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A Study of the Global Job Satisfaction and Motivators of Job Satisfaction Among
Long-Tenured Protestant Pastors in Southern California

A Dissertation by
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Submitted in partial fulfillment of the requirements for the degree of
Doctor of Education in Organizational Leadership

October 2018

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There are lots of reasons to work on a project like this and I probably have several, but one of them stands head and shoulders above the rest: I want my family to be proud of me. I want Debbie, my lovely bride of 36 years, my son Ross, and my son Ryan, to be proud of me. Of all the things I've done and all the places I've been, nothing compares to the joy I have received from Debbie, Ryan, and Ross. They have been the Lord's greatest gifts to me. I want them to be proud of me because I am so very proud of them.

May the Lord bless and keep you and cause his face to shine upon you.

ABSTRACT

A Study of the Global Job Satisfaction and Motivators of Job Satisfaction Among Long-Tenured Protestant Pastors in Southern California

by Ron Armstrong, J.D.

Purpose: The purposes of this study were to determine the global job satisfaction of long-tenured Protestant pastors in southern California; to determine what are the facets of job satisfaction that motivate them to remain in their job; to discover what personal characteristics they perceive to have contributed to their long tenure.

Methodology: This study utilizes an explanatory, mixed method design. It is explanatory because it utilizes quantitative methods first, then seeks to better understand those results through qualitative methods (McMillan & Schumacher, 2010).

Findings: The subject pastors are very satisfied with their jobs; report high global job satisfaction; substantially higher global job satisfaction than both managers and non-managers; express higher satisfaction with their pay, work, coworkers, and supervision than managers and non-managers; report scores slightly lower than managers and slightly higher than non-managers for the job facet of promotion. Long-tenured Protestant pastors: (a) prioritize their family, (b) don't interpret problems as an indication they should quit, (c) their "calling" is central to their longevity, (d) they are comfortable evolving as people and pastors, and (e) they are planning for an extended ministry career.

Conclusions: Job facets are not the cause of job satisfaction among long-tenured Protestant pastors and they are not just predisposed to job satisfaction. Their job satisfaction arises from a combination of who they are as people when they arrive at the job and the way they practice or experience the job.

Recommendations: Further research is recommended to determine: (a) what are the job facets and motivators that led to the decision to resign the pastorate within the first five years?; (b) when a pastor resigns, how does he or she experience that resignation and how does that experience differ depending on length of tenure?; (c) how does a pastor who resigns within the first five years, experience their “calling?”; and (d) to what extent are short pastorates attributable to the poor health of the local church and what job facets or church characteristics are resulting in those short pastorates?

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CHAPTER I: INTRODUCTION

Pastors are in trouble (H. J. Zondag, 2004) and more of them are leaving the ministry than ever before (Beebe, 2007). Fifty-seven percent are unable to pay their bills, 53% feel unprepared for the ministry, 35% battle depression, 26% are overly fatigued, 18% feel distant from their family, and 3% have had an affair (Krejcir, 2016). There is no shortage of plausible reasons for pastors to leave the ministry (H. J. Zondag, 2001). Being a pastor is a messy, multifaceted, and challenging job (C. Lee & Frederickson, 2012). H. J. Zondag (2001) asked, “Why do pastors choose to carry on instead of turning their backs on the pastoral profession?” (p. 311). But many do exactly that, they persevere, find it fulfilling, and often derive joy from it. It can be painful, an invitation to criticism, and yet most pastors are proud to be part of the profession and could not imagine doing anything else with their lives (Krejcir, 2016).

Pastors are studied with other “helping professions” such as counselors, teachers, police officers, and emergency services personnel (Adams, Hough, Proeschold-Bell, Yao, & Kolkin, 2017). The role pastor’s play is often an amalgam of several professions. They teach, counsel, settle disputes, show up to the hospital, and are often part of the team of first responders to some of the life’s most tragic events. The pastor must be a public speaker, possess intellectual ability, usually must have an advanced degree, have strong relational gifts, management acumen, verbal dexterity, and it helps if he or she is good at carrying metal folding chairs and sweeping floors (Willimon, 2002). Although they are required to fill a multiplicity of roles, the statistics indicate that there are a lot of pastors who experience satisfaction with their vocation (Krejcir, 2016; C. Lee & Fredrickson, 2012).

Job satisfaction has been studied for several decades and from several different perspectives (T. A. Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). In fact, more studies have been performed to understand job satisfaction than any other variable within organizations (Spector, 1997), and for pastors, there is a connection between job satisfaction in ministry and ongoing commitment to ministry (H. J. Zondag, 2001). But the job satisfaction of the pastor is about more than just how the pastor feels; it impacts the church he or she serves as well. It has been established that long pastorates are more productive, healthier for the pastor, and improve church vitality (Shullenberger, 1919; Strunk, Milacci, & Zabloski, 2017; Welden, 2002). Studying the job satisfaction of pastors has practical applications for the enhancement of the lives of pastors as well as the organizational effectiveness of the church (T. A. Judge & Klinger, 2008).

Background

There is an extensive body of literature on the subject of job satisfaction. In fact, job satisfaction has attracted the attention of researchers for over 80 years (Fisher & Hanna, 1931; T. A. Judge et al., 2017). Research has been done on the subject of job satisfaction in general, its causes, and with regard to numerous specific industries. In contrast, the study of job satisfaction among American pastors yields a much smaller body of research.

There has been a significant divide for several decades between those who take a person-centric (dispositional) approach and those who focus on a job-centric approach to job satisfaction. The person-centric approach emphasizes the internal characteristics of the person (T. A. Judge, Locke, & Durham, 1997; B. M. Staw & Ross, 1985) and the job-centric approach emphasizes the characteristics of the job (Hackman & Oldman, 1976;

Herzberg, Mausner, & Snyderman, 1959) in their search for the causes of job satisfaction. Researchers are recognizing that there is interplay between the disposition of the person and the characteristics of the job (T. A. Judge et al., 1997).

In contrast to the person-centric and job-centric approaches, examinations of job satisfaction among pastors has tended to focus more on specific causes of tenure, termination, or resignation. A few examples are things such as conflict with members, personal fatigue, impact on family, inadequate preparation, loss of passion, physical health, or doctrinal mismatch (Rowell, 2010).

Herzberg's Two-Factor Theory Approach to Job Satisfaction

Herzberg et al. (1959) assert that employees can be motivated and dissatisfied or unmotivated but not dissatisfied. The ability to address the internal conflict between feeling motivated by the job and simultaneously dissatisfied is one of the key attractions to the Herzberg two-factor theory (Marston & Brunetti, 2009). Herzberg's two-factor theory has been applied to numerous professions (Chitiris, 1984; Fardin, Elham, Sakineh Keshavars, & Dariush, 2013; McQueen, 2007) and it has been widely regarded as a seminal work in the area of job satisfaction (Russell, 1981).

Like Herzberg et al. (1959) and E. A. Locke (1969) separated satisfaction and dissatisfaction into two different components. This is not to say that E. A. Locke is an adherent of Herzberg et al. He has, in fact, been an outspoken critic of Herzberg's two-factor theory. For example, he points out that Herzberg et al. take an unjustified position that job characteristics influence the affective state of the person without regarding the possibility that the affective state of the person might be impacting their perceptions of the job characteristics. In other words, E. A. Locke believes the Herzberg's two-factor

theory suffers from a causality problem. Spector (1997) also pointed out the problem of positing causality from correlation. Instead, E. A. Locke argues that a person's emotional response to their job, and by inference their resulting job satisfaction, is caused by the interaction of two different feelings: the discrepancy between what a person wants versus what they are getting AND how important that “want” is to the person.

Herzberg et al. (1959) two-factor theory has not been without significant controversy. In 1981, Russell addressed several decades of sporadic criticism of the Herzberg theory. He noted that part of the problem rested on the failure to understand and correctly apply the theory and quoted Whitsett and Winslow (1967) when they said, “We should like to emphasize that, in testing a theory, an investigator is obligated to interpret that theory correctly, to use adequate methods, and to interpret the results correctly” (p. 413). Russell believed Herzberg et al. were often incorrectly interpreted. Whitsett and Winslow were early defenders of the Herzberg two-factor theory, or as sometimes called, motivator-hygiene theory. Herzberg et al. published in 1959, but by 1967 there had been enough criticism that Whitsett and Winslow wrote, *An Analysis of Studies Critical of the Motivator-Hygiene Theory* and vigorously defended the theory.

Job Characteristics Model of Job Satisfaction

The job characteristics model of Hackman and Oldham (1976) was described by Spector (1997) as, “The most influential theory of how job characteristics affect people...” (p. 31). In their famous work, Hackman and Oldham assert that the jobs themselves have facets that motivate job satisfaction and focus on five specific facets: (a) task identity, (b) task significance, (c) skill variety, (d) autonomy, and (e) feedback. In 2005, G. R. Oldham and Hackman revisited their theory and further discussed that the

five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) bring about three psychological states: (a) experienced meaningfulness of the work, (b) experienced responsibility of the work, and (c) knowledge of the actual results of the work activities, that are moderated by three internal characteristics of the individual: (a) knowledge and skill, (b) growth need strength, and (c) context satisfaction that lead to four outcomes: (a) high internal work motivation, (b) high satisfaction with the work, (c) attendance, and (d) high quality work performance. Although Hackman and Oldham (1976, 1980, 2005) consider job properties the most important factor of job satisfaction, it should be noted that the “growth need strength” they describe is an internal characteristic that the individual brings to the job and has a significant impact on the occurrence of the outcomes G. R. Oldham and Hackman (1980, 2005) predict.

Based on Hackman and Oldham's (1976) job characteristics model, Ali et al. (2014) researched the connection of autonomy, skill variety, task significance, task identity, and feedback to job satisfaction among managers at fast food restaurants. They found that these factors do in fact contribute to job satisfaction. Based on this finding, they make several suggestions regarding designing jobs that emphasize these factors. Part of their motivation for the study is that they accept the connection between job satisfaction and productivity.

Other Job-Centric Approaches to Job Satisfaction

In the context of researching job satisfaction and its relationship to gender, Ahmad, Hussain, and Rajput (2012) stated, “It is found that there is no significant difference between job satisfaction levels in the context of gender; however, extrinsic rewards are primary motivators for job satisfaction of the teaching faculty” (p. 117).

They also found that those motivators of job satisfaction are not the same for both men and women. They stated,

It is concluded that male and female teaching faculty have a different set of predictors for job satisfaction. The predictors of job satisfaction of male teaching faculty are the extrinsic rewards: organizational commitment and organizational fairness. The predictors of female teaching faculty are the extrinsic rewards: quality of coworker ties and embracement of diversity...” (Ahmad, Hussain, & Rajput, 2012, p. 123)

It is interesting to note that they do not consider any of the dispositional (person-centric) motivators of individuals, but instead categorize the different motivators in relationship to gender. In the present study, differences in gender are not being contemplated, but could present themselves.

Davis-Blake and Pfeffer (1989) are staunch advocates of the job-centric approach and argue that the renewed interest in the person-centric (dispositional) approach to employee behavior and job satisfaction is flawed. They believe the research is insufficient both conceptually and methodologically. They provide suggestions regarding how to improve it, but they assert “although there are certainly dispositional effects on people's attitudes and behavior in organizational settings, it is unlikely that dispositional effects are as important as situational effects” (Davis-Blake & Pfeffer, p. 386). Although Davis-Blake and Pfeffer describe themselves as “highly critical of the dispositional approach” (p. 386), they are not asserting that the disposition of the individual has no impact on behavior in the organization. They simply believe it does not exert as large a contribution to job satisfaction as the job’s characteristics.

Person-Centric Approaches to Job Satisfaction

T. A. Judge, Locke, and Durham's study (1997) worked to provide a theoretical foundation to the dispositional causes of job satisfaction. They proposed a “dispositional model based on core evaluations individuals make about themselves, the world, and other people” (p. 151). T. A. Judge et al. do not consider their dispositional model as being at odds with theories based on job facet/characteristic theories such as job characteristics theory or Herzberg's two-factor theory. Instead, they see it as an explanation of how different people react to the same set of job characteristics. Their approach is that an individual's life experiences, and possibly their genetic characteristics, will determine how they evaluate themselves, the world, and others.

B. M. Staw and Ross (1985) felt that in the debate between job-centric theories of job attitudes and theories based on the disposition of the individual, most of the attention had shifted to job-centric theories. Their research showed that people's job satisfaction showed significant stability across time and different situations. In other words, they found that job satisfaction remained fairly constant irrespective of the job situation. They asserted that this was indicative of job satisfaction having, as its antecedent, the disposition of the person. But as discussed above, this idea was sharply criticized by Davis-Blake and Pfeffer (1989).

B. M. Staw and Cohen-Charach (2005) address the divide between those who emphasize the internal characteristics of the person (T. A. Judge, Locke, & Durham, 1997; B. M. Staw & Ross, 1985) and those who emphasize the characteristics of the job (Hackman & Oldman, 2005; Herzberg et al., 1959) in their search for the causes of job satisfaction. They argue pointedly with the critique of David-Blake and Pfeffer (1989).

B. M. Staw and Cohen-Charash believe that the criticism offered by David-Blake and Pfeffer rests largely on the lack of effective methods of measuring the impact of dispositional characteristics. They assert that the methodologies of measurement have improved greatly and effectively negate the argument of David-Blake and Pfeffe. They further assert that it is time for researchers favoring the person-centric or dispositional approach to move out of a defensive position “to a more ambitious agenda for understanding the role of personality in organizational settings” (B. M. Staw & Cohen-Charash, 2005, p. 73).

