1,38	0,17			
	Exhaustion	0,50	0,05	0,67	9,77	0,00*			
	Mental Distance	0,25	0,08	0,20	2,98	0,00*			
2							63,99*	0,63	0,00
	(Constant)	1,38	3,27		0,42	0,67			
	Exhaustion	0,50	0,05	0,67	9,52	0,00*			
	Mental Distance	0,25	0,09	0,20	2,82	0,01*			
	Engagement	-0,00	0,06	-0,00	-0,02	0,99			

* $p < 0,05$ – statistically significant

As can be seen from Table 12, Exhaustion ($\beta = 0,67$; $t = 9,77$; $p < 0,00$) and Mental Distance ($\beta = 0,20$; $t = 2,98$; $p < 0,00$) predicted Depression. In the second step of the regression analysis, Engagement was also entered. It seems that Engagement at this step did not make a statistically significant contribution to the model.

The results of multiple regression analyses with Affective Commitment as dependent variable and Engagement, Exhaustion and Mental Distance as independent variables are reported in Table 13.

Table 13

Multiple Regression Analyses with Affective Commitment as Dependent Variable and Engagement, Exhaustion and Mental Distance as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							87,07*	0,44	0,44*
	(Constant)	14,17	2,27		6,23	0,00			
	Engagement	0,51	0,06	0,66	9,33	0,00*			
2							32,79*	0,47	0,03*
	(Constant)	20,06	3,15		6,36	0,00*			
	Engagement	0,43	0,06	0,56	7,06	0,00*			
	Exhaustion	-0,03	0,05	-0,05	-0,64	0,53			
	Mental Distance	-0,17	0,08	-0,18	-2,06	0,04*			

* $p < 0,05$ – statistically significant

As can be seen from Table 13, entry of Engagement at the first step of the regression analysis produced a statistically significant model ($F_{(1,113)} = 87,07$; $p < 0,00$), accounting for approximately 44% of the variance. It appears that Engagement ($\beta = 0,66$; $t = 9,33$; $p < 0,00$) predicted Affective Commitment. In the second step of the regression analysis, Exhaustion and Mental Distance were entered. This step made a statistically significant contribution to the model, ($F_{(3,111)} = 32,79$; $p < 0,03$), which explained an additional 3% of the total variance. Taken together, it seems that significant predictors of Affective Commitment were Engagement ($\beta = 0.56$; $t = 7.06$; $p = 0.00$) and Mental Distance ($\beta = -0,18$; $t = -2,06$; $p < 0,05$).

Therefore, Exhaustion was best predicted by Pace and Amount of Work and a lack of Growth Opportunities and to a lesser extent by Emotional Demands and a lack of Congregational Support. Mental Distance was best predicted by Emotional Demands and Engagement by Growth Opportunities, Social Support and Job Significance. As for health, Somatic Symptoms were best predicted by Exhaustion. Depression also appears to have been predicted by Exhaustion and to a lesser extent by Mental Distance. Social Functioning on the other hand appeared to have been predicted by Exhaustion and Mental Distance as well as Engagement. Affective Commitment was predicted to a great extent by Engagement and to a lesser extent by Mental Distance.

DISCUSSION

The aim of this study was to test a model of work wellness for Reformed church ministers, comprising of job demands, job resources, burnout, engagement, health and congregational commitment. The results of this study indicated that when ministers had more job resources, they experienced more engagement, affective commitment and social functioning. Additionally, more job demands led to burnout symptoms. Furthermore, burnout symptoms led to ill health complaints. Engagement appeared to lead to better social functioning and more affective commitment towards the congregation and ministry.

The results of this study indicated that exhaustion was best predicted by pace and amount of work and a lack of growth opportunities in the job and to a lesser extent by emotional demands and a lack of congregational support. A positive correlation was also found between exhaustion and pace and amount of work and emotional demands whereas a negative correlation was found between the former and growth opportunities. Therefore, when ministers' pace and amount of work increase and they experience less variety in their work and fewer opportunities in which they can learn and accomplish something in their careers, they become exhausted. This is confirmed by Maslach et al. (2001) indicating that burnout is the response to overload particularly in the exhaustion dimension. Mental distance was best predicted by emotional demands. It was also found that mental distance correlated positively with emotional demands. Ministers' way of mental distancing themselves can be seen as a way of protecting themselves from intense emotional arousal (experienced in emotionally demanding situations) that could interfere with functioning effectively on the job (Maslach et al., 2001). The findings regarding job demands supports an assumption of the JD-R model that states that work characteristics may elicit an energetic process of wearing out in which high job demands (in this study it was pace and amount of work and emotional demands) exhaust the individual's energy and lead to feelings of exhaustion and mental distance (Demerouti et al., 2001).

Engagement was positively related to growth opportunities, social support and job significance. Ministers felt more engaged when they experienced variety in their work and a sense of significance and were given opportunities in which they could learn and accomplish and were given support from their friends and colleagues. Therefore, the job resources (in this study, growth opportunities, social support and job significance) formed part of a

motivational process allowing individuals to be more engaged (Demerouti et al., 2001). Maslach et al. (2001) also indicate in this regard that burnout is particularly related to job demands (e.g. work overload and emotional demands) and engagement is particularly related to job resources (e.g. job control, availability of feedback, and learning opportunities).

As for health, somatic symptoms were best predicted by exhaustion while depression was predicted by exhaustion and mental distance. Exhaustion and mental distance were also found to correlate positively with somatic symptoms and depression. When ministers experienced exhaustion they experienced symptoms of physical ill health and feelings of depression. Furthermore, when they experienced mental distance they also experienced feelings of worthlessness and depression. Research indicates that the individual who suffers from burnout is likely to experience stress-related health problems since burnout is frequently linked with illness (see Lee & Ashforth, 1990). These findings confirm the results of previous studies which showed that job demands are associated with burnout (feelings of exhaustion and mental distance) (Schaufeli & Bakker, 2004) and ill health (somatic symptoms and depression) (Maslach & Jackson, 1981).

Poor social functioning was predicted by exhaustion, mental distance, and low engagement. It was found that social functioning was negatively related to exhaustion and mental distance whereas a positive correlation existed between the former and engagement. Therefore, when ministers experienced less exhaustion and mental distancing and more engagement they also experienced better social functioning. Schaufeli and Bakker (2004) indicate that there could be cross-links between job demands and engagement and between engagement and health and in this case also between burnout and health.

Affective commitment was best predicted by engagement and low mental distance. It was also found that a positive correlation existed between affective commitment and engagement and a negative correlation between the former and mental distance. It can therefore be seen that engagement was a useful indicator of affective commitment in the study. Ministers that were able to express themselves cognitively, emotionally and physically were also able to be more committed to their congregation and the ministry. Again it appears that the relationship between affective commitment and engagement was motivational in nature (described by the JD-R model) whereas job resources led to engagement and engagement in turn led to affective commitment (Bakker & Demerouti, 2006; Schaufeli & Bakker, 2004). Ministers

that experienced mental distance were less committed towards their congregation and the ministry. Individuals with perceptions of low job security are more likely to engage in work withdrawal behaviours and report reduced organisational commitment (Buitendach & De Witte, 2005). Commitment enables individuals to attach direction and meaning to their work, which may protect them from psychological ill health (Siu, 2002).

Overall, these findings confirm some but not all results of previous studies. Ministers like other professionals are subjected to occupational related stressors that can place heavy strains and demands on their resources; can inhibit growth and the development of supportive relationships, as well as lead to their experiencing more feelings of burnout and ill health. Conversely, it can be seen that when ministers had more resources, ministers experienced more engagement, affective commitment and social functioning. Additionally, burnout symptoms led to ill health complaints while engagement led to more social functioning and affective commitment. Therefore job demands led to an energy depletion process where job demands exhausted ministers and led to health problems whereas job resources had a motivational nature where job resources led to engagement and in turn to affective commitment.

Although this study showed promising results, it is also important to note some limitations of this study. The first limitation relates to the sample size. There were only 232 ministers in the Reformed church of South Africa during the time period of this study. In addition, some of the participants could not complete the questionnaire due to their pressing workload during this time period. Furthermore, some of the ministers cited medical reasons for not completing the questionnaire. Therefore, only 115 ministers were able to complete the questionnaire and this made the sample size smaller than anticipated.

The second limitation was that the study was only done on one denomination and therefore conclusions about this study can only be drawn within the confines of the Reformed church and cannot be generalised to apply to all ministers in South Africa. The third limitation relates to the questionnaire that was mailed to all participants. Some of the ministers did not know how to complete the questionnaire electronically while others participants' mailboxes were not available or were full at the time of the study. Furthermore, the research design was cross-sectional which implies that causal inferences cannot be made. In future studies

longitudinal designs should be used. A further limitation of this study was its sole reliance on self-reported measures.

RECOMMENDATIONS

The results of this study have important implications for ministers and for future research. It is recommended that the occupation of a minister be examined more closely. There were a few participants that commented on several items of the questionnaire, especially items regarding the financial support of ministers. The reason for this can be that ministers experience their work as a calling and are not in the ministry because they are paid to do the work of a minister. It is therefore recommended that these items be re-phrased in follow-up studies. Furthermore, some of the ministers commented that they felt that they needed to explain why they were answering a question in a certain way. They also felt that some of the scales of the question were not applicable to the question. It is therefore recommended that future studies ask more open-ended questions in order for ministers to explain more of their answers.

It is also recommended that different congregations are looked at more closely because they may demand different things from a minister. Kriel, Wilders, Strydom, and Breytenbach (2005) found in their study that congregation size, second ministership and years in the ministry had a strong effect on the joy ministers experienced in their life. It is also recommended to include other denominations in future research. This will enable a closer comparison between denominations and make it possible to draw conclusions regarding ministers in general.

Furthermore, it is recommended that the mediating relationships of burnout and engagement in the relationship between job demands, job resources and organisational commitment and ill health be researched. Schaufeli and Bakker (2004) found in their study that burnout and engagement fully mediate the job demand - health problems relationship and the job resource - turnover intensions relationship, respectively.

Lastly, it is recommended that some interventions are implemented: i.e. a work-oriented intervention aimed at teaching ministers to deal more effectively with experienced burnout symptoms. Secondary interventions can be implemented to prevent ministers who are already

showing signs of burnout from getting sick, and to increase their engagement. Tertiary-level interventions are concerned with the rehabilitation of individuals who have suffered ill health or reduced well-being as a result of strain in the work place.

In conclusion it may be said that this study provides useful information regarding the job demands, job resources, exhaustion, mental distance, engagement, affective commitment and health of Reformed church ministers in South Africa.

REFERENCES

Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism. *Academy of Management Review, 17,* 407–431.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology, 63,* 1–18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance and normative commitment to the organisation: An examination of the construct validity. *Journal of Vocational Behavior, 49,* 252–276.

Anon. (2002a). *Almanak en Bybelse dagboek van die Nederduits Hervormde kerk van Suid-Afrika.* SENTIK in opdrag van die algemene kerkvergadering.

Anon. (2002b). *Die Almanak van die Gereformeerde kerk van Suid-Afrika.* Potchefstroom, SA: Nawpers.

Bakker, A. B., & Demerouti, E. (2006). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22,* 309–328.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003). Dual processes at work in a call centre: An application of the job demands–resources model. *European Journal of Work and Organizational Psychology, 12,* 393–417.

Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior, 62,* 341–356.

Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management, 43,* 83–104.

Britt, T. W., Adler, A. B., & Bartone, P. T. (2001). Deriving benefits from stressful events: The role of engagement in meaningful work and hardiness. *Journal of Occupational Health Psychology, 6,* 53–63.

Buitendach, J. H., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management, 36,* 27–37.

Burns, N., & Grove, S. K. (1993). *The practice of nursing research, conduct, critique, and utilization* (2nd ed.). Philadelphia, PA: W.B. Saunders.

Cartwright, S., & Cooper, C. L. (2002). *ASSET: An organisational stress screening tool - The management guide.* Manchester, UK: RCL Ltd.

Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7*, 309–319.

Cohen, J. (1988). *Statistical power analysis of the behavioural sciences* (2nd ed.). Orlando, CA: Academic Press.

Cooper, C. L., & Marshall, J. (1976). Occupational sources of stress: A review of the literature relative to coronary heart disease and mental ill health. *Journal of Occupational Psychology, 49*, 11–28.

Darling, C. A., Hill, E. W., & McWey, L. M. (2004). Understanding stress and quality of life for clergy and clergy spouses. *Stress and Health, 20*, 261–277.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology, 86*, 499–512.

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment, 19*, 12–23.

Evers, W., & Tomic, W. (2003). Burnout among Dutch Reformed pastors. *Journal of Psychology and Theology, 31*, 329–338.