In 1976, prior to E. A. Locke’s collaboration with T. A. Judge and Durham where they assert the dispositional approach, E. A. Locke used the term “range of affect” to describe job satisfaction as the result of the interaction between a person's expectations and reality. He was not espousing the position that job satisfaction rested simply on met or unmet expectations. He was pointing out that an unmet expectation had to be important to that particular individual in order to create dissatisfaction. Conversely, for a job characteristic to contribute to the overall feeling of job satisfaction, that characteristic must both meet the person's expectations and be important to that person. If something is unimportant to the individual, it will not generate feelings of satisfaction or dissatisfaction. Stated positively, E. A. Locke’s finding is that job satisfaction is the result of the important expectations (intrinsic to the individual) being met when he or she encounters the characteristics of the job.

Although E. A. Locke (1976) would be in the person-centric camp, he is in agreement with “virtually all theorists” (p. 1302) that a person's affective reactions are the result of an interaction between the person and his or her environment. In other words,

almost all theorists in the person-centric camp would agree that job characteristics matter. No one is currently attempting to espouse a position that job satisfaction rests entirely upon the emotions, genetics, disposition, or attitudes of the person and the job characteristics are unimportant. The issue is where they place greater importance or focus of study.

“Specific Causes” of Pastoral Job Satisfaction, Dissatisfaction, and Tenure Length

H. J. Zondag’s (2000) research found that pastors turn away from the profession because it did not meet their expectations. Although pastors as a group are altruistic, their altruism doesn’t exclude egoism (H. J. Zondag, 2000). They have expectations of ministry and struggle when they are not met. H. J. Zondag (2001) further wrote that there are three aspects to job satisfaction: (a) general satisfaction with the job, (b) psychological satisfaction, and (c) physical satisfaction. Psychological satisfaction means they derive respect and self-respect from the job. Physical satisfaction means that they do not find the job too taxing (H. J. Zondag, 2001). H. J. Zondag does not address the divide between person-centric and job-centric causes of job satisfaction. Specifically, are the unmet expectations caused by the disposition of the pastor or is there some failure in the design of the job leading to dissatisfaction? This relates to the present study because H. J. Zondag is examining pastors closely and even though he does not use the term “motivator” he is identifying altruism, egoism, psychological satisfaction, and physical satisfaction as factors that influence the pastor’s overall job satisfaction. Would H. J. Zondag see those factors as part of the disposition of the person or a function of job characteristics?

In his study H. J. Zondag (2001) wrote expansively on the type of commitment pastors have and found their commitments break down into three categories: (a) affective commitment (they identify with the job and like being pastors), (b) normative commitment (they stay out of a sense of personal duty), and (c) continuity commitment. Pastors with continuity commitment have a businesslike relationship with ministry and are continually balancing what they put into ministry and what they get out of it. H. J. Zondag found that pastors with affective and normative commitments tend to stay and pastors with continuity commitment tend to leave.

Allen and Meyer (1990) discuss the three types of organizational commitment that captured H. J. Zondag's attention in 2001. They explain that these different commitments have been viewed as different types of commitment, as H. J. Zondag (2000) did, but it would be better to view them as components of attitudinal commitment to the organizations. This is important because Allen and Meyer do not necessarily see these as categories with bright lines between them. They observe that a person may simultaneously have all three components to varying degrees.

Spencer, Winston, and Bocarnea (2012) concluded pastor's struggle with the difference between what they expected from ministry and what actually occurs in ministry just as H. J. Zondag (2000) had. They described this gap between expectation and actual occurrence as a "vision gap" (Spencer, Winston, & Bocarena, 2012, p. 247). They believed that the combination of vision gap and "compassion fatigue" (Spencer et al., 2012, p. 247), which is described as taking on too heavy of a load of other people's burdens, to be the two factors most likely to lead to resignation or termination of a pastor (Hauerwas & Willimon, 1990). Cranny, Sith, and Stone (1992) had also found that job

satisfaction is based on the perceived difference between what an employee wants to receive and what he actually receives. This idea would be in alignment with E. A. Locke's (1976) range of affect theory. E. A. Locke (1976) goes further and posits that it is both the unmet expectation and importance to the individual that lead to job dissatisfaction.

In 2004, H. J. Zondag took up the subject of job satisfaction again and found that for pastors to experience job satisfaction they need three things: (a) awareness of the results they are achieving, (b) to feel that their work is important, and (c) recognition. In this same study, he found that a feeling of competence and that their time investment was allowing them to achieve goals they consider important contributed to job satisfaction. H. J. Zondag's work does not discuss how the presence of these three factors intersect with the three types of commitment that he identified in his 2001 study described above.

In 2006, H. J. Zondag took up the subject of pastoral motivation with the question, "What motivates someone to do something?" (p. 229). H. J. Zondag relied on Weiner's (1992) work in concluding they do it because of expectation and valuation. People do things that they expect will help them achieve goals they value highly. This study fits nicely with H. J. Zondag's (2004) study where he found that awareness of the results they are achieving, to feel that their work is important, and recognition were critical needs for the pastor. There is a common thread of valuing achievement or accomplishment in both of them.

The bulk of the research regarding the variable of job satisfaction possesses either a person-centric or job-centric emphasis on the origin or cause of job satisfaction. As the literature has progressed, there is increasing recognition that both intrinsic personal

characteristics of the employee (person-centric) and facets or characteristics of the job (job-centric) play at least some role in the formation of a feeling of job satisfaction (T. A. Judge & Watanabe, 1993; E. A. Locke, 1976). There also continues to be issues researched outside of the realm of person-centric or job-centric that lead to lower or higher job satisfaction such as conflict with members, personal fatigue, impact on family, inadequate preparation, loss of passion, physical health, or doctrinal mismatch (Rowell, 2010).

Statement of the Research Problem

Studying the connection between job performance and job satisfaction has been one of the most respected pursuits in psychology (T. A. Judge, Thoresen, Bono, & Patton, 2001). The conventional wisdom posits that job satisfaction leads to better job performance and to a certain extent, it is correct (Spector, 1997). Job satisfaction is modestly correlated with improved job performance. Bockerman and Ilmakunnas (2012) found that where there is improved job satisfaction there is approximately a 6.6% increase in productivity. However, there is a causality problem. It is unclear whether job satisfaction leads to improved performance or improved performance leads to greater job satisfaction (Proto, 2016; Spector, 1997). But this causality problem does not extend to the issue of turnover.

People with higher job satisfaction tend to stay and those with low job satisfaction tend to leave (Spector, 1997). Several studies have shown that people with low job satisfaction will look for other employment opportunities (Crampton & Wagner, 1994; Hulin, Roznowski, & Hachiya, 1985). Pastors with higher job satisfaction tend to have higher commitment (H. J. Zondag, 2004) and higher commitment leads people to remain

in their position longer (H. J. Zondag, 2001). This is a critical issue for pastors.

Remaining in the position for a longer period of time has shown dual benefits: the health of the pastor and the vitality of the church are both improved (Strunk et al., 2017; Welden, 2002). In fact, long tenure is a prerequisite to church vitality and it is highly unlikely that a short-term pastor will lead a church to significant growth (O'Brien, 1999).

Nevertheless, understanding the wellspring of job satisfaction has been problematic. For decades researchers have been sharply divided between the disposition of the person (person-centric) and the characteristics of the job (job-centric) as the true source of job satisfaction (Davis-Blake & Pfeffer, 1989; B. M. Staw & Cohen-Charash, 2005). Over time, those positions have to some extent converged. Both camps are acknowledging the importance of the other (T. A. Judge & Watanabe, 1993; E. A. Locke, 1976) and are recognizing there is interplay between the disposition of the person and the facets of the job (T. A. Judge & Klinger, 2008).

There is some research relating to pastoral job satisfaction in Europe, but little research regarding the job satisfaction of pastors in the United States exists (Beebe, 2007; O'Brien, 1999; H. J. Zondag, 2000, 2001, 2004). More importantly for the present study, no research exists bringing the current convergence of the person-centric approach and the job-centric approach to bear on the pastoral profession. Understanding the causes of their job satisfaction, whether it is the job itself, personal characteristics they bring to the job, or how those two approaches combine to cause job satisfaction could be instrumental in helping lengthen the tenure of pastors and achieving the benefits that would flow to pastors and the churches they lead.

Purpose Statement

The purpose of this study was to determine the global job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the facets of job satisfaction that motivate them to remain in their job. A further purpose of this study was to discover what personal characteristics long-tenured Protestant pastors in southern California perceive to have contributed to their long tenure.

Research Questions

The research was guided by the following research questions:

1. What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?
2. What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?
3. What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?

Significance of the Study

Job satisfaction has been studied in several varied contexts and geographic locations. For example, Marston and Bunetti (2009) examined the job satisfaction of experienced professors at a liberal arts college and Chitiris (1984) researched it in the

context of managers in the Greek hotel industry. But it was H. J. Zondag (200, 2004) that specifically addressed the job satisfaction of pastors. H. J. Zondag recognized that in the Netherlands, the pastoral profession is in crisis and believed it was worthwhile to take a careful look at whether and why pastors are satisfied with pastoring. He researched both Protestant and Roman Catholic pastors in the Netherlands, but also acknowledged that the situation could be different in the United States. Beebe (2007) and Krejcir (2016) both confirm that there are difficulties among pastors in the United States as well, and Beebe (2007) notes that more pastors are leaving the profession than ever before.

It is envisioned that those responsible for designing the job characteristics of pastoral positions would benefit from a better understanding of the causes of job satisfaction among long-tenured Protestant pastors. Ali et al. (2014) researched job satisfaction using the job characteristics model of Hackman and Oldham (1976) and used that research to suggest job design changes that enhanced the factors that improved satisfaction in order to improve the experience and productivity of fast-food restaurant managers. Similarly, Bergquist's (2015) goal was to provide those responsible for hiring pastors with a tool for improving the process of determining the right pastor/position fit and thereby lessening conflict and lengthening pastoral tenure. The present study aspires to the same goals. The present research posits the idea that improved job satisfaction through improved job design of existing and newly appointed pastors would lead to longer tenure.

In addition to the job designers and those responsible for pastoral placement, it is believed that a better understanding of job satisfaction and its causes would benefit existing pastors. For example, if a pastor understood the "motivators" that other pastors

are finding fulfilling, or the “facets” of the job that are leading to satisfaction among their peers, it might be possible for that pastor to take action before the point of resignation or termination and find a new season of ministry satisfaction (Hackman & Oldham, 1976; Herzberg et al., 1959). In 2004, H. J. Zondag asserted that “pastors may be leaving the ministry because they are unable to mobilize new sources of satisfaction” (p. 265). Perhaps through a better understanding of pastoral job satisfaction, those pastors could find a renewed passion for their vocation.

Definitions

Long-tenured. Remaining in the same position for an extended period of time. It was defined by O’Brien (1999) as seven years or more and by Marston and Brunetti, (2009) as 15 years or more. For purposes of this study it is defined as 15 years or more.

Protestant. Any denomination of Western Christianity outside of Roman Catholicism.

Pastor. A generic term referring to the professional clergy of the congregation and includes such terms as minister, preacher, vicar, parson, reverend, father, shepherd, and monsignor. Although these terms might be applied to other clergy at a congregation, this study is specifically focused on the senior clergy present at a congregation.

Southern California. This study is limited to Los Angeles, San Diego, Orange, San Bernardino, Imperial, and Riverside counties of southern California.

Delimitations

This study was delimited to long-tenured (15 years or more) Protestant pastors in the southern California Counties of Los Angeles, San Diego, Orange, San Bernardino, Imperial, and Riverside.

- This study does not address church polity, pastoral terminations, causes of short tenures, or educational preparation for ministry except as these factors arise as a motivators or de-motivators of continued ministry.
- Short-term pastors are excluded as we are trying to determine job facets or dispositional characteristics that have led to long tenure.
- The study is limited to Protestant pastors as the vows of poverty and chastity required in the Catholic Church may dramatically change the lived experience of pastoring.
- Pastors that have already resigned have been excluded. The process of resignation, entry into retirement, another field, or another pastoral position may influence their remembered perceptions of their last pastorate.
- The study is not examining pastoral effectiveness, church growth, or any other metrics of success unless they arise as contributing factors of job satisfaction or dissatisfaction.

Organization of the Study

This introductory chapter is followed by a review of the literature (Chapter II), which gives an overall perspective of the current state of thought regarding various approaches to the causes of job satisfaction and the approaches that have been applied to pastors. This is followed by a detailed explanation of the methodology (Chapter III) used in this study with specific attention paid to providing all information needed in order to replicate this study. Chapter IV provides a compilation of the data gathered from the survey and the interviews conducted. The study concludes with the findings,

conclusions, and recommendations (Chapter V) derived from examination and interpretation of the data represented in Chapter IV.

CHAPTER II: REVIEW OF THE LITERATURE

Introduction

This review of literature is prepared for a study of the global job satisfaction and motivators of job satisfaction among long-tenured Protestant pastors in southern California. Multiple researchers have found a correlation between job satisfaction, job performance, and productivity (T. A. Judge et al., 2001; Spector, 1997). R. T. Lee and Ashforth (1993) believe there is a “causal chain” (Spector, 1997, p. 66) linking job conditions to job satisfaction and to burnout. Most studies have also shown that job satisfaction and turnover are correlated (Crampton & Wagner, 1994; Hulin et al., 1985). This is particularly problematic because long tenures have been shown to be necessary for the vitality of the church (Strunk et al., 2017) and lead to greater health for the pastor (Welden, 2002). Spector (1997) states plainly, “it seems certain that this correlation is causal, job dissatisfaction leads to turnover” (p. 62). H. J. Zondag (2004) affirmed this idea when he noted that there is a connection between a pastor’s job satisfaction and ongoing commitment to the organization.

In light of the benefits associated with pastoral job satisfaction and its resulting long pastorates, and the fact that more pastors are leaving the ministry than ever before it follows that understanding the causes of job satisfaction among long-tenured Protestant pastors could hold great value (Beebe, 2007). It could be argued that the motivators of job satisfaction do not vary significantly from profession to profession, but the research consistently indicates that the levels of intrinsic and extrinsic motivators are not the same for different occupational groups (Armstrong, 1971; Authur, 1987; Sompong, 1990;

Wanous, 1974). It is therefore advantageous to determine the specific motivators of long-tenured Protestant pastors.

Brief Description of the Extent and Nature of the Literature

There is an extensive body of literature on the subject of job satisfaction. Spector (1997) stated, “More studies have been done to understand job satisfaction than for any other variable in organizations” (p. vii). Research has been done on the subject of job satisfaction in general, its antecedents, and with regard to various specific industries. However, the study of job satisfaction among American pastors yields a much smaller body of research.

The first major section of this chapter provides a brief description of three perspectives on job satisfaction: (a) the job-centric approach (environmental antecedents), (b) the person-centric approach (personal antecedents), and (c) other specific causes of job satisfaction that are not person-centric or job-centric. It is followed by a review of literature that divides the literature into five major categories: (a) literature discussing or applying Herzberg’s two-factor theory of job satisfaction (Herzberg et al., 1959), (b) literature utilizing the job characteristics model of job satisfaction (Hackman & Oldham, 1976), (c) various other job-centric approaches to job satisfaction, (d) person-centric approaches to job satisfaction, and (e) then literature that is either a blended/combination approach or where the antecedent of job satisfaction has been left unclear. The chapter continues with a discussion of the job of pastor and specific causes of pastoral satisfaction, dissatisfaction, and tenure length. The chapter concludes with a discussion of the literature gap and a summary.

Theories Regarding the Causes of Job Satisfaction

Figure 1 provides a visual perspective to the three popular approaches to job satisfaction: (a) person-centric, (b) job-centric, and a (c) blended approach.

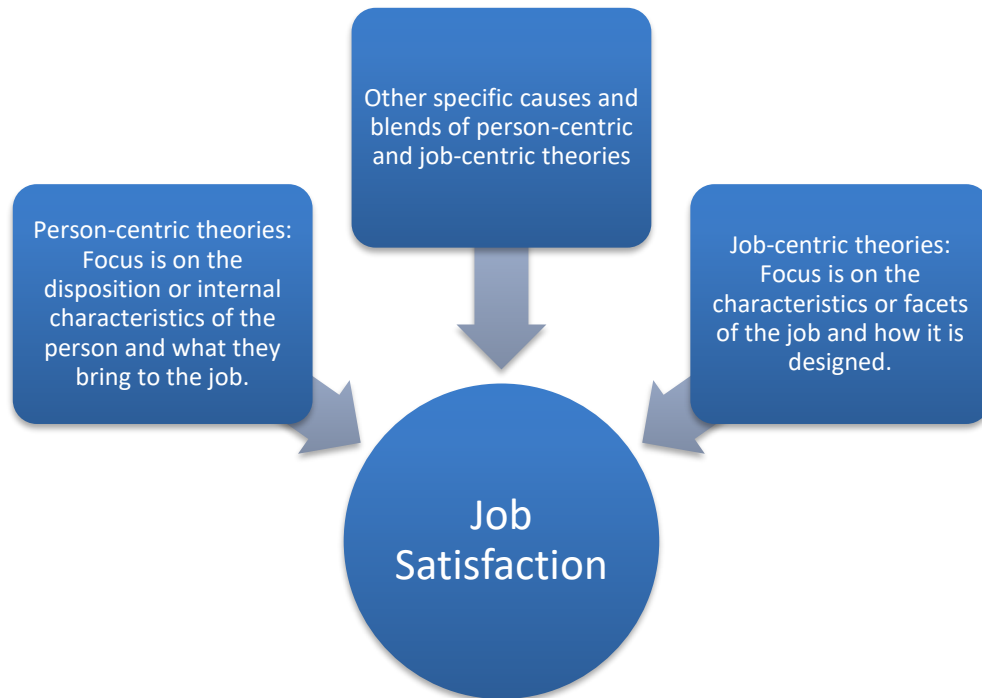


Figure 1. Visual perspective to the three popular approaches to job satisfaction.

There has been a significant divide for several decades between those who emphasize the internal characteristics of the person and those who emphasize the characteristics of the job (Hackman & Oldman, 1976; Herzberg et al., 1959; T. A. Judge et al., 1997; B. M. Staw & Ross, 1985) in their search for the causes of job satisfaction. T. A. Judge et al. (1997) do not consider their dispositional model (internal characteristics of the person) as being at odds with theories based on job characteristics such as the job characteristics model (Hackman & Oldham, 1976, 1980) or Herzberg's two-factor theory (Herzberg et al, 1959). Instead, they see it as an explanation of how different people react to the same set of job characteristics. In the same vein, Davis-Blake and Pfeffer (1989) describe themselves as "highly critical of the dispositional approach" (p. 386), but

they do not assert that the attitudes of the individual have no impact on his or her behavior in the organization. They simply believe it is not as important as the job situation.

Environmental Antecedents (Job Characteristics) Approach

Environmental antecedents of job satisfaction are focused on the facets or characteristics of the job (Spector, 1997). They include things such as (a) task identity (the ability to see the task as a complete unit), (b) task significance (the degree to which the person feels this work is important), (c) skill variety (the presence or absence of monotony to the work), (d) autonomy (this refers specifically to one's ability to make choices regarding how the work will be completed), and (e) feedback (this is not feedback from others or supervisors, but the extent to which the work itself provides cues regarding efficacy or success) (Hackman & Oldham, 1976). They also include issues such as “supervision, interpersonal relations, physical working conditions, salary, company policies..., benefits, and job security” (Herzberg et al., 1959, p. 113). In other words, it is about what the person encounters when they come to the job; not the intrinsic characteristics of the person that they bring to the job.

Personal Antecedents

The idea that job attitudes are a reflection of the dispositional make-up of the person was raised in the earliest eras of job satisfaction research (T. A. Judge et al., 2017). B. M. Staw and Ross (1985) found that job satisfaction remained fairly constant irrespective of the job situation and interpreted that as a clear indicator that the source of satisfaction was the person. Davis-Blake and Pfeffer, (1989) believed there could be other reasons for relatively constant levels of job satisfaction, but on its face, B. M. Staw

and Ross' findings are indicative that the origin of job satisfaction lies with the disposition of the person instead of the characteristics of the job. Although person-centric and job-centric origins of job satisfaction are competing concepts, T. A. Judge and Klinger (2008) view the attributes of the person as having a mediating impact on how job facets or general job satisfaction is perceived.

“Specific Causes” of Pastoral Job Satisfaction and Tenure Length

Some studies regarding the job satisfaction of pastors follow or are similar to the environmental or personal antecedents theories of job satisfaction. But there are also studies which describe specific causes that do not necessarily fall neatly into job characteristics, or personal characteristics job satisfaction approaches. Things such as conflict with: (a) members, (b) personal fatigue, (c) impact on family, (d) inadequate preparation, (e) loss of passion, (f) physical health, or (g) doctrinal mismatch are examples (Rowell, 2010).

Review of the Literature

Although it has been attempted to group similar approaches to job satisfaction together, such as person-centric (dispositional or personal antecedents), job-centric (environmental antecedents or facets of the job), interactive (T. A. Judge & Klinger, 2008) and literature that identifies some other specific cause, there is significant overlap between approaches and researchers tend to recognize that each approach contributes something to overall job satisfaction (Davis-Blake & Pfeffer, 1989; T. A. Judge & Klinger, 2008). Therefore, the emphasis is placed on what the author is saying and the specific categorization is for convenience and conceptualization only.

Herzberg's Two-Factor Theory Approach to Job Satisfaction

Herzberg et al. (1959) assert that employees can be motivated and dissatisfied or unmotivated but not dissatisfied. The ability to address the internal conflict between feeling motivated by the job and simultaneously dissatisfied is one of the key attractions to the Herzberg two-factor theory (Marston & Brunetti, 2009). While extensive research has been done using Herzberg's two-factor theory with respect to numerous other professions no literature has applied the work of Herzberg et al. to long-tenured Protestant pastors in the United States (Chitiris, 1984; Fardin et al., 2013; McQueen, 2007). Although there has been some controversy with regard to Herzberg's theory it has been widely regarded as a seminal work in the area of job satisfaction (E. A. Locke, 1976; Russell, 1981; Whitsett & Winslow, 1967).

Herzberg et al. (1959) found that you can exist in any of the following four conditions:

- Dissatisfied-Low Motivation
- Dissatisfied-Motivated
- Not Dissatisfied-Low Motivation
- Not Dissatisfied-Motivated

Herzberg et al. (1959) argued that for a person to experience job satisfaction, he must positively experience both motivation and hygiene issues. As a foundation to this idea, they posited that the opposite of "dissatisfied" is not, "satisfied" (Herzberg et al., 1959). Instead, the opposite of dissatisfied is "not dissatisfied" (Herzberg et al., 1959). Herzberg et al. explained that the distinction is important because people tend to focus on the question, "Am I unhappy in my work?" When they conclude that they are not

unhappy, they cannot understand why they do not feel happy. They believed it was because there are two factors that lead to overall job satisfaction: hygiene issues and motivation issues (Herzberg et al., 1959).

Herzberg et al. (1959) describes hygiene issues as “supervision, interpersonal relations, physical working conditions, salary, company policies..., benefits, and job security” (p. 113). Before you can decide if you are satisfied at work, you must first decide if you are dissatisfied. Therefore, if you are on the left-hand side of the scale, you cannot reach “job satisfaction.” You must be on the right-hand side of the scale to ever reach job satisfaction (see Figure 2).



Figure 2. Hygiene Issues. Adapted from “The Motivation to Work,” by F. Herzberg, B. Mausner, and B. S. Snyderman, 1959. Copyright by Wiley & Sons.

Herzberg et al. (1995) explained that the next step is to consider motivation issues. They described these as: (a) sense of achievement, (b) recognition, (c) growth or promotion opportunities, (d) responsibility, and (e) meaningful work (Herzberg et al., 1995). You must be on the motivated side of the scale to have job satisfaction (see Figure 3).



Figure 3. Motivational Issues. Adapted from “The Motivation to Work,” by F. Herzberg, B. Mausner, and B. S. Snyderman, 1959. Copyright by Wiley & Sons.

McQueen (2007) applied Herzberg’s two-factor theory to elementary school principals in Virginia. McQueen found Herzberg’s motivators, vary by gender, age, level of education, salary level, years of experience, number of full-time assistant principals,

school socioeconomic status, school size, or accreditation status assigned by the Virginia Department of Education. This is of interest in the present study because it illustrates that years of experience can impact the specific motivators that resonate with a person.

E. A. Locke (1969) provided an informative definition of job satisfaction and dissatisfaction. He defined job satisfaction as “a pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s values” (p. 225) and dissatisfaction “as the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values” (p. 226). E. A. Locke provides an example where the author has separated satisfaction and dissatisfaction into two different arenas as Herzberg et al. (1959) did. However, this is not to say that E. A. Locke (1976) is an adherent of Herzberg et al. when in fact E. A. Locke was an outspoken critic of Herzberg's two-factor theory. For example, he points out that Herzberg et al. take an unjustified position that job characteristics influence the affective state of the person without regarding the possibility that the affective state of the person might be impacting their perceptions of the job characteristics. In other words, E. A. Locke believed the Herzberg two-factor theory suffers from a causality problem.

Spector (1997) also pointed out the problem of positing causality from correlation. Instead, E. A. Locke (1969) argues that a person's emotional response to their job, and by inference their resulting job satisfaction, is caused by the interaction of two different feelings: the discrepancy between what a person wants versus what they are getting AND how important that “want” is to the person. E. A. Locke will go on to clarify this in his prominent work in 1976.

Jennings (2000) applied Herzberg's two-factor theory to Gen X accountants and wrote that issues such as flexible schedules, shorter commutes, prestige, titles, and work amenities, along with salary, had become primary motivators. Herzberg's theory did not define money as a motivator in 1959; the theory defined money as a hygiene issue. However, Herzberg's theory did not hypothesize that motivators and hygiene issues were fixed categories. Instead, Russell (1981) clarified that specific issues would appear "proportionately or preponderantly" in one category or the other.

When applying a Herzberg approach, Marston and Brunetti (2009) found that teachers stay for the job itself. Specifically, "satisfaction in working with students and seeing them learn, joy in teaching one's subject, and freedom in the classroom are the most powerful motivators" (p. 335). These motivators had induced their study participants to remain in the classroom for long tenures. They defined long tenure as 15 years or more.

Schroder (2008) used the Herzberg two-factor approach while studying the job satisfaction of employees at a Christian college. He found that their job satisfaction varied significantly depending on the particular position they held in the university. It is worth noting that position was a greater predictor of job satisfaction than was income. Schroder also noted that job satisfaction is not only desirable from the employee's standpoint, but that other researchers had found that it impacted absenteeism and turnover (Dow & Taylor, 1985; Tett & Meyer, 1993).

However, Herzberg's two-factor theory has not been without significant controversy. Russell (1981) addressed several decades of sporadic criticism of the Herzberg theory. Russell noted that part of the problem rested on the failure to

understand and correctly apply the theory. In 1967, Whitsett and Winslow stated, when “We should like to emphasize that, in testing a theory, an investigator is obligated to interpret that theory correctly, to use adequate methods, and to interpret the results correctly” (p. 413). Russell believed Herzberg et al. (1959) were often incorrectly interpreted.