Francis, L. J., Louden, S. H., & Rutledge, C. J. F. (2004). Burnout among Roman Catholic parochial clergy in England and Wales: Myth or reality? *Review of Religious Research, 46*, 5–19.

Furnham, A., & Schaeffer, R. (1984). Person-environment fit, job satisfaction and mental health. *Journal of Occupational Psychology, 57*, 295–307.

Gechman, A., & Wiener, Y. (1975). Job involvement and satisfaction as related to mental health and personal time devoted to work. *Journal of Applied Psychology, 60*, 521–523.

Grosch, W. N., & Olsen, D. C. (2000). Clergy burnout: An integrative approach. *Psychotherapy in Practice, 56*, 619–632.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*, 250–279.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison Wesley.

Halbesleben, J. R. B., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg Burnout Inventory. *Work and Stress, 19*, 208–220.

Janssen, P. P. M., Peeters, M. C. W., De Jong, J., Houkes, I., & Tummers, G. E. R. (2004). Specific relationships between job demands, job resources and psychological outcomes

and the mediating role of negative work-home interference. *Journal of Vocational Behavior, 65*, 411–429.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*, 692–724.

Kornhauser, A. (1965). *Mental health of the industrial worker: A Detroit study*. New York: Wiley.

Kriel, J. S., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Die interaksie van fisieke aktiwiteit met die verband tussen lewensgeluk en diensjare, gemeentegrootte, medeleraarskappe en gemeentetipe by NG predikante in Suid-Afrika. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 165–179.

Le Roux, A. M. (2006). *The validation of two burnout measures in the South African earthmoving industry.* Unpublished master's dissertation, North-West University, Potchefstroom.

Lee, C. (1999). Specifying intrusive demands and their outcomes in congregational ministry: A report on the ministry demands inventory. *Journal for the Scientific Study of Religion, 39*, 477–489.

Lee, R. T., & Ashforth, B. E. (1990). On the meaning of Maslach's three dimensions of burnout. *Journal of Applied Psychology, 75*, 743–747.

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behaviour, 2*, 99–113.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Reviews Psychology, 52*, 397–422.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11–37.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1979). The measurement of organisational commitment. *Journal of Vocational Behavior, 14*, 224–247.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Redelinghuys, F. J., & Rothmann, S. (2005). Koherensiesin, coping, uitbranding en begeestering van predikante. *Tydskrif vir Geesteswetenskappe, 45*, 466–477.

Rijsdijk, F. V., Snieder, H., Ormel, J., Sham, P., Goldberg, D. P., & Spector, T. D. (2003). Genetic and environmental influences on psychological distress in the population: General Health Questionnaire analyses in UK twins. *Psychological Medicine, 33*, 793–801.

Salanova, M., Llorencs, M. G., Burriel, R., Bresó, E., & Schaufeli, W. B. (2005). Towards a four-dimensional model of burnout: A multigroup factor-analytic study including depersonalization and cynicism. *Educational and Psychological Measurement, 65*, 807–819.

Schaufeli, W. B. (2003). Past performance and future perspectives of burnout research. *South African Journal of Industrial Psychology, 29*, 1–15.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293–315.

Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytical approach. *Journal of Happiness Studies, 3*, 71–92.

Schaufeli, W. B., & Taris, T. W. (2005). The conceptualization and measurement of burnout: Common ground and worlds apart. *Work and Stress, 19*, 256–262.

Shirom, A. (2005). Reflections on the study of burnout. *Work and Stress, 19*, 263–270.

Siu, O. L. (2002). Occupational stressors and well-being among Chinese employees: The role of organizational commitment. *Applied Psychology: An International Review, 5*, 527–544.

Sonnentag, S. (2005). Burnout research: Adding an off-work and day-level perspective. *Work and Stress, 19*, 271–275.

SPSS Inc. (2003). *SPSS 12.0 for Windows.* Chicago, IL: Author.

Steyn, H. S. (1999). *Praktiese betekenisvolheid: Die gebruik van effekgroottes* [Practical significance: The use of effectsizes]. Wetenskaplike bydraes – Reeks B: Natuurwetenskappe Nr. 117. Potchefstroom: PU vir CHO.

Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th ed.). Boston, MA: Allyn & Bacon.

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review, 15*, 666–681.

Tomic, W., Tomic, D. M., & Evers, W. J. G. (2004). A question of burnout among Reformed church ministers in the Netherlands. *Mental Health, Religion & Culture, 7*, 225–247.

Van Derdoef, M., & Maes, S. (1999). The job demand-control(-support) model and psychological well-being: A review of 20 years of empirical research. *Work and Stress, 13*, 87–114.

Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology, 63*, 193–210.

Werneke, U., Goldberg, D. P., Yalcin, I., & Üstün, B. T. (2000). The stability of the factor structure of the General Health Questionnaire. *Psychological Medicine, 30*, 823–829.

Wright, T. A., Bonett, D. G., & Sweeney, D. A. (1993). Mental health and work performance: Results of a longitudinal field study. *Journal of Occupational and Organizational Psychology, 66*, 277–284.

CHAPTER 4

RESEARCH ARTICLE 3

ENGAGEMENT AND RELIGIOUS COPING OF REFORMED CHURCH MINISTERS

ABSTRACT

The objective of this study was to investigate the role of engagement and religious coping in a positive work wellness model of Reformed church ministers. A cross-sectional design, with a survey as the data collection technique, was used in order to reach the objective of this study. A non-probability purposive voluntary sample of 115 ministers was used. Regression analysis indicated that emotional demands and growth opportunities were predictors of psychological meaningfulness whereas pace and amount of work and social support were predictors of psychological availability. Furthermore, engagement mediated the relationship between psychological meaningfulness and affective commitment while religious coping affected ministers' perception of pace and amount of work, social support and psychological availability.

OPSOMMING

Die doel van hierdie studie is om die rol van begeestering en geestelike hantering in 'n positiewe werkswelstand model van Gereformeerde predikante te ondersoek. 'n Dwarsdeursnee ontwerp - met 'n opname as die data-insamelingstegniek - is gebruik om die doel van die studie te bereik. 'n Doelgerigte onwaarskynlikheid-steekproef van 115 predikante is gebruik. Regressie-analise het aangedui dat emosionele eise en ontwikkelingsgeleenthede voortekens is van psigologiese betekenisvolheid, terwyl werkstempo en die hoeveelheid werk en sosiale ondersteuning voortekens is van psigologiese beskikbaarheid. Verder is gevind dat begeestering die verhouding tussen psigologiese betekenisvolheid en affektiewe betrokkenheid bemiddel, terwyl geestelike hantering predikante se persepsie van werkstempo en hoeveelheid werk, sosiale ondersteuning en psigologiese beskikbaarheid, affekteer.

Psychology, with its emphasis on human suffering, has been criticised for focusing too much on negative outcomes (e.g. pathology and distress) instead of on positive outcomes in the work environment (Rothmann & Jordaan, 2006). Nelson and Simmons (2003) regard distress as a negative outcome in the work environment, whereas eustress is regarded as a positive outcome. Distress is defined as a negative psychological response to a stressor, as indicated by the presence of negative psychological states while, eustress is a positive psychological response to a stressor, as indicated by the presence of positive psychological states. Eustressed workers are engaged, they find meaning in tasks that they are enthusiastically involved in and they are pleasurably occupied by the demands of the work at hand.

Employee engagement involves the expression of the self through work and other employee-role activities (Kahn, 1990). Engagement at work is conceptualised by Kahn (1990, p. 694) as "the harnessing of organisation members' selves to their work roles [by which they] employ and express themselves physically, cognitively and emotionally during role performances". According to Kahn (1990), engaged employees become physically involved in their tasks, cognitively alert and emotionally connected to others when performing their jobs. Engagement occurs on a regular, day-to-day basis, and is actively applied by and through employees work behaviours (see May, Gilson, & Harter, 2004). People can use varying degrees of their selves, physically, cognitively and emotionally, in the roles they perform, even as they maintain the integrity of the boundaries between who they are and the roles they occupy (Kahn, 1990). The self and role exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviours (self-employment) and displays the self within the role (self-expression). Such engagement serves to fulfil the human spirit at work (Kahn, 1990).

Individuals who are highly engaged in their jobs identify personally with the job and are motivated by the work itself. They tend to work harder and more productively than others and are more likely to produce the results required of them. Engaged individuals report that their jobs make good use of their skills and abilities, are challenging and stimulating and provide them with a sense of personal accomplishment (Rothmann & Jordaan, 2006).

Alternatively to engagement, disengagement is viewed as the decoupling of the self from the work role and involves people withdrawing and defending themselves during role performances. Such unemployment of the self in one's role is considered robotic or apathetic

behaviour (May et al., 2004). Furthermore, personal disengagement, conversely, is the simultaneous withdrawal and defence of a person's preferred self through behaviours that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performances. To withdraw preferred dimensions is to remove personal, internal energies from physical, cognitive, and emotional labours. To defend the self is to hide true identity, thoughts, and feelings during role performances (Kahn, 1990).

Engagement is a relevant concept for employee well-being and work behaviour for several reasons. Firstly, work engagement is related to positive organisational outcomes such as job satisfaction, motivation and low turnover intention (Bakker, Demerouti, & Schaufeli, 2003a; May et al., 2004; Schaufeli & Bakker, 2004), therefore employees who are engaged in their jobs tend to be committed to their organisations, whereas those who are disengaged tend to show low commitment to their organisations (Rothmann & Jordaan, 2006). Secondly, work engagement is related to positive organisational behaviour such as personal initiative and learning (Sonnentag, 2003).

People vary their personal engagements according to their perceptions of the benefits or the meaningfulness, and the guarantees or the safety, they perceive in situations. Engagement also varies according to the resources they perceive themselves as having (Kahn, 1990). These three psychological conditions (i.e. meaningfulness, safety, and availability) shape how people inhabit their roles and influence the degree to which they engage in their role at work.

Psychological meaningfulness refers to "a feeling that one is receiving a return on investment of one's self in a currency of physical, cognitive, or emotional energy" (Kahn, 1990, p. 703-704). More specifically, meaningfulness has to do with how valuable a work goal is in relation to an individual's own ideals or standards. Individuals who believe that a given work role activity is personally meaningful are likely to be motivated to invest themselves more fully in it (May et al., 2004). Psychological meaningfulness occurs when individuals feel useful and valuable, and is influenced by job characteristics (such as variety, learning opportunities and autonomy), work-role fit and rewarding interpersonal interactions with co-workers (Rothmann & Jordaan, 2006).

Psychological safety is defined as "feeling able to show and employ oneself without fear of negative consequences to self-image, status, or career" (Kahn, 1990, p. 708). Psychological

safety should lead to engagement at work because it reflects one's belief that one can employ oneself without fear of negative consequences. Therefore, employees are more likely to take risks that express their true selves. However, employees in unsafe environments characterised by ambiguous, unpredictable and threatening conditions, are likely to disengage from their work and be wary of trying new things (May et al., 2004). Supporting and trusting supervisory and co-worker relations lead to feelings of psychological safety (Rothmann & Jordaan, 2006).

Psychological availability refers to "the sense of having the physical, emotional or psychological resources to engage at a particular moment" (Kahn, 1990, p. 714). Individuals must believe that they have the necessary physical, emotional and cognitive resources in order to immerse themselves in their roles. Individuals should be more willing to engage themselves in their roles if they are confident that they have the energy to do so. Psychological availability is influenced by physical energy, emotional energy, insecurity (e.g. lack of self-confidence, heightened self-consciousness and ambivalence about fit with the organisation), and non-work events (Rothmann & Jordaan, 2006). Individuals who experience overload tend to withdraw or disengage from work, perhaps in order to replenish their resources (May et al., 2004).

One aspect that has been found to contribute to the meaning individuals seek in life is religion (Pargament, Koenig, & Perez, 2000). Individuals use a number of resources that assist them in understanding and dealing with their life situation from the perspective of stress and coping theory. Religion is one of the most frequently used resources to achieve a sense of well-being and to deal with life crises (Pargament, Tarakeshwar, Ellison, & Wulff, 2001). Among some groups, particularly the elderly, minorities and individuals facing life-threatening crises, religion is cited more frequently than any other resource for coping. Furthermore, indices of religious coping have been associated with a variety of salient outcomes including, lower rates of depression, better mental-health status, better physical health, stress-related growth (Pargament et al., 2000), spiritual growth (Pargament, Smith, Koenig, & Perez, 1998) and psychological well-being (Pargament et al., 2001). In short, religious coping appears to be a dimension that holds significant implications for well-being (Pargament et al., 2001). A study of religious coping in a variety of samples facing serious life stressors found that these indices are even stronger predictors of well-being than traditionally used global religious measures (Pargament et al., 2001).

In time of stress many individuals look to their religion for help in coping. Ministry is one occupation where ministers rely on their religion as a coping mechanism. Contrary to stereotypes, these coping methods are not merely defensive, passive, emotion-focused, or forms of denial; religious coping cover a full range of behaviours, emotions, cognitions and relationships (Pargament et al., 2001).

For ministers, religious beliefs and practices are a large part of their general orientation to the world. Ministers represent one group that find religion especially available and compelling as a coping resource. Because of the centrality of religion to their identity, their extensive religious education and their high levels of religious participation, ministers as a group are intimately acquainted with religious resources for problem-solving. Moreover, a critical part of their role is to teach others that religion does indeed offer compelling solutions to life's problems. Some of the problems ministers face may also be at least indirectly tied to their occupation (e.g. conflict with members) and call for religious solutions. Thus, ministers should be particularly likely to draw upon religious resources for coping with major live events.

Breytenbach, Wilders, Strydom, and Breytenbach (2005) found that ministers experience less stress symptoms and that one of the reasons for this can be because their religion play a major role. Although it would seem to be obvious that religion represents a core resource for ministers who face problems in their lives, the religious dimension has been curiously absent in studies of ministers (Pargament et al., 2001). Psychological conditions exhibit a positive relationship with engagement (May et al., 2004). Work engagement and organisational commitment are also closely related, often to such an extent that it makes sense to talk about a more general outcome, organisational engagement, that combines key elements of work engagement and organisational commitment (Rothmann & Jordaan, 2006). Although the two concepts are related, they are not identical: organisational commitment focuses on the organisation, whereas engagement is more concerned with the work itself (Maslach, Schaufeli, & Leiter, 2001). People can be engaged in their work, but not be committed to their organisations, or committed to their organisations, but not engaged in their work (Rothmann & Jordaan, 2006).

Organisational commitment has occupied a central place in organisational research and has been defined as the relative strength of an individual's identification with and involvement in

a particular organisation (Mowday, Porter, & Steers, 1979). Allen and Meyer (1990) propose that there are three components of organisational commitment, namely affective, continuous and normative commitment. As defined by these authors, the affective component of organisational commitment refers to the employee's emotional attachment to, identification with and involvement in the organisation. The continuance component refers to the commitment based on the costs that employees associate with leaving the organisation. The normative component refers to employees' feelings of obligation to remain with the organisation.

Both affective and normative commitments refer to individuals' emotional bond with their organisation: affective commitment pertains to one's identification with and emotional attachment to an organisation whereas, normative commitment pertains to one's belief in the loyalty to an employer so that employees feel obligated to remain with their organisation (De Clercq & Ruis, 2007). The measurement of affective commitment is more reliable than the measurement of the other components. Even more important is the finding that affective commitment is the most important explanatory variable of the three components. The affective dimension consistently explains more variance in outcome variables than the two other components (Allen & Meyer, 1996). As a consequence, many researchers restrict the measurement of organisational commitment to affective commitment, leaving the two other components aside (Buitendach & De Witte, 2005).

Watts et al. (1991) reported that academics were very satisfied with their jobs, despite long working hours, work overload and a lack of support. The reason for this can be because psychological meaningfulness can mediate the relationship between job characteristics and work engagement of employees enabling them to experience engagement despite their experienced job characteristics (Rothmann & Jordaan, 2006).

Similarly, ministers also experience personal benefits, despite all the job demands. A large mail and telephone survey of ministers revealed that four out of five respondents were at least somewhat satisfied in the ministry (Lee, 1999). Significant majorities also reported that serving in their congregation had increased their passion for ministry, and that their ministry efforts had been very much worthwhile (Lee, 1999). Ministers therefore seem to experience the ministry positively despite its negative aspects. The reason for this might be that ministers find their work meaningful, are engaged and committed to their work or because they use

their religion as a compelling coping mechanism. But there has been little research done on ministers and especially on ministers' psychological conditions, engagement, congregational commitment and their religious coping. Therefore, this study will examine the role of psychological conditions, engagement and religious coping in the well-being of ministers and more specifically will examine the relationship between the psychological conditions of meaningfulness, safety and availability, engagement, congregational commitment and religious coping in the work of a minister.

Engagement

Schaufeli and Bakker (2004) define work engagement as "a positive, fulfilling work-related state of mind that is characterised by vigour, dedication and absorption" (p. 295). Vigour represents a positive affective response to one's ongoing interactions with significant elements in one's job and work environment that comprises the interconnected feelings of physical strength, emotional energy and cognitive liveliness. Dedication is characterised by deriving a sense of significance from one's work, by feeling enthusiastic, proud of one's job, and by feeling inspired and challenged by it. Absorption is characterised by being totally and happily immersed in one's work and having difficulty detaching oneself from it. Time passes quickly and one forgets everything else that is around (Schaufeli & Bakker, 2004).

Engagement at work is also conceptualised as the attachment of individuals' selves to their work roles (Kahn, 1990). In engagement, people employ and express themselves physically, cognitively and emotionally during role performances. According to Kahn (1990), the self and role "exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviours (self-employment) and displays the self within the role (self-expression)" (p. 700). Such engagement serves to fulfil the human spirit at work.

According to May et al. (2004), the construct of work engagement is closely associated with constructs such as job involvement and flow. However, based on a review of the literature, they pointed out that job involvement is a cognitive state and that it refers to the centrality of a job to an individual. Work engagement is regarded as an antecedent to job involvement. Similarly, May et al. (2004) regards flow as cognitive involvement with an activity, whereas work engagement includes cognitive, emotional and physical aspects.

Engagement is found to be important for individuals to cultivate given that disengagement, or alienation, is central to the problem of workers' lack of commitment and motivation (Aktouf, 1992). Meaningless work is often associated with apathy and detachment from one's work (Thomas & Velthouse, 1990). In such conditions, individuals are thought to be alienated from their selves and restoration of meaning in work is seen as a method to foster an individual's motivation and attachment to work (May et al., 2004). These views demonstrate both the important humanistic and practical reasons for meaningful work - personal fulfilment and motivational qualities of such work. Britt, Adler, and Bartone (2001) found that engagement in meaningful work could lead to perceived benefits from the work. Therefore, in this study engagement of ministers will be considered as the way they employ themselves during performance in their work and their active use of emotions and behaviours, in addition to cognitions.

Psychological conditions

Three psychological conditions - psychological meaningfulness, psychological safety and psychological availability - are theorised to influence the degree to which one engages in one's role at work. Psychological meaningfulness is an important psychological state or condition at work and individuals have a primary motive to seek meaning in their work (May et al., 2004). Meaningfulness can be defined as the value of a work goal or purpose, judged in relation to an individual's own ideals or standards (Hackman & Oldham, 1980). Psychological meaningfulness can be seen as a feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive, or emotional energy. People experience such meaningfulness when they feel worthwhile, useful, and valuable; they feel that they make a difference and are not taken for granted. They feel able to give to others and to the work itself in their roles and also able to receive (Kahn, 1990). The provision of work that is experienced as meaningful by individuals should facilitate both their personal growth and their work motivation (Spreitzer, Kizilos, & Nason, 1997). Motivation involves matching the requirements of a work role with beliefs, values and behaviours (Hackman & Oldham, 1980). According to Aktouf (1992), a lack of meaning in one's work can lead to alienation or 'disengagement' from one's work. Individuals engage personally in situations characterised by more psychological meaningfulness. Kahn (1990) indicated that three factors generally influence psychological meaningfulness: task characteristics, role characteristics, and work interactions.

Psychological conditions of safety and its antecedents and outcomes have received relatively little attention in the literature. May et al. (2004) indicate that supervisory and co-worker behaviours that are supportive and trustworthy in nature may produce feelings of safety at work. Kahn (1990, p.708) defined psychological safety as "feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career". Individuals feel 'safe' when they perceive that they will not suffer for expressing their true selves at work. In a safe environment, individuals understand the boundaries surrounding acceptable behaviours. However, unsafe conditions exist when situations are ambiguous, unpredictable and threatening. Supervisory and co-worker behaviours that are supportive and trustworthy in nature are likely to produce feelings of safety at work (May et al., 2004). Kahn (1990) indicated that four factors most directly influence psychological safety: interpersonal relationships, group and intergroup dynamics, management style and process, and organisational norms (Kahn, 1990). Therefore, the focus in this study will be on examining whether ministers feel comfortable enough to be themselves and express their opinions at work or whether there is a threatening environment at work.

Psychological availability can be defined as an individual's belief that he/she has the physical, emotional or cognitive resources to engage the self at work (Kahn, 1990). Psychological availability is the sense of having the physical, emotional, or psychological resources to personally engage at a particular moment. It measures how ready people are to engage, given the distractions they experience as members of social systems. People engage in situations for which they are more psychologically available and disengage in situations for which they are less available (Kahn, 1990). Generally four types of distractions influence psychological availability: depletion of physical energy, depletion of emotional energy, individual insecurity, and outside lives (Kahn, 1990). In essence, this study will assess the readiness, or confidence, of a minister to engage in his/her work role given that he/she is also engaged in many other life activities. May et al. (2004) found that factors that may influence such beliefs include the individual's resources and outside activities.

Religious coping

Religious coping forms an essential part of any minister's work. Many people look to their religion for help in coping (Pargament et al., 2001). Contrary to stereotypes, these coping

methods are not merely defensive, passive, emotion-focused, or forms of denial. They cover a full range of behaviours, emotions, cognitions and relationships (Pargament et al., 2001).

Religious coping methods reflect a secure relationship with God, a belief that there is a greater meaning to be found in life and a sense of spiritual connectedness with others. Pargament et al. (2000) define religious coping with respect to each of the five basic religious functions: meaning, control, comfort/spirituality, intimacy/spirituality and life transformation. The scale used by Pargament et al. (2000) includes positive as well as negative religious coping methods.

Empirical studies of diverse groups facing a variety of major life stressors indicate that religious coping methods have significant implications for well-being (see Pargament, 1997 for a review). Not only are religious coping methods stronger predictors of the outcomes of stressful experiences than global religious measures, religious coping methods also add unique variance to the prediction of outcomes above and beyond the effects of non-religious coping methods (Pargament et al., 2001). Therefore, religious coping methods appear to be a dimension that holds significant implications for well-being.

Congregational commitment

Organisational commitment can be defined as the relative strength of an individual's identification with, and involvement in, an organisation (Mowday et al., 1979). Organisational commitment is seen as a multidimensional construct of affective, continuous and normative commitment (Allen & Meyer, 1990). Affective commitment is the employee's emotional attachment to, identification with and involvement in an organisation. Continuance commitment is based on the costs that an employee associates with leaving the organisation, while normative commitment refers to an employee's feeling of obligation to remain with the organisation (Allen & Meyer, 1990). Research has shown that the measurement of affective commitment is more reliable and is also the most important explanatory variable. Affective commitment consistently explains more variance in outcome variables than the other two components (for an overview: Allen & Meyer, 1996).

Most of the research interest in organisational commitment has been concerned with identifying the determinants of the concept in order to better manage them. The antecedents

of affective commitment to the organisation fall into four categories: personal characteristics, job characteristics, work experiences and structural characteristics. However, the strongest evidence has been provided for work experience antecedents, most notably those experiences that fulfil employees' psychological needs to feel comfortable within the organisation and competent in the work-role (Allen & Meyer, 1990).

Furthermore, organisational commitment also plays an important role in the dual process of the Job Demands-Resources (JD-R) model. In the second motivation-driven process, job resources (i.e. social support, supervisory coaching, performance feedback, and time control) are predictors of dedication and organisational commitment, which, in turn, are related to turnover intentions (Bakker & Demerouti, 2006). Bakker, Demerouti, De Boer, and Schaufeli (2003b) applied the JD-R model to nutrition production employees, and used the model to predict future company registered absenteeism. Results of SEM-analyses showed that job resources are unique predictors of organisational commitment, and indirectly of absence spell.

Organisational commitment is not only related to most of the physical and psychological outcomes among workers, but also to the moderating effects on the stressor-health relationship (Siu, 2002). Siu (2002) argued that the moderating effect of commitment protects individuals from the negative effect of stress, because it enables them to attach direction and meaning to their work.

In ministry, commitment seems to have an important role in any ministers' work. Congregations call on ministers to serve them and therefore expect ministers to do their work as best they can and expect them to be loyal and dedicated to the congregation, whereas ministers expect to be trusted and respected by the congregation. Apart from this, ministers also need to feel a commitment to their occupation because they see their occupation as a calling. Ministers perceive their efforts in facing the demands and challenges of everyday life as worthy of involvement and commitment (Darling, Hill, & McWey, 2004). Therefore, commitment in this study will be studied in terms of commitment of the congregation to the minister; commitment of the minister to the congregation and the commitment the minister has towards his occupation.