Whitsett and Winslow (1967) were early defenders of the Herzberg two-factor theory, or as sometimes called, motivator-hygiene theory. Herzberg et al. published in 1959, but by 1967 there had been enough criticism that Whitsett and Winslow wrote, *An Analysis of Studies Critical of the Motivator-Hygiene Theory* and vigorously defended the theory.

Job Characteristics Model of Job Satisfaction

Hackman and Oldman (1976) assert that the jobs themselves have facets that motivate job satisfaction and focus on five specific facets: (a) task identity (the ability to see the task as a complete unit), (b) task significance (the degree to which the person feels this work is important), (c) skill variety (the presence or absence of monotony to the work), (d) autonomy (this refers specifically to one's ability to make choices regarding how the work will be completed), and (e) feedback (this is not feedback from others or supervisors, but the extent to which the work itself provides cues regarding efficacy or success). G. R. Oldham and Hackman (1980) modified the original model found in Figure 4. They added two additional moderators (knowledge and skill and context satisfaction) and removed two outcomes (absenteeism and turnover). The job characteristics model was described by Spector (1997) as, “The most influential theory of how job characteristics affect people....” (p. 31).

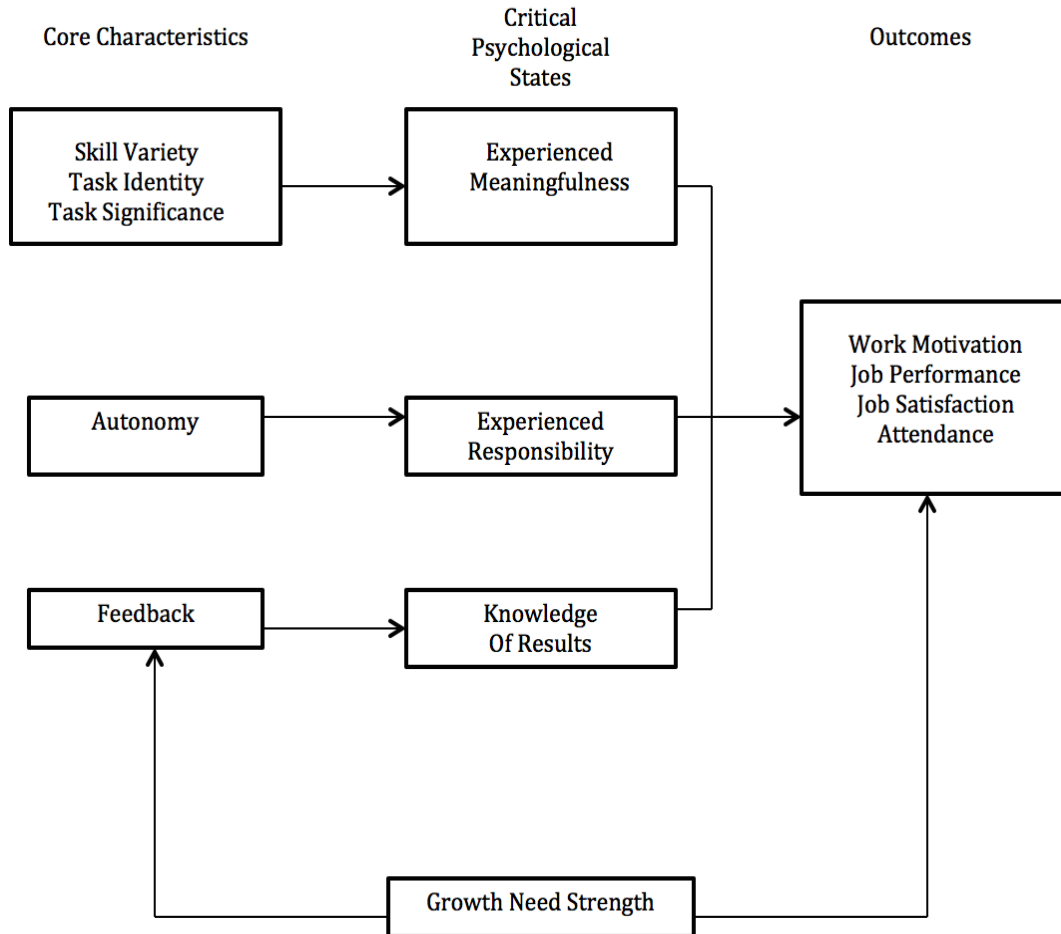


Figure 4. The job characteristics model. Adapted from “How Design in the Organizational Context,” by G. R. Oldham and J. R. Hackman, 1980, *Research in Organizational Behavior*, 2, p. 153.

In 2005, G. R. Oldham and Hackman revisited the theory and further discussed that the five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) bring about three psychological states (experienced meaningfulness of the work, experienced responsibility of the work, knowledge of the actual results of the work activities) that are moderated by three internal characteristics of the individual (knowledge and skill, growth need strength, and context satisfaction) that lead to four outcomes (high internal work motivation, high satisfaction with the work, attendance, and high quality work performance). Although Hackman and Oldham (1976)

and G. R. Oldham and Hackman (1980, 2005), consider job properties the most important factor of job satisfaction, it should be noted that the “growth need strength” is an internal characteristic that the individual brings to the job and has a significant impact on the occurrence of the outcomes.

Based on Hackman and Oldham's (1976) job characteristics model Ali et al. (2014) researched the connection of autonomy, skill variety, task significance, task identity, and feedback to job satisfaction among managers at fast food restaurants. They found that these factors do in fact contribute to job satisfaction. Based on this finding, they make several suggestions regarding designing jobs that emphasize these factors. Part of their motivation for the study is that they accept the connection between job satisfaction and productivity.

Other Job-Centric Approaches to Job Satisfaction

In the context of researching job satisfaction and its relationship to gender, Ahmad et al. (2012) stated, “It is found that there is no significant difference between job satisfaction levels in the context of gender; however, extrinsic rewards are primary motivators for job satisfaction of the teaching faculty” (p. 117). However, they also found that those motivators of job satisfaction are not the same for both men and women. They stated,

It is concluded that male and female teaching faculty have a different set of predictors for job satisfaction. The predictors of job satisfaction of male teaching faculty are the extrinsic rewards, organizational commitment and organizational fairness, while the predictors of female teaching faculty are the extrinsic rewards, quality of coworker ties and embracement of diversity... (Ahmad, 2012, p. 123)

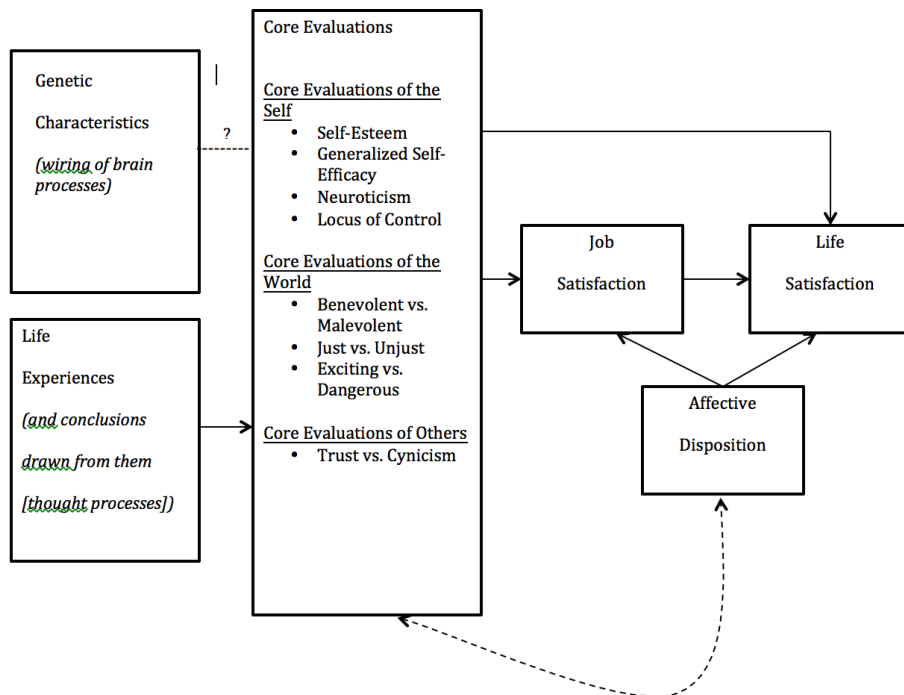
It is interesting to note that they do not consider any of the dispositional (person-centric) motivators of individuals, but instead categorize the different motivators in relationship to gender. In the present study, differences in gender are not being contemplated but could present themselves.

Davis-Blake and Pfeffer (1989) are staunch advocates of the job-centric approach and argue that the renewed interest in the dispositional approach to employee behavior and job satisfaction is flawed. They believe the research is insufficient both conceptually and methodologically. They provide suggestions on how to improve it, but they assert that “although there are certainly dispositional effects on people's attitudes and behavior in organizational settings, it is unlikely that dispositional effects are as important as situational effects” (Davis-Blake & Pfeffer, 1989, p. 386). Although Davis-Blake and Pfeffer describe themselves as “highly critical of the dispositional approach” (p. 386), they are not asserting that the attitudes of the individual have no impact on their behavior in the organization. They simply believe it does not exert as large a contribution to job satisfaction as the job characteristics.

Davis-Blake and Pfeffer, (1989) point out that they fear the dispositional approach will lead to unfair and possibly illegal hiring practices. Their concern is that if the research continues to focus on the person, it will lead to companies attempting to simply select someone who is predisposed to accept the characteristics of the job even if unfair. However, this concern leaves the key question of whether personal disposition is an antecedent of job satisfaction.

Person-Centric Approaches to Job Satisfaction

T. A. Judge, Locke, and Durham's study (1997) worked to provide a theoretical foundation to the dispositional approach to job satisfaction. They proposed a “dispositional model based on core evaluations individuals make about themselves, the world, and other people” (T. A. Judge et al., 1997, p. 151). T. A. Judge et al. do not consider their dispositional model as being at odds with theories based on job facet/characteristic theories such as job characteristics theory or Herzberg’s two-factor theory. Instead, they see it as an explanation of how different people react to the same set of job characteristics. Their approach is that an individual’s life experiences, and possibly their genetic characteristics, will determine how they evaluate themselves, the world, and others. In general, positive self, world, and other evaluations will lead to a



higher level of job and life satisfaction as illustrated in Figure 5.

Figure 5. Overall Model of the Sources, Composition, and Outcomes of Core Evaluations. Adapted from “The Dispositional Causes of Job Satisfaction: A Core

Evaluations Approach,” by T. A. Judge, E. A. Locke, and C. C. Durham, 1997, *Research in Organizational Behavior*, 19, p. 151.

B. M. Staw and Ross (1985) felt that in the debate between situational (job characteristics) theories of job attitudes and theories based on the disposition of the individual, most of the attention had shifted to situational theories. Their research however had shown that there was significant stability across time and situations. In other words, they found that job satisfaction remained fairly constant irrespective of the job situation. They asserted that this was indicative of job satisfaction having, as its antecedent, the disposition of the person. However, as discussed above, this idea was sharply criticized by Davis-Blake and Pfeffer (1989).

B. M. Staw and Cohen-Charach (2005) address the divide between those who emphasize the internal characteristics of the person (B. M. Staw & Ross, 1985; T. A. Judge et al., 1997) and those who emphasize the characteristics of the job (Oldman & Hackman, 2005; Herzberg et al., 1959) in their search for the causes of job satisfaction. They argue pointedly with the critique of David-Blake and Pfeffer (1989) which attacks the dispositional approach. B. M. Staw and Cohen-Charash believe that the criticism offered by David-Blake and Pfeffer rests largely on the lack of effective methods of measuring the impact of dispositional characteristics. They assert that the methodologies of measurement have improved greatly and effectively negate the argument of David-Blake and Pfeffer (B. M. Staw & Cohen-Charash, 2005). They further assert that it is time for researchers favoring the person-centric or dispositional approach to move out of a defensive position “to a more ambitious agenda for understanding the role of personality in organizational settings” (B. M. Staw & Cohen-Charash, 2005, p. 73).

In 1976, prior to E. A. Locke’s collaboration with T. A. Judge and Durham where

they assert the dispositional approach, E. A. Locke used the term “range of affect” to describe job satisfaction as the result of the interaction between a person's expectations and reality. However, he was not espousing the position that job satisfaction rested simply on met or unmet expectations. He was pointing out that an unmet expectation had to be important to that particular individual in order to create dissatisfaction. Conversely, for a job characteristic to contribute to the overall feeling of job satisfaction, that characteristic must both meet the person's expectations and be important to that person. Figure 6 illustrates his idea of the connection between value importance and possible range of affect. If something is unimportant to the individual, it will not generate feelings of satisfaction or dissatisfaction. Only things that are important will elicit the feeling of satisfaction or dissatisfaction. Stated positively, E. A. Locke’s finding is that job satisfaction is the result of the important expectations (intrinsic to the individual) being met when he or she encounters the characteristics of the job.