METHOD

Research design

A cross-sectional design with a survey as the data collection technique was used. Cross-sectional designs are appropriate where groups of subjects at various stages of development are studied simultaneously, whereas the survey technique of data collection gathers information from the target population by means of questionnaires (Burns & Grove, 1993).

Participants

The study population could be defined as a non-probability purposive voluntary sample of Reformed church ministers in South Africa. The total population of 232 ministers currently in the ministry was targeted. However, six of the ministers did not have an email or a postal address and therefore a total of 226 internet questionnaires were sent out. Questionnaires were completed anonymously on the internet, but were identifiable by means of usernames and passwords. This allowed follow-up emails and phone calls to be directed to ministers who failed to respond. Ten of the ministers were not able to complete the questionnaire due to their workload, while other ministers asked to be excused from the research for medical reasons. A total of 115 completed the questionnaire, establishing a response rate of 50,88%. Descriptive information of the sample is given in Table 1.

Table 1

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Gender	Male	115	100
	Female	0	0
Age	18 – 25 years	2	1,7
	26 – 30 years	7	6,1
	31 – 35 years	8	7,0
	36 – 40 years	10	8,7
	41 – 45 years	18	15,7
	46 – 50 years	24	20,9
	51 – 55 years	19	16,5
	56 – 60+ years	27	23,5
Qualification	ThB[3]	39	33,9
	Honours	15	13,0
	Master's	31	27,0
	PhD	30	26,1
Marital Status	Single	9	2,6
	Married	106	92,2
	Separated	1	0,9
	Remarried	5	4,3
Parental Status	No Children	8	7,0
	One Child	11	9,6
	Two Children	24	20,9
	Three Children	46	40,0
	Four Children	16	13,9
	Five Children	8	7,0
	Six Children	2	1,7
Ministry Experience	0 – 5 years	17	14,8
	6 – 10 years	11	9,6
	11 – 15 years	12	10,4
	16 – 20 years	23	20,0
	21 – 25 years	20	17,4
	26 – 30 years	13	11,3
	31 – 35 years	14	12,2
	36 + years	5	4,3

[3] ThB: The Theological degree obtained after 6 years of studies

Table 1 (continued)

Characteristics of the Participants

Item	Category	Frequency	Percentage (%)
Ministry experience in current congregation	0 – 5 years	59	51,9
	6 – 10 years	30	26,1
	11 – 15 years	3	2,6
	16 – 20 years	11	9,6
	21 – 25 years	7	6,1
	26 – 30 years	5	4,3
Congregation size	0 – 150	11	9,6
	151 – 300	37	32,2
	301 – 600	38	33,0
	601 – 900	11	9,6
	901 – 1200	7	6,1
	1201 – 1500	6	5,2
	1501 – 1800	1	0,9
	1801 +	4	3,5
Ministers in current congregation	One minister	84	73,0
	Two ministers	17	14,8
	Three ministers	11	9,6
	Four or more ministers	3	2,6

As can be seen in Table 1, the participants were all male (100%). This is because no female ministers are allowed in the Reformed religion. Most participants were between the ages of 56 to 60+ (23,5%) and also 46 to 50 (20,9%). Regarding marital status, 92,2% of the participants were married, and most of the participants had three children (40%). Nearly half of the participants (37,4%) had been in the ministry for 16 to 25 years. It is interesting to note that 39 (33,9%) of the participants were qualified with a theological degree while 61 (53,1%) of the participants had a master's or doctoral degree. Only 26 (22,6%) of the ministers had been in their current congregations for 11 to 30 years while 59 (51,9%) and 30 (26,1%) had been in their current congregations for 0 to 5 and 6 to 10 years respectively. Most congregations were between the sizes 301 to 600 (33,0%) and 151 to 300 (32,2%). Of the 115 participants, 84 (73%) were the only minister in their congregation.

Measuring battery

The following measuring instruments were used in the empirical study:

A questionnaire was developed to gather information regarding the demographical characteristics of the participants. This questionnaire included gender, age, educational qualification, marital status, number and age of children, years working in the ministry, years working in the current congregation, current congregation size, income and whether or not there was a second minister at current congregation.

The *Job Demands-Resources Questionnaire* (JD-RQ) was developed for the purpose of this study to measure the experienced job demands and job resources of ministers. In this questionnaire, job demands were measured by 12 items reflecting on ministers Pace and Amount of Work (e.g. "Do you have an excessive amount of work to do?") and Emotional Demands (e.g. "Are you confronted in your work with things that affect you personally?"). Job resources included Growth Opportunities (nine items, e.g. "Does your job enable you to grow spiritually?"), Instrumental Support (seven items, e.g. "Do you receive sufficient administrative support to complete your tasks?"), Congregational Support (eight items, e.g. "Can you ask the church council for advice when you encounter problems at work?"), Autonomy (six items, e.g. "Do you feel that you are not involved in decisions affecting your job?"), Social Support (four items, e.g. "Do you receive support from your friends when things get difficult at work?") and Job Significance (five items, e.g. "Is your job itself very significant or important to you?"). Each subscale was measured on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*). All scales showed acceptable Cronbach's alpha coefficients varying from 0,70 (Autonomy) to 0,86 (Instrumental Support). All these scales reliabilities were higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$).

The *Psychological Conditions Questionnaire* (PCQ) (May et al., 2004) measured three dimensions, these being Psychological Meaningfulness, Psychological Safety and Psychological Availability. Psychological Meaningfulness was measured by six items ($\alpha = 0,90$). These items were adapted to reflect the degree of meaning ministers discover in their work-related activities (e.g. "My job activities are personally meaningful to me."). Psychological Safety was measured by three items ($\alpha = 0,71$). These items were adjusted to

assess whether ministers feel comfortable to be themselves and express their opinions at work or whether there is a threatening environment at work (e.g. "I'm not afraid to be myself in the ministry."). Psychological Availability, the confidence ministers have regarding their ability to be cognitively, physically and emotionally available for work, was measured by five items (α = 0,85). According to Kahn (1990) individuals are psychologically available if they believe they have the physical, emotional or cognitive resources to engage the self at work (e.g. "I am confident in my ability to deal with problems that come up in the ministry."). All these items were measured on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*).

Engagement was measured by 12 items of the *Work Engagement Scale* (WES) (May et al., 2004). These items reflected scores on each of the three components of Kahn's (1990) definition of the concept of work engagement: Cognitive Engagement (e.g. "Performing my job is so absorbing that I forget about everything else."), Emotional Engagement (e.g. "I really put my heart into my job.") and Physical Engagement (e.g. "I exert a lot of energy performing my job."). These items were measured on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*). May et al. (2004) reported an alpha coefficient of 0,77.

The *Congregational Commitment Questionnaire* (CCQ) consisted of six self-developed items. These six items were divided into two scales: Commitment of the congregation to the minister (e.g. "I feel valued and trusted by my congregation.") and Commitment of the minister to the congregation (e.g. "I am committed to my congregation."). Approximately four items were developed to measure a third scale: Commitment a minister has towards his occupation (e.g. "I am enthusiastic about my job."). Therefore, the measurement of commitment reflected the non-economic reciprocal obligations, which extend between congregation and minister and between minister and his occupation on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*).

Religious coping was measured by five items of the *Religious Coping Questionnaire* (RCQ). This questionnaire measured the extent to which ministers look to God for their strength, support and guidance. The questionnaire consisted of five items (e.g. "Do you put your trust in God?") measured on a five-point Likert scale ranging from 1 (*not at all*) to 5 (*a great deal*).

Procedure

The internet has been shown to be a valid source of data collection (Bakker et al., 2003a). A letter containing information regarding the study, instructions and a link to the questionnaire was sent to all targeted ministers of the Reformed church. The web-based questionnaire comprised 158 questions with drop-down response categories. The ministers were asked to complete the questionnaire on the web. The responses of the participants were automatically sent to the researcher. After a month, the researcher again sent a notice about the study to all ministers. The ministers had a total of three months to complete the questionnaire.

Statistical analysis

The statistical analysis was carried out with the help of the SPSS-program (SPSS, 2003). Exploratory factor analyses and Cronbach alpha coefficients were used to assess the validity and reliability of the constructs that were measured in this study (Clark & Watson, 1995). Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by the particular scale.

Descriptive statistics were used (e.g. means and standard deviations). Pearson product-moment correlations coefficients were used to specify the relationship between the variables. In terms of statistical significance, the value was set at a 95% confidence interval level ($p \leq$ 0,05). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. A cut-off point of 0,30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients. Multiple regression analyses were conducted to determine the proportion of variance in the dependent variable that is predicted by the independent variables. The value of R^2 was used to determine the proportion of the total variance of the dependent variable that is explained by the independent variables. The F-test was used to test if a significant regression exists between the independent and dependent variables (Tabachnick & Fidell, 2001).

RESULTS

The descriptive statistics, alpha coefficients and Pearson correlations of the JD-RQ, the PCQ, the WES, the CCQ and the RCQ are reported in Table 2.

Table 2

Descriptive Statistics, Alpha Coefficients and Pearson Correlations

	Total		Item														
Item	Mean	*SD*	Mean	*SD*	α	1	2	3	4	5	6	7	8	9	10	11	12
1. Pace and Amount of Work	25,37	5,53	3,62	0,77	0,84	-	-	-	-	-	-	-	-	-	-	-	-
2. Growth Opportunity	36,05	5,56	4,01	0,62	0,84	-0,27*	-	-	-	-	-	-	-	-	-	-	-
3. Instrumental Support	22,35	6,85	3,19	0,98	0,86	-0,24*	0,42^{*+}	-	-	-	-	-	-	-	-	-	-
4. Congregational Support	29,35	5,39	3,67	0,67	0,82	-0,25*	0,61^{*++}	0,47^{*+}	-	-	-	-	-	-	-	-	-
5. Autonomy	10,45	3,78	1,74	0,63	0,70	0,24*	-0,43^{*+}	-0,28*	-0,50^{*++}	-	-	-	-	-	-	-	-
6. Social Support	16,10	3,55	4,02	0,89	0,84	-0,19*	0,49^{*+}	0,43^{*+}	0,51^{*++}	-0,31^{*+}	-	-	-	-	-	-	-
7. Job Significance	18,30	1,88	4,57	0,47	0,66	0,08	0,40^{*+}	0,08	0,31^{*+}	-0,21*	0,18*	-	-	-	-	-	-
8. Emotional Demands	15,37	4,22	3,08	0,84	0,79	0,49^{*+}	-0,37^{*+}	-0,56^{*++}	-0,48^{*+}	0,39^{*+}	-0,33^{*+}	0,04	-	-	-	-	-
9. Psychological Meaningfulness	26,72	3,32	4,45	0,55	0,86	-0,25*	0,67^{*++}	0,26*	0,53^{*++}	-0,38^{*+}	0,32^{*+}	0,22*	-0,36^{*+}	-	-	-	-
10. Psychological Availability	20,67	3,08	4,13	0,62	0,83	-0,28*	0,34^{*+}	0,12	0,34^{*+}	-0,32^{*+}	0,34^{*+}	0,15	-0,12	0,45^{*+}	-	-	-
11. Engagement	41,34	5,54	4,13	0,55	0,81	-0,11	0,60^{*++}	0,30^{*+}	0,45^{*+}	-0,33^{*+}	0,45^{*+}	0,39^{*+}	-0,10	0,68^{*++}	0,47^{*+}	-	-
12. Affective Commitment	35,20	4,27	4,40	0,53	0,87	-0,28*	0,58^{*++}	0,36^{*+}	0,75^{*++}	-0,49^{*+}	0,47^{*+}	0,30^{*+}	-0,30^{*+}	0,64^{*++}	0,47^{*+}	0,66^{*++}	-
13. Religious Coping	19,50	1,10	4,88	0,28	0,74	-0,02	0,14	0,01	0,11	-0,03	0,00	0,05	-0,03	0,21*	0,22*	0,25*	0,20*

* Statistically significant: $p \leq 0{,}05$

$^{+}$ Practically significant correlation (medium effect): $0{,}30 \leq r \leq 0{,}49$

$^{++}$ Practically significant correlation (large effect): $r \geq 0{,}50$

As can be seen from Table 2, all scales show acceptable reliabilities varying from 0,70 (Autonomy) to 0,87 (Affective Commitment). All these scales reliabilities were higher than the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994), except for Job Significance ($\alpha = 0,66$) and Psychological Safety ($\alpha = 0,28$). Psychological Safety was not used in this study because of the poor reliability of the scale.

Inspection of Table 2 indicates a practically significant positive correlation between Psychological Meaningfulness and Growth Opportunities, Congregational Support (both large effects) and Social Support (medium effect). However, a practically significant negative correlation exists between Psychological Meaningfulness and Autonomy (scale was reversed therefore indicating a positive correlation) and Emotional Demands (both medium effects). A practically significant positive correlation exists between Psychological Availability and Growth Opportunities, Congregational Support, Autonomy (reversed scale), Social Support and Psychological Meaningfulness (all medium effects). A practically significant positive correlation exists between Engagement and Growth Opportunities (large effect), Instrumental Support (medium effect), Congregational Support (medium effect), Autonomy (reversed scale, medium effect), Social Support (medium effect), Job Significance (medium effect), Psychological Meaningfulness (large effect) and Psychological Availability (medium effect). There is a practically significant positive correlation between Affective Commitment and Growth Opportunities (large effect), Instrumental Support (medium effect), Congregational Support (large effect), Autonomy (reversed scale, medium effect), Social Support (medium effect), Job Significance (medium effect), Psychological Meaningfulness (large effect), Psychological Availability (medium effect) and Engagement (large effect). However, a practically significant negative correlation exists between Affective Commitment and Emotional Demands (medium effect).

Multiple regression analyses were subsequently performed. Firstly, the researcher assessed the contribution that Emotional Demands and Pace and Amount of Work (step 1) and Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance (step 2) had upon Psychological Meaningfulness. The results are reported in Table 3.

Table 3

Multiple Regression Analyses with Psychological Meaningfulness as Dependent Variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							8,88*	0,14	0,14*
	(Constant)	32,05	1,48		21,67	0,00*			
	Pace and Amount of Work	-0,06	0,06	-0,10	-0,10	0,33			
	Emotional Demands	-0,25	0,08	-0,31	-3,10	0,00*			
2							12,91*	0,49	0,36*
	(Constant)	16,64	3,24		5,14	0,00*			
	Pace and Amount of Work	-0,01	0,05	-0,01	-0,14	0,89			
	Emotional Demands	-0,09	0,08	-0,12	-1,19	0,24			
	Growth Opportunities	0,35	0,06	0,59	5,98	0,00*			
	Instrumental Support	-0,07	0,04	-0,13	-1,48	0,14			
	Congregational Support	0,12	0,06	0,19	1,89	0,06			
	Autonomy	-0,04	0,07	-0,05	-0,57	0,57			
	Social Support	-0,05	0,08	-0,05	-0,61	0,54			
	Job Significance	-0,10	0,14	-0,06	-0,69	0,49			

* $p < 0,05$ – statistically significant

As can be seen from Table 3, entry of Pace and Amount of Work and Emotional Demands at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 8,88$; $p < 0,00$), accounting for approximately 14% of the variance. More specifically, it appears that only Emotional Demands ($\beta = -0,31$; $t = -3,10$; $p < 0,00$) predicted Psychological Meaningfulness. In the second step of the regression analysis, the job resources were entered. The job resources added at this step made a statistically significant contribution to the model, ($F_{(8,106)} = 12,91$; $p < 0,00$), which explained an additional 22% of the total variance. A further significant predictor of Psychological Meaningfulness was Growth Opportunities ($\beta = 0,59$; $t = 5,98$; $p < 0,00$).

The results of multiple regression analyses with Psychological Availability as dependent variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities,

Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as independent variables are reported in Table 4.

Table 4

Multiple Regression Analyses with Psychological Availability as Dependent Variable and Pace and Amount of Work, Emotional Demands, Growth Opportunities, Instrumental Support, Congregational Support, Autonomy, Social Support and Job Significance as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							4,70*	0,08	0,06*
	(Constant)	24,62	1,42		17,35	0,00*			
	Pace and Amount of Work	-0,17	0,06	-0,29	-2,78	0,01*			
	Emotional Demands	0,02	0,08	0,02	0,22	0,83			
2							4,40*	0,25	0,19*
	(Constant)	16,74	3,66		4,58	0,00*			
	Pace and Amount of Work	-0,14	0,06	-0,25	-2,53	0,01			
	Emotional Demands	0,15	0,09	0,21	1,73	0,09			
	Growth Opportunities	0,06	0,07	0,11	0,89	0,38			
	Instrumental Support	-0,04	0,05	-0,08	-0,73	0,47			
	Congregational Support	0,09	0,07	0,15	1,21	0,23			
	Autonomy	-0,15	0,08	-0,18	-1,77	0,08			
	Social Support	0,18	0,09	0,21	2,02	0,05*			
	Job Significance	0,00	0,16	0,00	-0,00	1,00			

* $p < 0,05$ – statistically significant

As can be seen from Table 4, entry of Pace and Amount of Work and Emotional Demands at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 4,70$; $p < 0,03$), accounting for approximately 8% of the variance. Only Pace and Amount of Work predicted Psychological Availability ($\beta = -0,29$; $t = -2,78$; $p < 0,03$). In the second step of the regression analysis, the job resources were entered. The job resources added at this step made a statistically significant contribution to the model, ($F_{(8,106)} = 4,40$; $p < 0,00$), which explained an additional 17% of the total variance. Social Support predicted Psychological Availability ($\beta = 0,21$; $t = 2,02$; $p < 0,05$).

The results of multiple regression analyses with Engagement as dependent variable and Psychological Meaningfulness and Psychological Availability as independent variables are reported in Table 5.

Table 5

Multiple Regression Analyses with Engagement as Dependent Variable and Psychological Meaningfulness and Psychological Availability as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							54,95*	0,50	0,50*
	(Constant)	7,54	3,27		2,30	0,02*			
	Psychological Meaningfulness	0,98	0,13	0,59	7,79	0,00*			
	Psychological Availability	0,37	0,14	0,20	2,71	0,01*			

* $p < 0,05$ – statistically significant

As can be seen from Table 5, entry of Psychological Meaningfulness and Psychological Availability of the regression analysis produced a statistically significant model ($F_{(2,112)} = 54,95$; $p < 0,00$), accounting for approximately 50% of the variance. More specifically, both Psychological Meaningfulness ($\beta = 0,59$; $t = 7,79$; $p < 0,00$) and Psychological Availability ($\beta = 0,20$; $t = 2,71$; $p < 0,03$) predicted Engagement.

The results of multiple regression analyses with Affective Commitment as dependent variable and Engagement, Psychological Meaningfulness and Psychological Availability as independent variables are reported in Table 6.

Table 6

Multiple Regression Analyses with Affective Commitment as Dependent Variable and Engagement, Psychological Meaningfulness and Psychological Availability as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							87,07*	0,44	0,43*
	(Constant)	14,17	2,27		6,23	0,00*			
	Engagement	0,51	0,06	0,66	9,33	0,00*			
2							40,16*	0,52	0,09*
	(Constant)	8,07	2,53		3,19	0,02*			
	Engagement	0,27	0,07	0,37	4,01	0,00*			
	Psychological Meaningfulness	0,42	0,12	0,32	3,54	0,00*			
	Psychological Availability	0,20	0,11	0,14	1,89	0,06			

* $p < 0,05$ – statistically significant

As can be seen from Table 6, entry of Engagement at the first step of the regression analysis produced a statistically significant model ($F_{(1,113)} = 87,07$; $p < 0,00$), accounting for approximately 44% of the variance. In the second step of the regression analysis, Psychological Meaningfulness and Psychological Availability were entered and made a statistically significant contribution to the model ($F_{(3,111)} = 40,16$; $p < 0,00$), which explained an additional 8% of the total variance. Taken together, Engagement ($\beta = 0,37$; $t = 4,01$; $p < 0,00$) and Psychological Meaningfulness ($\beta = 0,32$; $t = 3,54$; $p < 0,00$) appeared to be significant predictors of Affective Commitment .

The results of multiple regression analyses with Affective Commitment as dependent variable and Psychological Meaningfulness and Psychological Availability as independent variables are reported in Table 7.

Table 7

Multiple Regression Analyses with Affective Commitment as Dependent Variable and Psychological Meaningfulness and Psychological Availability as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							45,98*	0,45	0,45*
	(Constant)	10,23	2,64		3,88	0,00*			
	Psychological Meaningfulness	0,70	0,10	0,54	6,90	0,00*			
	Psychological Availability	0,31	0,10	0,22	2,80	0,01*			

* $p < 0,05$ – statistically significant

As can be seen from Table 7, the entry of Psychological Meaningfulness and Psychological Availability of the regression analysis produced a statistically significant model ($F_{(2,112)} = 45,98$; $p < 0,00$), accounting for approximately 45% of the variance. It seems that both Psychological Meaningfulness ($\beta = 0,54$; $t = 6,90$; $p < 0,00$) and Psychological Availability ($\beta = 0,22$; $t = 2,80$; $p < 0,03$) predicted Affective Commitment when Engagement was not entered in the regression analysis.

The results of multiple regression analyses with Psychological Meaningfulness as dependent variable and Religious Coping as independent variable are reported in Table 8.

Table 8

Multiple Regression Analyses with Psychological Meaningfulness as Dependent Variable and Religious Coping as Independent Variable

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							5,41*	0,05	0,05*
	(Constant)	14,19	5,40		2,63	0,01*			
	Religious Coping	0,64	0,28	0,21	2,33	0,02*			

* $p < 0,05$ – statistically significant

As can be seen from Table 8, the entry of Religious Coping produced a statistically significant model ($F_{(1,113)} = 5,41$; $p < 0,03$), accounting for approximately 5% of the variance.

It appears that Religious Coping (β = 0,21; t = 2,33; p < 0,03) predicted Psychological Meaningfulness.

The results of multiple regression analyses with Psychological Availability as dependent variable and Religious Coping as independent variable are reported in Table 9.

Table 9

Multiple Regression Analyses with Psychological Availability as Dependent Variable and Religious Coping as Independent Variable

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							5,75*	0,05	0,05*
	(Constant)	8,70	5,00		1,74	0,09			
	Religious Coping	0,61	0,26	0,22	2,40	0,02*			

* p < 0,05 – statistically significant

As can be seen from Table 9, the entry of Religious Coping produced a statistically significant model ($F_{(1,113)}$ = 5,75 p < 0,03). It appears that Religious Coping (β = 0,22; t = 2,40; p < 0,03) predicted Psychological Availability.

The results of multiple regression analyses with Psychological Meaningfulness as dependent variable and Emotional Demands, Growth Opportunities and Religious Coping as independent variables are reported in Table 10.

Table 10

Multiple Regression Analyses with Psychological Meaningfulness as Dependent Variable and Emotional Demands, Growth Opportunities and Religious Coping as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	*t*	*p*	*F*	R^2	ΔR^2
		B	SE	Beta					
1							47,99*	0,46	0,46*
	(Constant)	14,99	2,12		7,07	0,00*			
	Emotional Demands	-0,10	0,06	-0,13	-1,77	0,08			
	Growth Opportunities	0,37	0,04	0,62	8,31	0,00*			
2							33,78	0,48	0,02
	(Constant)	8,00	4,36		1,84	0,07			
	Emotional Demands	-0,11	0,06	-0,14	-1,84	0,07			
	Growth Opportunities	0,36	0,04	0,60	8,06	0,00*			
	Religious Coping	0,38	0,21	0,13	1,83	0,07			

* $p < 0,05$ – statistically significant

As can be seen from Table 10, entry of Emotional Demands and Growth Opportunities at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 47,99$; $p < 0,00$), accounting for approximately 46% of the variance. Growth Opportunities ($\beta = 0,62$; $t = 8,31$; $p < 0,00$) predicted Psychological Meaningfulness. In the second step of the regression analysis, Religious Coping was entered. This step did not make a statistically significant contribution to the model, ($F_{(3,111)} = 33,78$; $p > 0,05$).

The results of multiple regression analyses with Psychological Availability as dependent variable and Pace and Amount of Work, Social Support and Religious Coping as independent variables are reported in Table 11.

Table 11

Multiple Regression Analyses with Psychological Availability as Dependent Variable and Pace and Amount of Work, Social Support and Religious Coping as Independent Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	p	F	R^2	ΔR^2
		B	SE	Beta					
1							10,84*	0,16	0,15*
	(Constant)	19,74	1,96		10,08	0,00*			
	Pace and Amount of Work	-0,13	0,05	-0,22	-2,51	0,01*			
	Social Support	0,26	0,08	0,30	3,37	0,00*			
2							9,71*	0,21	0,19*
	(Constant)	8,02	5,01		1,60	0,11			
	Pace and Amount of Work	-0,12	0,05	-0,22	-2,50	0,01*			
	Social Support	0,26	0,08	0,30	3,46	0,00*			
	Religious Coping	0,60	0,24	0,21	2,53	0,01*			

* $p < 0,05$ – statistically significant

As can be seen from Table 11, entry of Pace and Amount of Work and Social Support at the first step of the regression analysis produced a statistically significant model ($F_{(2,112)} = 10,84$; $p < 0,00$), accounting for approximately 16% of the variance. Both Pace and Amount of Work ($\beta = -0,22$; $t = -2,51$; $p < 0,03$) and Social Support ($\beta = 0,30$; $t = 3,37$; $p < 0,00$) predicted Psychological Availability. In the second step of the regression analysis, Religious Coping was entered. This step made a statistically significant contribution to the model, ($F_{(3,111)} = 9,71$; $p < 0,03$). Religious Coping ($\beta = 0,21$; $t = 2,53$; $p < 0,03$) predicted Psychological Availability.