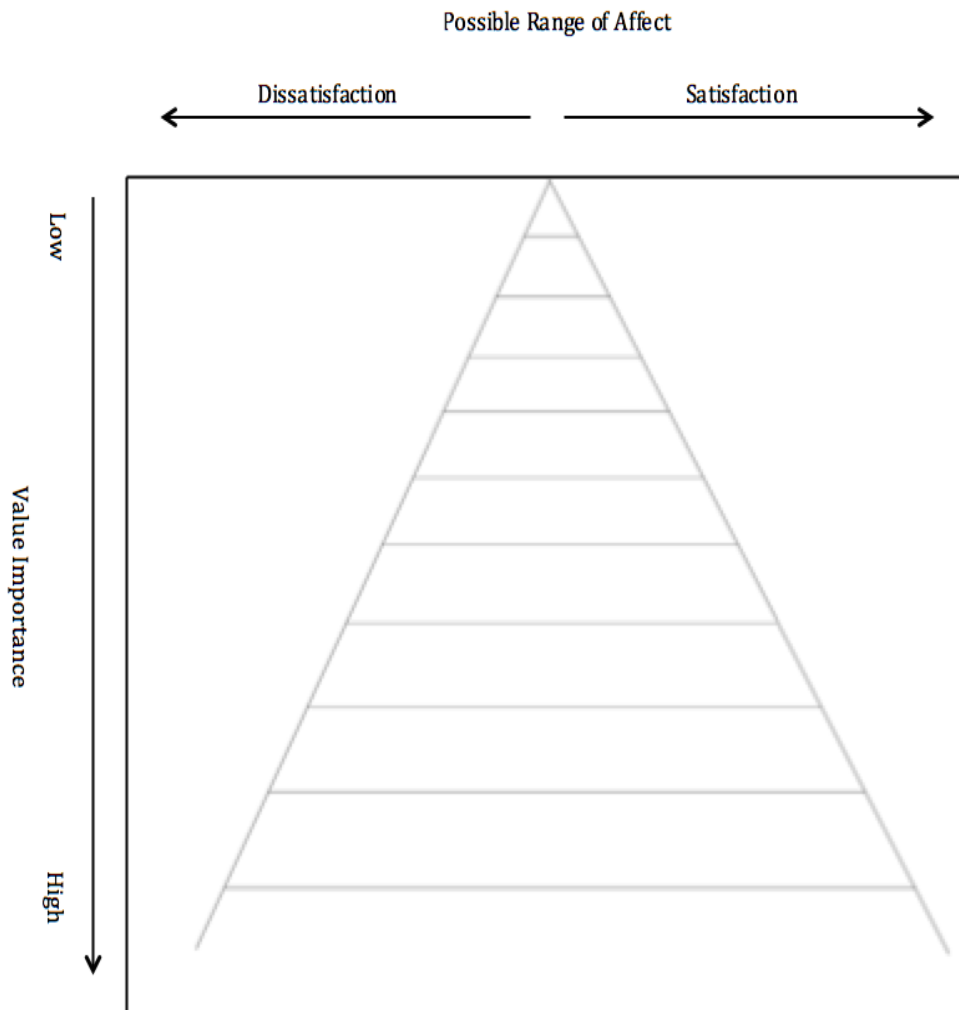


Figure 6. Hypothetical function relating value importance to possible range of affect. Adapted from “The Nature and Causes of Job Satisfaction,” by E. A. Locke, 1976, p. 1306.

Although E. A. Locke (1976) would be in the person-centric camp, he is in agreement with “virtually all theorists” (E. A. Locke, 1976, p. 1302) that a person's affective reactions are the result of an interaction between the person and his or her environment. In other words, almost all theorists in the person-centric camp would agree that job characteristics matter. No one is currently attempting to espouse a position that job satisfaction rests entirely upon the emotions, genetics, disposition, or attitudes of the person and the job characteristics are unimportant. The issue is where they place greater importance or focus of study.

Other/Combination/Unclear

T. A. Judge and Klinger (2008) define three approaches or antecedents of job satisfaction: (a) situational theories which assert that the facets or characteristics of the job are what lead to job satisfaction, (b) dispositional approaches which assume that the source of satisfaction lies within the makeup of the person, and (c) interactive theories which posit that job satisfaction arises from some combination of the attributes of the person and the facets of the job. T. A. Judge and Klinger strongly believed in job satisfaction research and stated, “no research on subjective well-being can be complete without considering subjective well-being at work” (p. 393) and “Job satisfaction research has practical applications for the enhancement of individual lives as well as organizational effectiveness” (p. 393). T. A. Judge and Klinger believe that job characteristics model and dispositional approaches are compatible with each other and view the attributes of the person as having a mediating impact on how job facets or general job satisfaction is perceived. They also point out that “there is both indirect and direct support for the validity of job characteristics model’s basic proposition that core job characteristics lead to more satisfying work” (p. 399).

T. A. Judge, Weiss, Kammeyer-Mueller, and Hulin (2017) clarified that job satisfaction is not necessarily binary. They explained, “...satisfaction is the assessment of the favorability of a job, typically arrayed along a continuum from positive to negative” (p. 357). They also addressed the issue of overall job satisfaction versus satisfaction with facets of a job. They found that studies show that there is a difference between overall job satisfaction (Brayfield & Rothe, 1951) and satisfaction with

individual facets of a job such as pay, promotions, or supervision (Smith, Kendall, & Hulin, 1969; Ironson, Smith, Brannick, Gibson, & Paul, 1989).

T. A. Judge et al. (2017) also examined the history of job satisfaction research and note that the movement, in its early stages, was focused on the study of the person. For example, Hanna and Fisher (1931) found that emotional maladjustments and disturbances were the primary cause of job dissatisfaction. However, this focus on the person more than the facets of the job as the cause of satisfaction or dissatisfaction, has not remained constant. Over the course of the last 80 years there have been periods when the predisposition of the person was the focus and periods when the characteristics of the job were the focus (T. A. Judge et al., 2017). Currently, T. A. Judge et al. believe disposition and effect of the person hold sway in the research. However, T. A. Judge et al. note that each period builds on the previous period; they do not refute one another.

In 2001, T. A. Judge, Thoresen, Bono, and Patton studied the relationship between job performance and job satisfaction and stated, “The study of the relationship between job satisfaction and job performance is one of the most venerable research traditions in industrial-organizational psychology” (p. 376). They estimated this correlation to be .30. However, Spector (1997) points out that correlation is not causality and as early as 1974, Wanous pointed out that studies found that it was not clear if job satisfaction increased performance or if performing well, increased job satisfaction.

In contrast to T. A. Judge et al. (2001) who examined the connection between job satisfaction and individual performance, Bockerman and Ilmakunnas (2012) examined the relationship between job satisfaction and overall firm productivity. Bockerman and Ilmakunnas found that job satisfaction did in fact lead to greater productivity for the firm,

but found its measurement difficult. However, they did feel confident in estimating that job satisfaction among the employees led to a productivity increase of 6.6%.

Proto (2016) also addressed the job satisfaction/job productivity nexus and found “Experimental laboratory studies and real-world evidence both validate gains to companies from paying attention to employees’ well-being. Happiness seems to motivate greater effort, increasing output without affecting its quality and thus boosting productivity” (p. 1). However, again, the issue of causality is problematic. Proto acknowledges this when he said, “In general, the evidence on the link between happiness and productivity using real-life data is based on correlations and does not provide convincing proof or demonstrate causality” (p. 5).

In 1993, T. A. Judge and Watanabe wrestled with the issue of causation between life satisfaction and job satisfaction and made a significant clarification to the subject when they established that life satisfaction does contribute to job satisfaction and that job satisfaction contributes to life satisfaction. They found that there is causality in both directions. Figure 7 illustrates the causal connections that T. A. Judge and Watanabe found. Correlation values have been removed and two additional boxes regarding future job satisfaction and future life satisfaction have been removed.

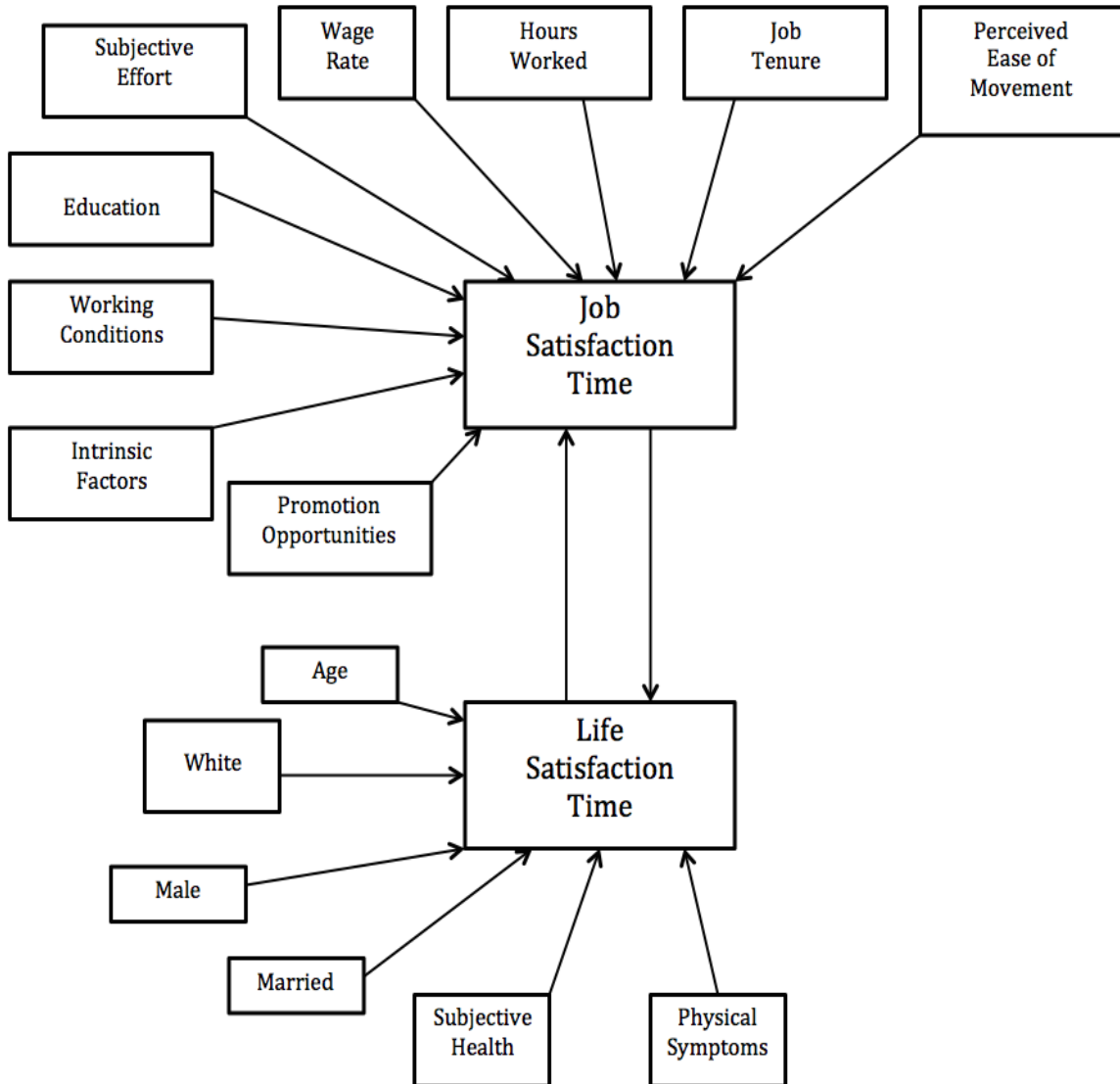


Figure 7. MODIFIED Hypothesized Causal Model. This figure has been modified for readability and ease of understanding. Adapted from “Another Look at the Job Satisfaction – Life Satisfaction Relationship, 1993, *Journal of Applied Psychology*, 78(6), p. 560.

The Job of Pastor

Being a pastor is a messy, multifaceted, and challenging job (C. Lee & Frederickson, 2012) such that H. J. Zondag (2001) asked, “Why do pastors choose to carry on instead of turning their backs on the pastoral profession?” (p. 311). But most do not. They persevere, find it fulfilling, and often derive joy from it. It can be painful, an

invitation to criticism, and yet most pastors are proud to be part of the profession and could not imagine going anything else with their lives (Krejcir, 2016).

Pastors work within the context of a church and every church is imperfect, broken, and messy in some way (C. Lee & Frederickson, 2012). They lead the church, but because pastors are called to communal leadership within the church, the church often plays a role in their selection and ordination. Pastors are often in the position of being in spiritual authority over, yet hired, potentially fired, and usually underpaid by the congregation they serve (C. Lee & Frederickson, 2012; Willimon, 2002). Churches are highly relational organizations, and when pastors get in trouble, people may talk about bad theology or bad preaching but it is usually about mismanaged relationships, hurt feelings, and the conflict that results from it (Willimon, 2002). C. Lee and Frederickson (2012) said, "...pastoral ministry can be both deeply satisfying and profoundly challenging" (p. 15). The challenge may be the result of the broad variety of requirements placed on a pastor. The pastor must be a public speaker, possess intellectual ability, usually must have an advanced degree, have strong relational gifts, management acumen, verbal dexterity, counseling training, and it helps if he or she is good at carrying metal folding chairs and sweeping floors (Willimon, 2002).

However, pastoring is not a job or profession, it's a vocation (Willimon, 2002). The vast majority of pastors indicate they feel a special call to ministry (Krejcir, 2016). In other words, they feel that God has directed them into ministry. This sense of calling may have some protective quality to it with regard to the challenges of ministry. Adams, Hough, Proeschold-Bell, Yao, and Kolkin (2017) found that in spite of the challenges and stressors of ministry, the rate of clergy burnout is moderate in relation to other caring

professions. Adams et al. (2017) hypothesized that the joy pastors derive from ministry or the feeling of meaningfulness may offer some protection against the factors of burnout. However, C. Lee and Frederickson (2012) point out that sometimes the job of pastoring can obscure the vocation of pastoring. When it does, it will be experienced as burdensome. But they also note that when the vocation is discovered and rediscovered, pastoring is again experienced as joyful. In fact, C. Lee and Frederickson (2012) report that pastors consider themselves one of the happiest professions.

This is not to say that the ranks of pastors are not struggling. Krejcir (2016) offers several disturbing statistics:

- 54% of pastors still work over 55 hours a week
- 57% can't pay their bills
- 54% are overworked and 43% are overstressed
- 53% feel seminary had not properly prepared them for the task
- 35% battle depression
- 9% are burnt-out
- 12% feel belittled
- 3% have had an affair

However, Krejcir also reported that 90% feel honored to be a pastor. They have found this messy, challenging, complex calling to be an honor.