Therefore, Psychological Meaningfulness was best predicted by Emotional Demands and Growth Opportunities while Psychological Availability was best predicted by Pace and Amount of Work and Social Support. Psychological Meaningfulness and Psychological Availability predicted Engagement. Engagement mediated the relationship between Psychological Meaningfulness and Affective Commitment. Affective Commitment was also predicted by Psychological Meaningfulness and Psychological Availability.

Furthermore, Psychological Meaningfulness and Psychological Availability were also predicted by Religious Coping. But when Religious Coping was entered with Pace and

Amount of Work and Social Support then Pace and Amount of Work, Social Support and Religious Coping predicted Psychological Availability, suggesting that Religious Coping affected perceptions of Pace and Amount of Work, Social Support and Psychological Availability.

DISCUSSION

The aim of this study was to test a model of work wellness of Reformed church ministers, comprising job demands, job resources, engagement, psychological conditions, religious coping and affective commitment. The results of this study indicated that emotional demands and growth opportunities were predictors of psychological meaning whereas pace and amount of work and social support were predictors of psychological availability. It seems that engagement mediated the relationship between psychological meaningfulness and affective commitment while religious coping affected perceptions of pace and amount of work, social support and psychological availability.

The results of this study indicated that the job resources: growth opportunities, congregational support, autonomy and social support were positively related to psychological meaningfulness, psychological availability, engagement and affective commitment. In addition, psychological meaningfulness was related to psychological availability, and engagement was related to both psychological meaningfulness and psychological availability. Affective commitment was related to psychological meaningfulness, psychological availability and engagement.

The results of this study showed that psychological meaningfulness was best predicted by less emotional demands and more growth opportunities, while psychological availability was best predicted by a lower pace and amount of work and more social support. Therefore, when ministers experience less emotional demands and more growth opportunities they will experience more meaning in their work-related activities. Also, when ministers experience a lower pace and amount of work and more social support they will be more able to be cognitively, physically and emotionally available for their work tasks. Rothmann and Jordaan (2006) found that job demands and job resources are negatively correlated and that when individuals experience less job demands and more job resources it will lead to psychological availability. Kahn (1990) found that an ideal situation for psychological meaningfulness is

when an individual is working on a rich and complex project, where meaningful tasks demand both routine and new skills. Such a project allows people to experience a sense of both competence (from the routine) and growth and learning (from the new). Kahn (1990) also maintained that the characteristics of one's job could influence the degree of meaningfulness an individual experiences at work. Recent work by researchers of job design demonstrates that enrichment of jobs in the five core job dimensions of the Job Characteristics model (Hackman & Oldham, 1980) can significantly influence the meaningfulness experienced by employees (see May et al., 2004).

Engagement was best predicted by psychological meaningfulness and psychological availability. When engagement was controlled in the prediction between psychological conditions and affective commitment it seemed that both psychological meaningfulness and psychological availability predicted affective commitment but, if engagement was not controlled, engagement and psychological meaningfulness predicted affective commitment. This suggests that engagement mediated the relationship between psychological meaningfulness and affective commitment. Therefore, when ministers experience more psychological meaningfulness, they will experience more affective commitment if they also experience more engagement. De Clercq and Ruis (2007) found that individuals who perceive their work environment as safe and meaningful are more likely to invest in their employment relationship. Kahn (1990) also found that people engage personally in situations characterised by more psychological meaningfulness than those in which they disengage. May et al. (2004) found in their study that meaningfulness has a strong effect on engagement.

As for religious coping, it seemed that religious coping predicted both psychological meaningfulness and psychological availability. But, when growth opportunities, emotional demands and religious coping were entered into the equation it seemed that only growth opportunities predicted psychological meaningfulness. Furthermore, when pace and amount of work, social support and religious coping were entered into the equation, it seemed that all of the above predicted psychological availability. This suggests that religious coping affected pace and amount of work, social support and psychological availability. Pargament et al. (1998) found that positive religious coping was correlated with lower levels of psychological distress, greater self-reported growth and more positive interviewer ratings. Another study found that the salience of religion to the identity and social roles of individuals moderate the relationship between religious coping and well-being (Pargament et al., 2001).

Overall these findings partly confirm the results of previous studies. When ministers experienced less emotional demands and more growth opportunities, they experienced more psychological meaningfulness. Furthermore, when ministers experienced a lower pace and amount of work and more social support they experienced more psychological availability. Furthermore, it can be seen that engagement mediated the relationship between psychological meaningfulness and affective commitment. Additionally, religious coping affected individuals' perceptions of pace and amount of work, social support and psychological availability.

Although this study showed promising results, it is important to note some of its limitations. The first limitation relates to the sample size. Because there are only a few ministers in the Reformed church of South Africa, the study population consisted of only 115 participants of the total of 232 ministers currently in this ministry. The smaller sample was due to the fact that some of the participants were not able to complete the questionnaire because of work pressure during the time period of the study. Furthermore, some of the ministers cited medical reasons for completing the questionnaire.

The second limitation is that the study was only done on one denomination and therefore conclusions about this study can only be drawn within the confines of the Reformed church and cannot be generalised to apply to all ministers in South Africa. The third limitation relates to the questionnaire that was mailed to all participants. Some of the ministers did not know how to complete the questionnaire electronically while other participants' mailboxes were not available or were full at the time of the study. Furthermore, the research design was cross-sectional which implies that causal inferences cannot be made. In future studies, longitudinal designs should be used. A further limitation of this study was its sole reliance on self-reported measures.

RECOMMENDATIONS

The results of this study have important implications for ministers and for future research. It is recommended that the occupation of a minister be examined more closely. Until recently, little research has been done regarding positive aspects of human behaviour in the work context. Too much attention has been paid to unhealthy and dysfunctional aspects. The focus should shift towards a study of the strengths of human beings in the work context. Therefore,

future research should examine the complex relationship between family demands and individuals' availability to engage themselves in their work. Also, the moderating effects of personality dispositions on work engagement should be investigated. It is necessary to study the relationships between job demands, job resources and work engagement in a longitudinal design. Furthermore, it is recommended that a wider range of religious coping methods (e.g. forgiveness and support from congregation members) be examined and that the longitudinal effects of religious coping on health be measured.

A few participants expressed some concerns regarding several items of the questionnaire, especially items regarding the financial support of ministers. The reason for this can be that ministers experience their work as a calling and are not in the ministry because they are paid to do the work of a minister. It is therefore recommended that these items be re-phrased in follow-up studies. Furthermore, some of the ministers commented that they felt that they needed to explain why they were answering a question in a certain way. They also felt that some of the scales of the question were not applicable to the question. It is therefore recommended that future studies ask more open-ended questions in order for ministers to explain more of their answers.

It is also recommended that different congregations are looked at more closely because they may demand different things from a minister. Kriel, Wilders, Strydom, and Breytenbach (2005) found in their study that congregation size, second ministership and years in the ministry had a strong effect on the joy ministers experienced in their life. The last recommendation is to include other denominations in future research. This will enable a closer comparison between denominations and make it possible to draw conclusions regarding ministers in general.

REFERENCES

Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism. *Academy of Management Review, 17,* 407–431.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology, 63,* 1–18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance and normative commitment to the organisation: An examination of the construct validity. *Journal of Vocational Behavior, 49,* 252–276.

Bakker, A. B., & Demerouti, E. (2006). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22,* 309–328.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003a). Dual processes at work in a call centre: An application of the job demands-resources model. *European Journal of Work and Organizational Psychology, 12,* 393–417.

Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003b). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior, 62,* 341–356.

Breytenbach, M. C., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Fisieke en psigo-emosionele gesondheidsbedreigings vir die NG predikant met betrekking tot gemeentedemografie. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 55–68.

Britt, T. W., Adler, A. B., & Bartone, P. T. (2001). Deriving benefits from stressful events: The role of engagement in meaningful work and hardiness. *Journal of Occupational Health Psychology, 6,* 53–63.

Buitendach, J. H., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management, 36,* 27–37.

Burns, N., & Grove, S. K. (1993). *The practice of nursing research, conduct, critique, and utilization* (2nd ed.). Philadelphia, PA: W.B. Saunders.

Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7,* 309–319.

Cohen, J. (1988). *Statistical power analysis of the behavioural sciences* (2nd ed.). Orlando, CA: Academic Press.

Darling, C. A., Hill, E. W., & McWey, L. M. (2004). Understanding stress and quality of life for clergy and clergy spouses. *Stress and Health, 20*, 261–277.

De Clercq, D., & Ruis, I. B. (2007). Organizational commitment in Mexican small and medium-sized firms: The role of work status, organizational climate, and entrepreneurial orientation. *Journal of Small Business Management, 45*, 467–490.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addisson Wesley.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*, 692–724.

Kriel, J. S., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Die interaksie van fisieke aktiwiteit met die verband tussen lewensgeluk en diensjare, gemeentegrootte, medeleraarskappe en gemeentetipe by NG predikante in Suid-Afrika. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 165–179.

Lee, C. (1999). Specifying intrusive demands and their outcomes in congregational ministry: A report on the ministry demands inventory. *Journal for the Scientific Study of Religion, 39*, 477–489.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Reviews Psychology, 52*, 397–422.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11–37.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1979). The measurement of organisational commitment. *Journal of Vocational Behavior, 14*, 224–247.

Nelson, D. L., & Simmons, B. L. (2003). Health psychology and work stress: A more positive approach. In J.C. Quick & L.E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 97–119). Washington, DC: American Psychological Association.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Pargament, K. I. (1997). *The psychology of religion and coping: Theory, research and practice.* New York: Guilford Press.

Pargament, K. I., Koenig, H. G., & Perez, L. M. (2000). The many methods of religious coping: Development and initial validation of the RCOPE. *Journal of Clinical Psychology, 56*, 519–543.

Pargament, K. I., Smith, B. W., Koenig, H. G., & Perez, L. M. (1998). Patterns of positive and negative religious coping with major life stressors. *Journal of Scientific Study of Religion, 37*, 710–724.

Pargament, K. I., Tarakeshwar, N., Ellison, C. G., & Wulff, K. M. (2001). Religious coping among the religious: The relationship between religious coping and well-being in a national sample of Presbyterian clergy, elders, and members. *Journal of the Scientific Study of Religion, 40*, 497–513.

Rothmann, S., & Jordaan, G. M. E. (2006). Job demands, job resources and work engagement of academic staff in South African higher education institutions. *South African Journal of Industrial Psychology, 32*, 87–96.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293–315.

Siu, O. L. (2002). Occupational stressors and well-being among Chinese employees: The role of organizational commitment. *Applied Psychology: An International Review, 5*, 527–544.

Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between non-work and work. *Journal of Applied Psychology, 88*, 518–528.

SPSS Inc. (2003). *SPSS 12.0 for Windows.* Chicago, IL: Author.

Spreitzer, G. M., Kizilos, M., & Nason, S. W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain. *Journal of Management, 23*, 679–704.

Steyn, H. S. (1999). *Praktiese betekenisvolheid: Die gebruik van effekgroottes* [Practical significance: The use of effectsizes]. Wetenskaplike bydraes – Reeks B: Natuurwetenskappe Nr. 117. Potchefstroom: PU vir CHO.

Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th ed.). Boston, MA: Allyn & Bacon.

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review, 15*, 666–681.

Watts, W. D., Cox, L., Wright, L. S., Garrison, J., Herkimer, A., & Howze, H. H. (1991). Correlates of drinking and drug use by higher education faculty and staff: Implications for prevention. *Journal of Drug Education, 21*, 43–64.

CHAPTER 5

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

In this chapter, conclusions regarding the results of the empirical study of the three research articles are given. Conclusions are drawn with regard to the research objectives. The limitations of this research are discussed, followed by recommendations for the Reformed churches of South Africa and future research.

3.1 CONCLUSIONS

The general objective of this research was to investigate the well-being of Reformed church ministers, more specifically to investigate the main job demands and job resources of ministers, the effect of job demands and job resources on ministers' burnout and engagement, the factors impacting on the health and commitment of ministers and the role of psychological conditions, engagement and religious coping in the well-being of ministers. Conclusions are based on the results of the three research articles.