“Specific Causes” of Pastoral Job Satisfaction, Dissatisfaction, and Tenure Length

H. J. Zondag's (2000) research found that pastors turn away from the profession because it did not meet their expectations. Although pastors as a group are altruistic, their altruism doesn't exclude egoism (H. J. Zondag, 2000). They have expectations of

ministry and struggle when they are not met. H. J. Zondag (2001) further wrote that there are three aspects to job satisfaction: (a) general satisfaction with the job, (b) psychological satisfaction, and (c) physical satisfaction. Psychological satisfaction means they derive respect and self-respect from the job. Physical satisfaction means that they do not find the job too taxing (H. J. Zondag, 2001). However, H. J. Zondag does not address the divide between person-centric and job-centric causes of job satisfaction. Specifically, are the unmet expectations caused by the disposition of the pastor or is there some failure in the design of the job leading to dissatisfaction? This relates to the present study because in this work, H. J. Zondag is examining pastors closely and even though he does not use the term “motivator” he is in identifying altruism, egoism, psychological satisfaction, and physical satisfaction as factors that influence the pastor’s overall job satisfaction. Would H. J. Zondag see those factors as part of the disposition of the person or a function of job characteristics?

In his study H. J. Zondag (2001) wrote expansively on the type of commitment pastors have and found their commitments break down into three categories: (a) affective commitment (they identify with the job and like being pastors), (b) normative commitment (they stay out of a sense of personal duty), and (c) continuity commitment. Pastors with continuity commitment have a businesslike relationship with ministry and are continually balancing what they put into ministry and what they get out of it. H. J. Zondag found that pastors with affective and normative commitments tend to stay and pastors with continuity commitment tend to leave. This work utilizes the commitment framework laid out by Allen and Meyer (1990).

Allen and Meyer (1990) discussed the three types of organizational commitment that captured H. J. Zondag's attention in 2001. However, Allen and Meyer explained that these different commitments have been viewed as different types of commitment, as H. J. Zondag did, but it would be better to view them as components of attitudinal commitment to the organizations. This is important because Allen and Meyer do not necessarily see these as categories with bright lines between them. They observe that a person may simultaneously have all three components to varying degrees.

Spencer et al. (2012) concluded that pastors struggle with the difference between what they expected from ministry and what actually occurs in ministry just as H. J. Zondag had (2000). They described this gap between expectation and actual occurrence as a "vision gap" (Spencer et al., 2012, p. 247). They believed that the combination of vision gap and "compassion fatigue" (Spencer et al., 2012, p. 247), which is described as taking on too heavy of a load of other people's burdens, to be the two factors most likely to lead to resignation or termination of a pastor (Hauerwas & Willimon, 1990). Cranny et al. (1992) affirm their idea that job satisfaction is based on the perceived difference between what an employee wants to receive and what he actually receives. This idea would be in alignment with E. A. Locke's (1976) range of affect theory. However, E. A. Locke goes further and posits that it is both the unmet expectation and importance to the individual that lead to job dissatisfaction.

In 2004, H. J. Zondag took up the subject of job satisfaction again and found that for pastors to experience job satisfaction they need three things: (a) awareness of the results they are achieving, (b) to feel that their work is important, and (c) recognition. In this same study, he found that a feeling of competence and that their time investment was

allowing them to achieve goals they consider important contributed to job satisfaction. However, H. J. Zondag's work does not discuss how the presence of these three factors intersect with the three types of commitment that he identified in his 2001 study described above.

In 2006, H. J. Zondag took up the subject of pastoral motivation with the question, "What motivates someone to do something?" (p. 229). He relied on Weiner's (1992) work in concluding they do it because of expectation and valuation. People do things that they expect will help them achieve goals they value highly. This study fits nicely with his 2004 study where he found that awareness of the results they are achieving, to feel that their work is important, and recognition were critical needs for the pastor. There is a common thread of valuing achievement or accomplishment in both of them.

It may be helpful to consider the following three studies, Rowell (2010), Campbell (2016), and to a lesser extent, Flynn (2009), as a group. They each identify factors that negatively impact the pastor's satisfaction and motivation. Rowell's approach could be considered the inverse approach to job satisfaction. He focused on the reasons pastors leave or job dissatisfaction. He found the most common reasons to be: "conflict with members, personal fatigue, impact on family, financial stress, inadequately prepared, loss of passion, physical health, doctrinal mismatch, or being unable to secure an assignment" (Rowell, 2010, p. 6).

Campbell (2016) did not focus on job satisfaction as the cause of long tenures of pastors, but instead concluded that resilience is the key to a pastor remaining in the pastorate. His research found that "Pastors are always in the process of dealing with

pain” (Campbell, 2016, p. 143) and their resilience has a greater impact than their motivation or job satisfaction.

Flynn (2009) asserted that the cause of pastoral job dissatisfaction is that ministerial education is failing to prepare pastors for long-term fruitful service by failing to address four common ministry stressors: (a) boundary stressors (inability of the pastor and his family to maintain personal space), (b) loneliness stressors (insufficient intimacy), (c) identity stressors (lack of self-awareness or lack of skills needed), and (d) health stressors (compromised emotional, spiritual, or physical health). Flynn is an Associate Professor of Practical Theology and speaks with an intimate awareness of the challenges faced by clergy and the formation that takes place during their education. He is in a position to personally observe the impact of ministerial education.

The findings of these three studies are not necessarily in conflict. Instead, their findings of causes of job dissatisfaction could all be working as contributing factors to the other’s findings. These three studies intersect with this research study by illustrating examples of specific causes that lead to low job satisfaction or resignation.

Miner, Dowson, and Sterland (2010) studied the relationship between a person's ministry orientation and clergy burnout and job satisfaction. In other words, they examined whether greater levels of spirituality, autonomy, and competence would lead to greater satisfaction in ministry and lower the incidence of burnout. They found that greater ministry orientation does in fact act as a mediating factor. Higher ministry orientation does in fact lead to lower incidence of burnout and greater job satisfaction. They found that seniority in ministry was unrelated to internal ministry orientation, but they also found that it is associated with increases in exhaustion, ministry

accomplishment, and slightly lower levels of ministry satisfaction. In other words, they are emotionally tired, but they are effective.

O'Brien (1999) reached an interesting conclusion when his research found that pastors leave because of church dysfunction. Although this is a job characteristic, it would not normally fall into the category of job design. However, could the job be designed in such a way that church dysfunction has less impact on the pastor? Perhaps this is possible because he also found that long-tenured Protestant pastors experience less conflict than short-term pastors. He felt this was important because his research found that the likelihood of short-term pastors ever leading a church to significant growth is minimal at best. He defined short-term as three years or less and long-term as seven years or more.

Personal Characteristics of People who Decide to Pastor or are Beneficial to a Pastor

Although it is a precarious proposition to generalize about the personal characteristics of people, the research has identified several characteristics that pastors tend to share. For example, Zondag (2000) found that pastors are as a group, altruistic. This would appear to be in alignment with Lee and Frederickson's (2012) finding that pastors are "generally paid less than others with comparable levels of training and education" (p. 14), but are willing to serve anyway.

Zondag (2001) also found that pastors' tend to possess either affective commitment (they identify with the job and like being pastors), normative commitment (they stay out of a sense of personal duty), or continuity commitment. Pastors with continuity commitment have a businesslike relationship with ministry. Although other

professions exhibit these same types of commitments, Zondag identified affective and normative commitment as personal characteristics that are possessed in high degree by pastors who remain in ministry (Allen & Meyer, 1990).

Although Campbell (2016) did not address whether people who enter ministry have a higher level of resilience, he concluded that resilience is a key personal characteristic for a pastor to remain in the pastorate. His research posited that pastoral resilience might be learned in ministry, but it also might have been a personal characteristic that a person brings to the ministry. Adams and Bloom (2017) agreed and found several personal characteristics contribute to the well-being as a pastor. They did not assert that they are characteristics of people who choose the profession, but instead are characteristics that if present, contribute to a sense of well-being enjoyed by the pastor. Those characteristics are (a) a positive self-identity, (b) personal resilience, (c) self-discipline, and (d) the ability to develop close friendships.

Literature Gap

The research indicates that longer pastoral tenures would be beneficial to the church and the pastor (Shullenberger, 1919; Strunk et al., 2017; Welden, 2002). However, the research also indicates that longer tenure is not the trend, people are leaving the ministry at a higher rate than ever before (Beebe, 2007). This contradiction between what would be best and what is actually occurring has not escaped the attention of researchers. They are and have been examining the issues affecting pastoral tenure (Beebe, 2007; Campbell, 2016; O'Brien, 1999). However, although job-centric (e.g., Herzberg's theory and job characteristics model) and person-centric (e.g., range of affect and dispositional theory) approaches to causes of job satisfaction have been used to

examine several other fields, they have not been directly applied to Protestant pastors in the United States to determine the extent and motivators of job satisfaction.

It could be suggested that the motivators of job satisfaction do not vary significantly from profession to profession, but the research consistently indicates that the levels of intrinsic and extrinsic motivators are not the same for different occupational groups (Armstrong, 1971; Authur, 1987; Sompong, 1990; Wanous, 1974). For example, Schroder (2008) found that even among various positions within the same Christian university there were significantly higher levels of satisfaction among administrators than there was among faculty, hourly staff, or salaried staff. The present study hypothesizes that the motivators of pastoral job satisfaction will vary from other professions just as the literature indicates other professions vary from each other (Armstrong, 1971; Authur, 1987; Sompong, 1990; Wanous, 1974).

Summary

The bulk of the research regarding the variable of job satisfaction has possessed either a person-centric or job-centric emphasis on the origin or cause of job satisfaction. As the literature has progressed there is increasing recognition that both intrinsic personal characteristics of the employee (person-centric) and facets or characteristics of the job (job-centric) play at least some role in the formation of a feeling of job satisfaction (T. A. Judge & Watanabe, 1993; E. A. Locke, 1976). It is also recognized that the likelihood that a personal characteristic/expectation or specific job characteristic will lead to job satisfaction or dissatisfaction will largely be determined by the conscious or unconscious importance that specific individual places on that job characteristic (E. A. Locke, 1976). It is also believed that both the person-centric approach and the job-centric approach do

more than play a role in job satisfaction; they exist in some type of causal relationship with each other (T. A. Judge & Watanabe, 1993). The individual's disposition makes it more or less likely they will view the job characteristics in a positive light just as success or failure in the job will cause a positive or negative view of the job and thereby lead to higher or lower job satisfaction. There also continues to be issues researched outside of the realm of person-centric or job-centric that lead to lower or higher job satisfaction such as conflict with members, personal fatigue, impact on family, inadequate preparation, loss of passion, physical health, or doctrinal mismatch (Rowell, 2010).

The literature is suggesting that the disposition of the person (T. A. Judge et al., 1997), components of his or her pastoral commitment (H. J. Zondag, 2001), self-perception that they have a discernible calling to ministry (Willimon, 2002), and facets of the specific job (Herzberg et al, 1959; Hackman & Oldham, 1976) all matter in the formation of job satisfaction. This leads to the conclusion that "motivators" must be viewed and interpreted broadly in contrast to the Herzberg two-factor theory which relies on a list of generally motivating or de-motivating facets of the job. Similarly, motivators should be viewed more broadly than the list of positive environmental factors posited in the job characteristics model. Simply put, the power of the disposition of the individual to act as a motivator of job satisfaction and the power of success in the work environment to cause the person to view facets of the job more positively must be considered in the present study. "Motivator" of job satisfaction must include both the job characteristics and the particular characteristics of the person that have led to long pastoral tenure.

Synthesis Matrix

A synthesis matrix of the literature was prepared (see Appendix A) in order to more easily recognize and categorize the various approaches to the sources of job satisfaction. It also served as a tool to organize the literature addressing pastoral tenure.

CHAPTER III: METHODOLOGY

Overview

The focus of the present study was long tenures among Protestant pastors and the factors that have led to their ongoing decision to remain in their current position. Specifically, to determine their global satisfaction with their position, the job facets that increase their job satisfaction, and the personal or dispositional characteristics of the pastors that they believe have influenced their decision to remain. Long tenure has been found to be beneficial for both the pastor and the church and that increased job satisfaction served to increase tenure (Spector, 1997; Strunk et al., 2017; Welden, 2002). This study seeks to better understand the causes of pastors' job satisfaction.

The focus of this chapter is to explain the methods used to gather, process, and analyze the data used for this study. It begins by restating the purpose and research questions and then explains in detail the research design, instruments used, data collection, and data analysis methods. Prior to proceeding with any meaningful data collection, approval was requested and obtained from the Institutional Review Board at Brandman University (BUIRB) to ensure the ethical integrity of this study and the protection of all participants (see Appendix B).

Purpose Statement

The purpose of this study was to determine the global job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the facets of job satisfaction that motivate them to remain in their job. A further purpose of this study was to discover what personal characteristics long-tenured Protestant pastors in southern California perceive to have contributed to their long tenure.

Research Questions

1. What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?
2. What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?
3. What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?

Research Design

This study utilizes an explanatory, mixed method design. It is mixed method because it combines quantitative and qualitative methods. It is explanatory because it utilizes the quantitative methods first and then seeks to better understand those results through qualitative methods (McMillan & Schumacher, 2010).

This is a quantitative, non-experimental, survey study with respect to Research Questions 1 and 2. It is quantitative because it will produce ordinal data; it is non-experimental because it does not manipulate any experienced conditions (McMillan & Schumacher, 2010); and it is a survey design because a questionnaire is utilized to collect the attitudes and beliefs of a group of subjects.