Ministers are in an occupation that is considered to be unique due to their unique work-related and client-related stressors (Redelinghuys & Rothmann, 2005). Evers and Tomic (2003) found that ministers experience significantly more stress than professionals in other fields. The reason for this can be due to ministers' ambivalent role and their different responsibilities. However, only a few studies have examined the unique stressors of a minister's work. According to Redelinghuys and Rothmann (2005) ministers are exposed to overload, long work hours, role conflict, and client-related demands such as contact with help-seekers with problems as well as chronically ill, terminal or dying clients. Tomic, Tomic, and Evers (2004) indicated time constraints and the gap between illogical expectations and the reality of daily routine. Additionally, Roux (1992) indicated the following demands: role instructions and role expectations, work circumstances, academic inadequacy, co-ministers and languishing member numbers. Scholtz (1996) found that job demands of ministers include work pressure, disagreement in the congregation, the finances of the congregation, relationship with co-minister, unfair critique and resistance, political situations, adapting in the congregation and uncommitted parishioners.

The first objective of this study was to identify the main job demands and job resources that ministers experience. The results obtained using both a qualitative and a quantitative design indicated that ministers experienced as job demands pace and amount of work and emotional demands, while the job resources included growth opportunity, instrumental support, congregational support, autonomy, social support and job significance. This finding confirms the assumption of the Job Demands-Resources (JD-R) model that every occupation may have its own specific risk factors, classified into the two general categories, job demands and job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

A job demand often experienced by ministers in this study was pace and amount of work. This job demand refers to the amount of work that needs to be done by a minister in his occupation, the time pressure he experiences in doing his work and the demanding situations within his occupation. Emotional demands were also frequently experienced by ministers. These refer to the emotional situations a minister is faced with in his occupation. This finding is in accordance with previous studies stating that both of these demands are a frequently experienced stressor in the ministry (see Blanton & Morris, 1999; Darling, Hill, & McWey, 2004; Kriel, Wilders, Strydom, & Breytenbach, 2005; Redelinghuys & Rothmann, 2005; Tomic et al., 2004).

The results of this study showed that, in addition to job demands, job resources should also be considered when studying ministers' well-being. These included growth opportunities, instrumental support, congregational support, autonomy, social support and job significance. It was found that ministers do indeed experience some opportunities to grow spiritually and also to learn and develop their own abilities (growth opportunities). Ministers also experience independence in their work and in a way, are free to do what they consider important (autonomy). Importantly, ministers experience their work as a calling and have a strong effect on other people's lives and see their work as important for others and for themselves (job significance). Despite these experienced job resources, ministers experienced insufficient financial, administrative and co-worker support as well as limited support from the congregation and church council. However, ministers experienced some social support from family, friends and colleagues.

Today more individuals than ever before are confronted with the emotional demands associated with people-centered work occupations. Furthermore, people describe the cause of

their personal worries and difficulties more psychologically than they would have done some decades ago (Tomic et al., 2004). Previous research showed that individuals in care-giving roles who have functional and structural support, such as time spent working, sleeping and visiting family and friends seem to be less at risk from the stressful effects of care-giving (Darling et al., 2004). Ministers need to be supported, in order to offer optimal help and support to their parishioners (Blanton & Morris, 1999).

The second objective of this study was to investigate the relationship between the different job demands and job resources that ministers experience. The results obtained using correlation analyses indicated that pace/amount of work was related to emotional demands. Therefore, when ministers experience more emotional demands (e.g. pastoral counselling), they are also likely to experience more work with less time to complete it.

Regarding the relationship between the job demands and job resources it was found that emotional demands correlated negatively with growth opportunities and all three dimensions of support, namely instrumental, congregational, and social support. Therefore, when ministers experience more emotional demands they experience less feelings of accomplishment, less variety and opportunities to learn and develop and less instrumental support and support from family, friends, their colleagues, the congregation, and the church council. This can be problematic because it is exactly when the emotional demands of a minister's work increase that they must rely on their own spiritual growth, feelings of accomplishment and instrumental, congregational and social support. These relationships suggest that ministers are subjected to energy-depletion because they do not experience sufficient job resources that may directly prevent energy-depletion (Bakker, Demerouti, & Schaufeli, 2003).

Emotional demands were found to correlate negatively with autonomy, indicating that when ministers experienced more emotional demands they experienced less autonomy. There is general support for the proposition that jobs which enhance employees' autonomy or control over their work promote their well-being and job satisfaction (Kay, 2000). This was also the case with ministers; it seems that the more autonomy a minister experiences, the less demands he experiences. Hence, if a minister is given the opportunity to decide upon his own way of working, he will also take on fewer responsibilities, decreasing his workload and emotional demands. This line of reasoning is also seen in Warr's Vitamin model where

autonomy is considered to be an AD vitamin. Warr argues that autonomy is good for a person's health until it reaches a plateau (health remains constant) but if autonomy further increases in the work it will become harmful and impair mental health (De Jonge & Schaufeli, 1998).

Additionally, it was found that autonomy was related to social support, congregational support, and growth opportunities. Therefore, if ministers experience more autonomy they also experience more support from friends, family and the congregation and opportunities in which they can grow. Growth opportunities were also found to correlate positively with all three factors of experienced support. Rothmann, Mostert, and Strydom (2006) found in their study regarding job demands and job resources of South Africans that growth opportunities do indeed correlate with support. When ministers experience more growth opportunities, they also experience more support.

Furthermore, congregational support seems to be positively related to social support and job significance. Accordingly, the more support a minister receives from his congregation, the more support he receives from his friends. This can be due to the fact that some of a minister's friends are also in the congregation. Therefore, when a minister receives support from his friends he also receives support directly from the congregation. In previous research it was found that the coping method least used is the acquisition of social support (Darling et al., 2004).

It seems that when specific job resources are available to ministers, they are likely to experience more autonomy, growth opportunities and support. These job resources help ministers to foster individual growth, learning and development (intrinsic motivation) and satisfy individual needs for autonomy, competence and relatedness (extrinsic) (Bakker & Demerouti, 2006).

The third objective of this study was to look more closely at the effects of job demands and job resources on ministers' burnout and engagement. The results obtained using correlation and regression analyses indicated that job demands (in this study these were pace and amount of work and emotional demands) can indeed exhaust ministers' energy and lead to feelings of exhaustion and mental distance. It was also found that job resources (in this study these were growth opportunities, social support and job significance) act in a motivational process

allowing ministers to be more engaged. Interestingly, it was also found that a lack of growth opportunities and a lack of congregational support lead to feelings of exhaustion.

More specifically it was found that exhaustion was best predicted by pace and amount of work and a lack of growth opportunities and to a lesser extent by emotional demands and a lack of congregational support. A positive correlation was also found between exhaustion and pace and amount of work and emotional demands whereas a negative correlation was found between the former and growth opportunities. Therefore, when ministers' pace and amount of work increases and they experience less variety in their work, as well as less opportunities through which they can learn and realise career accomplishments, they will experience feelings of exhaustion. This is confirmed by Maslach, Schaufeli, and Leiter (2001) whose research indicate that burnout is the response to overload particularly in the exhaustion dimension. Mental distance was best predicted by emotional demands. It was also found that mental distance correlated positively with emotional demands. Ministers' method of mental distancing themselves can be seen as a way of protecting themselves from intense emotional arousal (experienced in emotional demanding situations like pastoral counselling) that could interfere with functioning effectively on the job (Maslach et al., 2001).

Engagement was best predicted by growth opportunities, social support and job significance. Furthermore, engagement was positively related to growth opportunities, social support and job significance. Ministers are able to employ and express themselves physically, cognitively and emotionally during the performance of their roles when they experience variety in their work; are given opportunities in which they can learn and realise career accomplishments; receive support from their friends, family and colleagues and feel that their work is significant.

These findings support the JD-R model, which maintains that job characteristics may elicit an energetic process of wearing out in which high job demands exhaust the individual's energy and lead to feelings of exhaustion (Demerouti et al., 2001) and that job resources act in a motivational process allowing individuals to be more engaged (Demerouti et al., 2001). Maslach et al. (2001) also indicates in this regard that burnout is particularly related to job demands (e.g. work overload, emotional demands) and engagement is particularly related to job resources (e.g. job control, availability of feedback, learning opportunities).

The fourth objective was to identify the factors impacting on the health and organisation commitment of ministers. The results obtained from the correlation and regression analyses indicated that exhaustion and mental distance had an impact on ministers' health (somatic symptoms and depression) and that engagement had an impact on ministers' social functioning and congregational commitment. Research indicated that the individual who suffers from burnout is likely to experience stress-related health problems since burnout is frequently linked with illness (see Lee & Ashforth, 1990). Schaufeli and Bakker (2004) indicated that there could be cross-links between job demands and engagement and between engagement and health and in this case also between burnout and health.

More specifically, somatic symptoms were best predicted by exhaustion while depression was predicted by exhaustion and mental distance. Exhaustion and mental distance were also found to be positively related to somatic symptoms and depression. Therefore, when ministers experience exhaustion they are also likely to experience symptoms of physical ill health and feelings of depression; also when ministers experience mental distance they are also likely to experience feelings of worthlessness and depression.

Furthermore, poor social functioning was predicted by exhaustion, mental distance, and low engagement. It was found that a negative correlation existed between social functioning and exhaustion and mental distance whereas a positive correlation existed between the former and engagement. Therefore, when ministers experience less exhaustion and mental distancing and more engagement they will experience better social functioning.

Affective commitment was best predicted by engagement and low mental distance. A positive correlation was found between affective commitment and engagement, while a negative correlation was found between affective commitment and mental distance. It can therefore be seen that engagement is a valuable indicator of affective commitment. Ministers that are able to express themselves cognitively, emotionally and physically are also able to be more committed to their congregation and the ministry. Again it seems that the relationship between affective commitment and engagement is motivational in nature (described by the JD-R model) whereas job resources lead to engagement which in turn leads to affective commitment (Bakker & Demerouti, 2006; Schaufeli & Bakker, 2004). Ministers who experience mental distance are less committed towards their congregation and the ministry. Individuals with perceptions of low job security are more likely to engage in work

withdrawal behaviours and report reduced organisational commitment (Buitendach & De Witte, 2005). Commitment enables individuals to attach direction and meaning to their work, which may protect them from psychological ill health (Siu, 2002).

The fifth objective was to study the effects of the job demands and job resources on ministers' psychological conditions of meaningfulness, safety and availability. The results of this study showed that psychological meaningfulness was best predicted by less job demands (less emotional demands) and more job resources (more growth opportunities). It was also found in this study that not only was psychological meaningfulness related to less job demands and more job resources but psychological availability was also best predicted by a lower pace and amount of work and more social support.

Psychological meaningfulness is a feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive or emotional energy. People experience such meaningfulness when they feel worthwhile, useful, and valuable; they feel that they make a difference and are not taken for granted. They feel able to give to others and to the work itself in the performance of their roles, and are also able to receive (Kahn, 1990). Ministers find meaning in the calling that they experience. They feel worthwhile, useful and valuable when they proclaim the Word of God to others. However, ministers seem to experience less psychological meaningfulness in their work when they experience more emotional demands (for example in situations where they provide pastoral counselling). Psychological meaningfulness is also reduced when ministers do not experience sufficient opportunities for personal growth (work variety, opportunities to learn and realise career accomplishments). Therefore for ministers to experience their work in a more meaningful way, they need to experience less emotional demands and more growth opportunities.

Psychological availability is the sense of having the physical, emotional, or psychological resources to personally engage at a particular moment. It measures how ready people are to engage, given the distractions they experience as members of social systems. People engage in situations for which they are more psychologically available and disengage in situations for which they are less available (Kahn, 1990). Generally four types of distractions influence psychological availability: depletion of physical energy, depletion of emotional energy, individual insecurity, and outside lives (Kahn, 1990). Ministers are more psychologically available in situations of reduced pace and amount of work and more social support.

Ministers have substantial work burdens. Indeed, they often work long hours (Redelinghuys & Rothmann, 2005) and in the evenings, but if they also receive the support of friends, family and colleagues they will be psychologically available within their various roles. Therefore, ministers feel they have physical, emotional or psychological resources when they receive more support from friends, family and colleagues and when they experience less pace and amount of work.

Rothmann and Jordaan (2006) found that job demands and job resources are negatively correlated and that when individuals experience less job demands and more job resources it will lead to psychological availability. Kahn (1990) found that an ideal situation for psychological meaningfulness is when an individual is working on a rich and complex project, where meaningful tasks demand both routine and new skills. Such a project allows people to experience a sense of both competence (from the routine) and growth and learning (from the new). Kahn (1990) also maintained that the characteristics of one's job could influence the degree of meaningfulness an individual experiences at work. Recent work by researchers of job design demonstrates that enrichment of jobs in the five core job dimensions of the Job Characteristics model (Hackman & Oldham, 1980) can significantly influence the meaningfulness experienced by employees (see May, Gilson, & Harter, 2004).

The sixth objective was to investigate whether engagement can mediate the impact that psychological conditions have on levels of congregational commitment. The results of the multiple regression analyses indicated that engagement mediated the relationship between psychological meaningfulness and affective commitment but not the relationship between psychological availability and affective commitment. More specifically it was found that engagement was best predicted by psychological meaningfulness and psychological availability. When engagement was controlled in the prediction between psychological conditions and affective commitment, both psychological meaningfulness and psychological availability predicted affective commitment but, when engagement was not controlled, engagement and psychological meaningfulness predicted affective commitment. This suggests that engagement mediates the relationship between psychological meaningfulness and affective commitment. Therefore, when ministers experience more psychological meaningfulness they will experience more affective commitment if they also experience more engagement. De Clercq and Ruis (2007) found that individuals who perceive their work environment as safe and meaningful are more likely to invest in their employment

relationship. Kahn (1990) found that people are personally engaged in situations characterised by more psychological meaningfulness and that they disengage where this is not the case. May et al. (2004) also found in their study that meaningfulness has a strong effect on engagement.

Ministers form part of a special and unique population due to their faith in God and their work assignment to live this faith (Breytenbach, Wilders, Strydom, & Breytenbach, 2005). For ministers to be able to live according to their faith in God, they rely on religious coping methods. There is a growing body of evidence that those adults who seek meaning in their lives through regular religious or spiritual observances, whether organised or private, are healthier and live longer than those adults who have less religious or spiritual involvement (Darling et al., 2004). Adults who report a greater sense of mission and direction, along with a stronger sense of purpose in their lives, also remain healthier in the face of stress than those whose sense of personal meaning is less clear (Pargament, Smith, Koenig, & Perez, 1998). Therefore, meaning systems are important aspects of adult lives, not only in the lives of ministers, but also in the lives of those who seek spiritual guidance and support (Darling et al., 2004).

The last objective of this study was to investigate the effects of religious coping on ministers' psychological conditions. The results obtained from the regression analyses indicated that religious coping predicted both psychological meaningfulness and psychological availability. But, when growth opportunities, emotional demands and religious coping were entered into the equation only growth opportunities predicted psychological meaningfulness. Further, when pace and amount of work, social support and religious coping were entered into the equation, all of the above predicted psychological availability. Therefore, when ministers experience a lower pace and amount of work and more social support but also more religious coping they will experience more psychological availability. Pargament et al. (1998) found that positive religious coping is related to lower levels of psychological distress, greater self-reported growth and more positive interviewer ratings. Another study found that the salience of religion to the identity and social roles of individuals moderates the relationship between religious coping and well-being (Pargament, Tarakeshwar, Ellison, & Wulff, 2001).

Religious coping methods are not only stronger predictors of the outcomes of stressful experiences than global religious measures (involvement in religious activities), but also add

unique variance to the prediction of outcomes above and beyond the effects of non-religious coping methods (Pargament et al., 2001). In short, religious coping appears to be a dimension that holds significant implications for well-being.

3.2 LIMITATIONS

The first limitation relates to the size of the sample in the study. There were only 232 ministers listed in the Reformed church of South Africa during the time period of this study, and only 115 of the total 232 participants completed the questionnaire. One of the reasons for this low response rate was that some of the ministers could not complete the questionnaire due to their pressing workload during the time period of the study. Some ministers indicated that they had already too many demands that needed to be met and therefore they were unwilling to add another responsibility to their already tight schedules. This in itself was a clear indication that ministers do experience heavy demands and that they do not always have the time to attend to these. Another group of ministers cited medical reasons for not being able to complete the questionnaire. This, in turn, was a clear indication that ministers are exposed to health problems that have an effect on their work lives.

The second limitation was that the study was only done on one denomination and therefore conclusions about this study can only be drawn within the confines of the Reformed church and cannot be generalised to apply to all ministers in South Africa.

The third limitation relates to the questionnaire that was mailed to all participants. Some of the ministers did not know how to complete the questionnaire electronically while other participants' mailboxes were not available or were full at the time of the study.

The fourth limitation relates to the research design that was cross-sectional. This meant that no causal inferences could be made. In future studies longitudinal designs should be used. A further limitation of this study was the second and third articles' sole reliance on self-reported measures. This lead to a problem commonly referred to as "method variance" or "nuisance". However, a review by Spector (1987) found little evidence of common method variance among self-reported measures of the kind of construct studied here. Furthermore, several authors have argued that this phenomenon is not a major threat if interactions are found

(Dollard & Winefield, 1998; Wall, Jackson, Mullarkey, & Parker, 1996). Another aspect is that few alternative methodologies are suggested to deal with the use of self-report measures.

3.3 RECOMMENDATIONS

Despite these limitations, the current study has important implications for the Reformed churches and for future research.

3.3.1 Recommendations to the Reformed churches

The only way that ministers' jobs are going to be enhanced is by their clear and accurate understanding of work wellness and constructs that comprise work wellness. The Reformed church at large and the church councils of respective churches must be made aware of the concept of work wellness and its constructs. It is important that they should become aware of the factors that decrease work wellness and the factors that enhance it, because low levels of work wellness can have a profound impact on a minister's work. Interventions need to be planned and designed for the long term and they should deal with the root cause of problems rather than address the symptoms (Lee & Ashforth, 1990). According to Kompier and Kristensen (2001) interventions may be focused on three different levels, namely the primary, secondary and tertiary levels.

Primary interventions may be directed at either the work situation or the coping capacity of the individual. It is recommended that a work-oriented intervention is implemented. This intervention should be, aimed at teaching ministers to deal more effectively with their burnout symptoms and also help to increase their engagement and commitment to their work. Secondary-level interventions can be implemented to prevent individuals who are already showing signs of decreased work wellness from getting sick and to increase their optimism levels and coping capacity. In this regard, such intervention can be implemented to prevent ministers who are already showing signs of burnout from getting sick, and to increase their engagement, commitment and religious coping. Furthermore it is recommended that tertiary-level interventions are implemented. These should be concerned with the rehabilitation of ministers who have suffered ill health or reduced well-being as a result of strain in the workplace.

It is further recommended that interventions aimed at the enhancement of work wellness are implemented. Future ministers can already be taught the key aspects of 'working well' in their university years.

3.3.2 Recommendations for future research

In order to overcome limitations in future research, certain recommendations can be made for future studies. The most important recommendation for future research is that the occupation of a minister be examined more closely. Until recently, little research has been done regarding positive aspects of human behaviour in the work context. Too much attention has been paid to unhealthy and dysfunctional aspects. The focus should change towards the strengths of human beings in the work context. Therefore, future research should examine the complex relationship between family demands and individuals' availability to engage themselves in their work. Also, the moderating effects of personality dispositions on work engagement should be investigated. It is necessary to study the relationships between job demands, job resources and work engagement in a longitudinal design. Furthermore, it is recommended that a wider range of religious coping methods (e.g. forgiveness, support from congregation members) be examined and that the longitudinal effects of religious coping on health be measured.

It is also recommended that the mediating relationships of burnout and engagement be considered in the relationship between job demands and job resources and affective commitment and ill health. Schaufeli and Bakker (2004) found in their study that burnout and engagement fully mediate the job demand - health problems relationship and the job resources - turnover intentions relationship, respectively.

There were a few participants that commented on several items of the questionnaire, especially items regarding the financial support of ministers. The reason for this can be that ministers experience their work as a calling and are not in the ministry because they are paid to do the work of a minister. It is therefore recommended that these items be re-phrased in follow-up studies. Furthermore, some of the ministers commented that they felt that they needed to explain why they were answering a question in a certain way. They also felt that some of the scales of the question were not applicable to the question. It is therefore

recommended that future studies ask more open-ended questions in order for ministers to explain more of their answers.

Lastly, it is recommended that different congregations are looked at more closely because they may demand different things from a minister. Kriel et al. (2005) found in their study that congregation size, second ministership and years in the ministry had a strong effect on the joy ministers experienced in their life. Furthermore, other denominations must be included in future research. This would enable a closer comparison between denominations and make it possible to draw conclusions regarding ministers in general.

REFERENCES

Bakker, A. B., & Demerouti, E. (2006). The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22*, 309–328.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2003). Dual processes at work in a call centre: An application of the job demands-resources model. *European Journal of Work and Organizational Psychology, 12*, 393–417.

Blanton, P. W., & Morris, M. L. (1999). Work-related predictors of physical symptomatology and emotional well-being among clergy and spouses. *Review of Religious Research, 4*, 331–348.

Breytenbach, M. C., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Fisieke en psigo-emosionele gesondheidsbedreigings vir die NG predikant met betrekking tot gemeentedemografie. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 55–68.

Buitendach, J. H., & De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management, 36*, 27–37.

Darling, C. A., Hill, E. W., & McWey, L. M. (2004). Understanding stress and quality of life for clergy and clergy spouses. *Stress and Health, 20*, 261–277.

De Clercq, D., & Ruis, I. B. (2007). Organizational commitment in Mexican small and medium-sized firms: The role of work status, organizational climate, and entrepreneurial orientation. *Journal of Small Business Management, 45*, 467–490.

De Jonge, J., & Schaufeli, W. B. (1998). Job characteristics and employee well-being: A test of Warr's Vitamin model in health care workers using structural equation modeling. *Journal of Organizational Behavior, 19*, 387–407.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology, 86*, 499–512.

Dollard, M. F., & Winefield, A. H. (1998). A test of the demand-control-support model of work stress in correctional officers. *Journal of Occupational Health Psychology, 3*, 243–264.

Evers, W., & Tomic, W. (2003). Burnout among Dutch Reformed pastors. *Journal of Psychology and Theology, 31*, 329–338.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addisson Wesley.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*, 692–724.

Kay, W. K. (2000). Job satisfaction of British Pentecostal ministers. *Asian Journal of Pentecostal Studies, 3*(1), 83–97.

Kompier, A. J., & Kristensen, T. S. (2001). Organizational work stress interventions in a theoretical, methodological and practical context. In J. Dunham (Ed.), *Stress in the workplace: Past, present and future* (pp. 19–33). London: Whurr Publishers.

Kriel, J. S., Wilders, C. J., Strydom, G. L., & Breytenbach, H. S. (2005). Die interaksie van fisieke aktiwiteit met die verband tussen lewensgeluk en diensjare, gemeentegrootte, medeleraarskappe en gemeentetipe by NG predikante in Suid-Afrika. *Nederduitse Gereformeerde Teologiese Tydskrif, 46*(1/2), 165–179.

Lee, R. T., & Ashforth, B. E. (1990). On the meaning of Maslach's three dimensions of burnout. *Journal of Applied Psychology, 75*, 743–747.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Reviews Psychology, 52*, 397–422.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11–37.

Pargament, K. I., Smith, B. W., Koenig, H. G., & Perez, L. M. (1998). Patterns of positive and negative religious coping with major life stressors. *Journal of Scientific Study of Religion, 37*, 710–724.

Pargament, K. I., Tarakeshwar, N., Ellison, C. G., & Wulff, K. M. (2001). Religious coping among the religious: The relationship between religious coping and well-being in a national sample of Presbyterian clergy, elders, and members. *Journal of the Scientific Study of Religion, 40*, 497–513.

Redelinghuys, F. J., & Rothmann, S. (2005). Koherensiesin, coping, uitbranding en begeestering van predikante. *Tydskrif vir Geesteswetenskappe, 45*, 466–477.

Rothmann, S., & Jordaan, G. M. E. (2006). Job demands, job resources and work engagement of academic staff in South African higher education institutions. *South African Journal of Industrial Psychology, 32*, 87–96.

Rothmann, S., Mostert, K., & Strydom, M. (2006). A psychometric evaluation of the job demands-resources scale in South Africa. *South African Journal of Industrial Psychology, 32*, 76–86.

Roux, G. B. (1992). Stressore in die bediening en die uitwerking daarvan op spesifieke persoonlikheidsaspekte van die predikant. *Nederduitse Gereformeerde Teologiese Tydskrif, 33*(1/2), 225–231.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293–315.

Scholtz, D. A. (1996). *Die voorspelling van beroepsukses onder 'n groep diensdoenende predikante.* Unpublished doctoral thesis, PU vir CHO, Potchefstroom.

Siu, O. L. (2002). Occupational stressors and well-being among Chinese employees: The role of organizational commitment. *Applied Psychology: An International Review, 5*, 527–544.

Spector, P. E. (1987). Method variance as an artefact in self-reported affect and perceptions at work: Myth or significant problem? *Journal of Applied Psychology, 72*, 438–443.

Tomic, W., Tomic, D. M., & Evers, W. J. G. (2004). A question of burnout among Reformed church ministers in the Netherlands. *Mental Health, Religion & Culture, 7*, 225–247.

Wall, T. D., Jackson, P. R., Mullarkey, S., & Parker, S. K. (1996). The demands-control model of job strain: A more specific test. *Journal of Occupational and Organizational Psychology, 69*, 153–166.