This is a heuristic, phenomenological qualitative study with respect to research question three. It is phenomenological because it is examining a naturally occurring phenomenon: The lived experience of long-tenured Protestant pastors. It is qualitative because the purpose is to understand the lived experience of long-tenured Protestant pastors (McMillan & Schumacher, 2010).

Patton (2015) describes a heuristic study as a form of phenomenological inquiry that emphasizes the experiences, opinions, and insights of the researcher. There are two narrowing elements that help distinguish it from other types of phenomenological inquiry. The researcher must have intense personal interest and experience with the subject of study, and the participants in the sample must have an intense experience with the phenomenon (Patton, 2015). In the present case, the researcher and all of the participants are currently serving long-tenured Protestant pastors. A heuristic study does not attempt to separate the feelings of the researcher from the other people in the sample. Instead, the researcher and the sample become “coresearchers” (Patton, 2015, p. 119).

Population

A population is a group that “conforms to specific criteria” (McMillan & Schumacher, 2010, p. 129) to which research results can be generalized. The population for this study was long-tenured Protestant pastors in the United States. Brauer (2017), referring to the United States, stated that “there were an estimated 384,000 congregations in 2012, with a 95 percent confidence interval of 351,000 to 417,000” (p. 444). The U.S. Census Bureau estimates the total 2012 U.S. population at 314 million. This would indicate that there is a range of ratio between 753 people and 895 people per congregation in the United States in 2012.

Target Population

“The target population is identified as the specific group for which the researcher will generalize data that is compiled” (McMillan & Schumacher, 2010, p. 237). The target population for this study is long-tenured Protestant pastors in southern California. For purposes of this study, “long-tenured” is defined as 15 years or more in the same ministry position and southern California is limited to Los Angeles, San Bernardino, Orange, Riverside, San Diego, and Imperial counties.

If the range of ratio for churches in the United States extrapolated from Brauer’s (2017) work is applied to the current southern California estimated population of 21,276,658 (State of California, Department of Finance, 2016) this would indicate that there are approximately 23,773 to 28,256 congregations in southern California. Although this is a fairly wide range, it does not significantly impact the required sample needed to determine the characteristics of these congregations. A population of 20,000 (N) would indicate a necessary sample of 377 (n) and a population of 30,000 (N) would require a sample of 379 (n) (Patten & Bruce, 2012).

In order to determine the number of long-tenured Protestant pastors in southern California (subject population), one city was randomly selected from each of the subject counties. A list of all Protestant churches in each of those cities was prepared through web searches and online (free) telephone listings. Sixty-four of these congregations from each city were randomly selected by copying each list, cutting the names into individual slips and then selecting 64 names to be contacted. Each of these 384 congregations were called and asked:

- The name of their pastor.
- How long has he or she been the pastor? (To avoid inadvertently being offensive, we adjusted the question to indicate the gender of the pastor if we could make a reasonable guess based on the name. Some churches have a theological prohibition against women being pastors and could be offended by a gender-neutral question).
- If their pastor had been in the position for 15 years or more, they were asked if we could have an email address to contact them.
- If their pastor had been in the position for 15 years or more, they were also asked to verify the church mailing address.

The data were input into MegaStat to determine the measures of central tendency: mean, median, and mode (see Table 1).

Table 1

Information Regarding Long-Tenured Protestant Pastors in Southern California

Mean	Median	Mode	Number of Long-Tenured Protestant Pastors	Percentage of
14.80 years	11 years	10 years	156	40.66%

Sample

Sample With Respect to Quantitative Portion of the Study

The collective group of participants from whom the data are collected is referred to as the sample (McMillan & Schumacher, 2010). As discussed above, 156 long-tenured Protestant pastors were found in the designated geographic area through a random

process of identification. These 156 served as our target subjects from whom our sample was drawn.

Sample With Respect to Qualitative Portion of the Study

For a phenomenological study, Creswell (1998) recommended that between five and 25 interviews be conducted while Morse (1994) recommended that at least six interviews be conducted. In the present study, 10 interviews were deemed adequate because it met the recommendation of both Morse (1994) and Creswell (1998).

Instrumentation

Spector (1997) stated that most research on job satisfaction is done with questionnaires because of the lower cost, ability to survey a large group, ease of quantification, and the ability to standardize the results. But he also pointed out that “it is possible to get more extensive information in an interview, as respondents can elaborate about the issues they are discussing” (Spector, 1997, p. 5). The present study utilized both methodologies. A questionnaire was utilized for the quantitative portion of the study found in Research Questions 1 and 2 and an interview instrument for the qualitative portion of the study found in research question three.

Instrumentation with Respect to the Quantitative Portion of the Study

Spector (1997) examined several different instruments of measuring job satisfaction and found that they can be divided into two types: facet scales and global scales. Facet scales assess satisfaction for specific areas such as: (a) pay, (b) fringe benefits, (c) coworkers, (d) supervision, and the (e) nature of the work itself, while global scales are measuring overall satisfaction with a job (Spector, 1997). In the present study, Research Question 1 is examining overall (global) satisfaction and Research Question 2

is examining specific motivators (facets) of job satisfaction. Therefore, it was preferable to use an instrument that could address both global satisfaction and identify specific facets leading to job satisfaction.

The Job Descriptive Index/Job in General Scale (JDI/JIG) (see Appendix C) was the instrument selected because it combines the JDI, which Spector (1997) described as the most commonly used instrument for measuring facets of job satisfaction, with the JIG- a global job satisfaction instrument (Ironson et al., 1989; Smith et al., 1969). Brodke et al. (2009) observed, “Job satisfaction is defined as the feelings workers have about their jobs. The JDI and the JIG are self-report measures of job satisfaction” (p. 3). It was hoped that utilizing one combination instrument would yield a larger return rate than would have been obtained by attempting to persuade respondents to complete two separate instruments.

Instrument for research question 1. The JIG was designed to be combined with the JDI and was designed by Ironson et al. (1989). Ironson et al. found that an important shortcoming of a facet scale is that it may not be asking about the particular facets that matter to the subject whereas a global scale can provide a measurement of overall job satisfaction. For both the JDI and the JIG, the subject is given a word and asked whether it describes their specific situation. The subject responds, “yes,” “no,” or “?” next to each word. Upon completion, each “yes” is scored as 3 points, each “no” is scored as 1 point, and each “?” is scored as 0 points (Brodke et al., 2009).

Instrument for research question 2. The JDI is a facet scale (Smith et al., 1969; Spector, 1997). The specific facets the JDI measures are (a) work, (b) pay, (c) promotions, (d) coworkers, and (e) supervisors. As with the JIG, the subject is given a

word and asked whether it describes their specific situation. The subject responds, “yes,” “no,” or “?” next to each word. Upon completion, each “yes” is scored as 3 points, each “no” is scored as 1 point, and each “?” is scored as 0 points (Brodke et al., 2009). This produces a total score for each facet. But the individual facet scores should not be aggregated. The JDI is not intended to give an overall job satisfaction score (Ironson et al., 1989). It is intended to examine a subject’s satisfaction regarding five specific facets of their work environment.

Instrumentation with Respect to the Qualitative Portion of the Study

As discussed in Chapters I and II, there has been a significant divide for several decades between those who take a person-centric (dispositional) approach and those who focus on a job-centric approach to job satisfaction. The person-centric approach emphasizes the internal characteristics of the person (B. M. Staw & Ross, 1985; T. A. Judge et al., 1997) and the job-centric approach emphasizes the characteristics of the job (Hackman & Oldman, 1976; Herzberg et al., 1959) in their search for the causes of job satisfaction. Researchers are recognizing that there is interplay between the disposition of the person and the characteristics of the job (T. A. Judge et al., 1997). The qualitative portion of this study focused on identifying and understanding what personal characteristics of the long-tenured Protestant pastor contributed to their long tenure. In order to facilitate this, an interview instrument was developed and can be found in Appendix D.

Field Testing of the Interview Instrument Used for the Qualitative Portion of the Study

The interview protocol, developed by the researcher, was designed to directly correlate to Research Question 3 of this study. The protocol was field tested with two volunteer long-tenured Protestant pastors (pilot interviews) who did not participate in this study. The field test was conducted to ensure accuracy of the correlation between interview questions, responses, and research questions. The pilot interviews were recorded and transcribed. Following the field test, feedback was solicited from each field-test participant on the researcher's methods for interview, interview questions, length of interview, and recording process, and changes were made based on that feedback.

Reliability and Validity of the JDI and JIG

Reliability relates to the dependability of the test (Patten & Bruce, 2012). "A test is said to be reliable if it yields consistent results" (Patten & Bruce, 2012, p. 73). Validity refers to "the truthfulness of findings and conclusions" (McMillan & Schumacher, 2010, p. 104). The JDI has been used numerous times; Cook, Hepworth, Wall, and Warr (1981) assembled a list of over 100 published studies that utilized the JDI and found it to possess both validity and reliability. Similarly, the JIG has been extensively used and Ironson et al. (1989) found consistency coefficients from .91 to .95 after reviewing several samples (Spector, 1997). Spector (1997) stated, "The JIG has good internal consistency reliability" (p. 18) (see Appendix E for further information regarding reliability of the JDI and JIG).

Dependability and Trustworthiness of the Qualitative Data

“The terms dependability and trustworthiness in qualitative research loosely correspond to the terms reliability and validity in quantitative research” (Patten & Bruce, 2012, p. 157) and can be enhanced by data triangulation (obtaining data from multiple sources) and researcher triangulation (using multiple researchers to review the data) (Patten & Bruce, 2012).

In the present study:

- The transcripts were reviewed for accuracy
- Ten unique participants provided the data

Data Collection

Prior to the collection of any data, this researcher completed the National Institutes of Health Web-based training course “Protecting Human Research Participants” (see Appendix F).

Quantitative Data Collection

The name, email address, length of tenure, and mailing address of each potential study participant located during the sample identification process were maintained in an Excel spreadsheet. It became apparent that because of the relatively small population size and the difficulty in identifying potential participants, it was going to be beneficial to have a substantial response rate. Therefore it was determined that simply sending out an electronic survey was unlikely to generate the desired response. Each of the prospective participants occupies a significant leadership position and many of them are likely to have their emails screened for them. Based on these assumptions it was determined that a more personal approach was necessary and was instituted as follows:

1. A handwritten envelope was prepared for each identified long term pastor.
This envelope was marked “personal and confidential.” It was highly unlikely that an envelope marked this way would fail to be opened by a church leader.
2. A letter of invitation to participate in the study was prepared and placed in the envelope for each long-tenured Protestant pastor (see Appendix G) thanking them for their long service, introducing the researcher as a fellow long-tenured Protestant pastor, and explaining the need for their help in increasing the tenure of the pastoral community. Each potential participant was asked to complete the enclosed survey, and to mail it back in an enclosed postage prepaid envelope. Also, a survey informed consent document was included which contained general information about the research, the purpose statement, contact information, and assurance of confidentiality (see Appendix H) as well as an interview informed consent (see Appendix I). In addition, a participant’s bill of rights form was included in the envelope (see Appendix J).
3. Also included in the envelope was a \$5 bill and a personal note thanking them for taking the survey, expressing the hope to eventually meet them, and inviting them to go to Starbucks as a small “thank you” for their long and dedicated service.
4. Included in the envelope was the JDI/JIG (2009 edition) and a postage prepaid return envelope. This envelope was numbered with a corresponding list of the potential participants so that a second request could be sent if a response was not received back within 10 days.

5. Each day, as JDI/JIG surveys were returned, the number on the envelope was notated on the corresponding list of potential participants. The surveys were then locked in the researchers safe.
6. After 45 days from the date of the original mailing, the responses were counted and a determination of the response rate was calculated. It was determined that a second request would be unnecessary.

At this point the data collection for the quantitative portion of the study was considered complete.

Qualitative Data Collection

Randomly selected pastors from the list of 156 long-tenured Protestant pastors were contacted by telephone and asked to participate in an in-person interview with this researcher. Ten volunteers were identified who were willing to be participants in an in-person interview and those interviews were conducted. The interviews ranged from one to one-and-a-half hours in length. Most of them took place at the church where the pastor serves and most of them occurred in the pastors' offices. The pastors' offices were all very similar in that they had both a desk area and another seating area. In general, these seating areas consisted of comfortable chairs, a coffee table, fluorescent lighting, and bookcases. This setting was chosen because a pastor's office is generally comfortable, is a place where private details are routinely discussed, and is familiar to the pastor.

Each pastor signed an informed consent form, was given a participants bill of rights form, and the interview was recorded, then transcribed. The interview questions were open ended in nature and designed to elicit the feelings and perceptions of the

interviewees with respect to their personal characteristics that had contributed to their long tenure. Patton (2015) describes a heuristic study as a form of phenomenological inquiry that emphasizes the experiences, opinions, and insights of both the researcher and the subjects. Therefore, the researcher participated with the interviewees in conversation as was appropriate. The interviews were recorded and transcribed. The researcher did not take notes during the interview.

Data Analysis

Quantitative Data Analysis

The owner of the JDI/JIG, Bowling Green State University Department of Psychiatry, provides a list of recommended procedures for the data analysis in a quick reference guide (Brodke et al., 2009). Upon collection of the completed JDI/JIG questionnaires, the following recommended data analysis steps were executed:

1. The responses were cleaned according to JDI/JIG procedures (Brodke et al., 2009) to eliminate unusable responses.
2. For each survey received: “Yes” responses were coded as 3, “No” responses were coded as 0, and “?” were coded as 1. However, some items are negatively worded and were reverse coded.
3. Data were compiled into tables for the first five sections which comprise the JDI and the one section that comprises the JIG. These data were entered into Megastat and the measures of central tendency were determined. Also, a Pearson product-moment correlation co-efficient was determined in order to identify any correlations between the five job facets measured by the JDI and

correlations between those five job facets and global job satisfaction as measured by the JIG.

4. The data measures of central tendency were compiled into tables for comparison with archival data from the administration of the JDI (1997 version) and the JIG (1989 version) to managers and non-managers in the United States found in the Gillespie et al. study conducted in 2016.

Qualitative Data Analysis

Upon completion of the recorded interviews and transcription, the 10 interviews were downloaded to coding software NVIVO. The interviews were downloaded as separate documents so that it could be determined how many subjects had presented any particular issue. In preparation of coding the data, and after thoroughly reviewing the interview transcripts, a list of codes was determined. Patton (2015) describes codes as categories or “recurring regularities in the data” (p. 555). These codes were entered into NVIVO as unique “nodes.” Actual coding of the data was performed by carefully reading the interviews, then highlighting statements that reflected the presence of that code/node, then copying those statements into the node folders. Upon completion, NVIVO maintained a separate folder containing each statement reflecting that code from each interview, provided a table indicating how many times a code had arisen, and from how many unique sources of the data.

Inter-coder process. Three interviews were randomly selected and independently reviewed by a peer researcher. That researcher identified his suggested themes and those were compared with the themes determined by the primary study researcher. After discussion of the differences identified in the themes, inter-coder agreement was reached.

Limitations

This study has several limitations and generalizations from it should be used cautiously. The limitations include (Roberts, 2010):

- This study utilized a relatively small sample size, which may affect the generalizability of the study to the experiences of long-tenured Protestant pastors at large (Roberts, 2010).
- The survey of long-tenured Protestant pastors is limited to their self-perceptions. These pastors may be unable to articulate those self-perceptions and may feel a need to say what they believe is expected of a pastor.
- The interviews of long-tenured Protestant pastors provided a snapshot of self-perception at the time the interview occurred. Perceptions could vary dramatically depending on whether the pastor has just completed an arduous weekend and is physically tired, or just performed a difficult funeral, or other circumstances that may significantly impact his or her emotional state.
- A heuristic inquiry, by its nature is not objective. It is the synthesis of perceived shared meaning. The readers will have to read the narratives and determine for themselves whether it resonates with them.

Summary

This chapter described an explanatory mixed methods design that included a quantitative and qualitative component. It addressed the methods used to gather, process, and analyze the data used for this study. It began by restating the purpose and research questions and then explained in detail the research design, instruments used and why they were selected, data collection methods, and data analysis methods. This chapter

described the difficulty determining the population size and how that obstacle was overcome. The chapter closes with a discussion of the limitations of this study. This chapter is organized by first addressing the quantitative component and then qualitative component of each section.

CHAPTER IV: RESEARCH, DATA COLLECTION, AND FINDINGS

Overview

This chapter begins with the purpose of the study, a restatement of the research questions, a brief description of the research methods and data collection procedures, and a summary of the population and sample. It then goes on to a presentation and analysis of the data collected. The presentation and analysis of data is organized according to the research question it addresses and includes the findings from the data. The chapter closes with a summary of the findings discussed.

Purpose Statement

The purpose of this study was to determine the global job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the facets of job satisfaction that motivate them to remain in their job. A further purpose of this study was to discover what personal characteristics long-tenured Protestant pastors in southern California perceive to have contributed to their long tenure.

Research Questions

The research was guided by the following research questions:

1. What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?
2. What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job

satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?

3. What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?

Research Methods and Data Collection Procedures

This study utilizes an explanatory, mixed method design. It is mixed method because it combines quantitative and qualitative methods. It is explanatory because it utilizes the quantitative methods first and then seeks to better understand those results through qualitative methods (McMillan & Schumacher, 2010).

This is a quantitative, non-experimental, survey study with respect to Research Questions 1 and 2. It is quantitative because it will produce ordinal data; it is non-experimental because it does not manipulate any experienced conditions (McMillan & Schumacher, 2010); and it is a survey design because a questionnaire is utilized to collect the attitudes and beliefs of a group of subjects.

This is a heuristic, phenomenological qualitative study with respect to Research Question 3. It is phenomenological because it is examining a naturally occurring phenomenon: The lived experience of long-tenured Protestant pastors. It is qualitative because the purpose is to understand the lived experience of long-tenured Protestant pastors (McMillan & Schumacher, 2010). Patton (2015) describes a heuristic study as a form of phenomenological inquiry that emphasizes the experiences, opinions, and insights of the researcher. There are two narrowing elements that help distinguish it from other types of phenomenological inquiry. The researcher must have intense personal interest and experience with the subject of study, and the participants in the sample must

have an intense experience with the phenomenon (Patton, 2015). In the present case, the researcher and all of the participants are currently serving as long-tenured Protestant pastors. A heuristic study does not attempt to separate the feelings of the researcher from the other people in the sample. Instead, the researcher and the sample become “coresearchers” (Patton, 2015, p. 119).

There were several steps in the data collection process:

1. Three hundred eighty-four churches from six randomly selected cities in southern California were telephoned in order to locate long-tenured Protestant pastors. One hundred and fifty-six long-tenured Protestant pastors were identified.
2. The JDI/JIG survey was sent to these 156 pastors and 68 surveys were returned. These surveys were scored according to the procedures described in Chapter III.
3. By calling randomly selected pastors from the list of 156 long-tenured Protestant pastors, 10 volunteers were identified who were willing to be participants in an in-person interview. Those interviews were conducted, transcribed, and coded as described in Chapter III.
4. This researcher interacted with each interview participant with questions and discussion of their answers and the topics raised.

Population

A population is a group that “conforms to specific criteria” (McMillan & Schumacher, 2010, p. 129) to which research results can be generalized. The population for this study was long-tenured Protestant pastors in the United States. Brauer (2017),

referring to the United States, stated that “there were an estimated 384,000 congregations in 2012, with a 95 percent confidence interval of 351,000 to 417,000” (p. 444). The U.S. Census Bureau estimates the total 2012 U.S. population at 314 million. This would indicate that there is a range of ratio between 753 people and 895 people per congregation in the United States in 2012.

Target Population

“The target population is identified as the specific group for which the researcher will generalize data that is compiled” (McMillan & Schumacher, 2010, p. 237). The target population for this study is long-tenured Protestant pastors in southern California. For purposes of this study, “long-tenured” is defined as 15 years or more in the same ministry position and southern California is limited to Los Angeles, San Bernardino, Orange, Riverside, San Diego, and Imperial counties.

If the range of ratio for churches in the United States extrapolated from Brauer’s (2017) work is applied to the current southern California estimated population of 21,276,658 (State of California, Department of Finance, 2016) this would indicate that there are approximately 23,773 to 28,256 congregations in southern California.

In order to determine the number of long-tenured Protestant pastors in southern California (subject population), one city was randomly selected from each of the subject counties. A list of all Protestant churches in each of those cities was prepared through web searches and online (free) telephone listings. Sixty-four of these congregations from each city were randomly selected by copying each list, cutting the names into individual slips and then selecting 64 names to be contacted. Each of these 384 congregations were

called determine if they had a long-tenured Protestant pastor. One hundred and fifty-six long-tenured Protestant pastors were identified.

Sample

Sample for Quantitative Portion of the Study

The collective group of participants from whom the data are collected is referred to as the sample (McMillan & Schumacher, 2010). As discussed above, 156 long-tenured pastors were found in the designated geographic area through a random process of identification. These 156 served as our target subjects from whom our sample was drawn. Our sample for the quantitative portion of the study was 68 out of the 156 identified long-tenured Protestant pastors who substantially completed and returned the JDI/JIG (2009 version). This equated to a 43.5% response rate to the survey.

Sample for Qualitative Portion of the Study

For a phenomenological study, Creswell (1998) recommended that between five and 25 interviews be conducted while Morse (1994) recommended that at least six interviews be conducted. In the present study, 10 interviews were deemed adequate because it met the recommendation of both Morse (1994) and Creswell (1998).

Demographic Data

Demographic Data From Quantitative Portion of Study

The demographic data collected for the quantitative portion of this study was limited to age, number of years in ministry, age at beginning this ministry position, and gender. This information is presented in in Tables 2 and 3. The measures of central tendency were determined for age, number of years in ministry, and age at beginning this ministry position.

Table 2

Demographic Measures of Central Tendency for Age, Years in Ministry, and Age at Time of Beginning the Current Position

Sample size: 68 survey participants	Age	Years in ministry	Age at beginning this ministry position
Mean	61.5	25.4	36.1
Median	62.0	23.0	36.0
Mode	62.0	20.0	28.0

Table 3

Demographic Information Regarding Gender of Survey Participants

Gender	Number of Participants
Male	66
Female	2

Demographic Data From Qualitative Portion of Study

The variation in church size is striking ranging from 50 to 13,000 average number of weekend attenders. All interview participants are over the age of 52, are married, have children, and are caucasian. Nine of the 10 participants take an annual vacation of two weeks or more and have been in their current ministry position for over 16 years (see Table 4).

Table 4

Demographic and Miscellaneous Information of Interview Participants

Participant	Age	Married	Children	Years at church	Church size	Vacations	Ethnicity
Pastor A	52	Yes	3	32	650	Yes	White
Pastor B	61	Yes	2	34	7000	Yes	White
Pastor C	71	Yes	1	24	50	Yes	White
Pastor D	67	Yes	2	20	250	Yes	White
Pastor E	66	Yes	6	26	150	Yes	White
Pastor F	67	Yes	2	16	250	Yes	White
Pastor G	60	Yes	2	22	2700	No	White
Pastor H	66	Yes	3	18	100	Yes	White
Pastor J	66	Yes	3	38	13000	Yes	White
Pastor K	55	Yes	6	21	300	Yes	White
Mean	63		3	25.1	-	-	-

Presentation and Analysis of Data

The presentation and analysis of data is organized by the three research questions of the study. The first research question is addressing the quantitative data obtained from administering the Job in General (JIG; 2009 version) to the sample. The second research question is addressing the quantitative data obtained from administering the Job Descriptive Index (JDI; 2009 version) to the sample. The final research question is addressing qualitative data obtained by interviewing 10 long-tenured Protestant pastors. Those data are organized into themes gleaned from the interviews.

Research Question 1

Research Question 1 asked: *What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?*

The JIG is a global job satisfaction instrument (Ironson et al., 1989). Brodke et al. (2009) observed, "Job satisfaction is defined as the feelings workers have about their

jobs. The JDI and the JIG are self-report measures of job satisfaction” (p. 3). The JIG allows a range of scoring from 0 (very dissatisfied) to 54 (very satisfied).

In the present study, JIG scores were calculated for the 68 participating long-tenured Protestant pastors and the measures of central tendency were calculated as shown in Table 5.

Table 5

JIG Survey Participants Measures of Central Tendency

N = 63	JIG scores
Mean	50.22
Median	51.00
Mode	54.00

Even prior to examining a comparison group for a frame of reference, it is clear that the survey participants have very high scores on the JIG which indicates very high job satisfaction. Although the mode is not a highly reported statistic in a formal reasearch setting, it is striking that the most commonly reported score is a “perfect” (54) job satisfaction score (Patten, 2012). Specifically, 36.5% of survey participants reported a score of 54.

Nevertheless, Nunnally and Bernstein (1994) point out that to understand and draw correct inferences from the scores derived from psychological tests you have to have some standard to compare them to. Gillespie et al. (2016) provide comparative data by administering and reporting normative scores on the JIG for the general population of managers (N = 469) and non-managers (N = 1,016) in the United States. Those data are included in Table 6.

As indicated by the data, the global job satisfaction score for the surveyed long-tenured Protestant pastors in southern California is noticeably higher than managers and non-managers in the United States. The mean score for the survey participants is 17.8% higher than managers and 26.2% higher than non-managers.

Table 6

Comparison of Mean JIG scores for Long-Tenured Protestant Pastors, Managers, and Non-Managers in the United States

Long-tenured Protestant pastors mean score (N = 68)	Managers mean score (N = 469)	Non-manager mean score (N = 1,016)
50.22	42.61	39.79

Research Question 2

Research Question 2 asked: *What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?*

The JDI allows a participant to indicate satisfaction or dissatisfaction for five areas of life (facets) in the workplace that are believed to impact job satisfaction: (a) work, (b) pay, (c) promotion opportunities, (d) supervision, and (e) coworkers. The following data show the mean individual facet scores and the corresponding mean facet scores for managers and non-managers in the general population of the United States.

Work. The survey participants report a mean facet score for their work that is 17.4% higher than managers and 35.2% higher than non-managers in the United States.

This indicates that they are more satisfied with the facet of work than managers or non-managers at large in the United States (see Table 7).

Table 7

Comparison of Mean JDI-Work Scores for Long Tenured Protestant Pastors, Managers, and Non-Managers

Long-tenured Protestant pastors JDI-Work mean score (N = 67)	Managers JDI-Work mean score (N = 469)	Non-manager JDI-Work mean score (N = 1,016)
48.93	41.68	36.17

Pay. The pastors surveyed report a mean facet score for pay that is 21.1% higher than managers and 39.5% higher than non-managers in the United States. This is interesting because Krejcir (2016) reports that 57% of pastors are unable to pay their bills and Lee and Frederickson (2012) report that pastors are “generally paid less than others with comparable levels of training and education” (p. 14). However, because all of the survey participants have been in their position for over 15 years, perhaps they have reached a point of financial stability not yet enjoyed by pastors at large (see Table 8).

Table 8

Comparison of Mean JDI-Pay Scores for Long-Tenured Protestant Pastors, Managers, and Non-Managers

Long-tenured Protestant pastors JDI-Pay mean score (N = 64)	Managers JDI-Pay mean score (N = 469)	Non-manager JDI-Pay mean score (N = 1,016)
42.66	35.24	30.57

Promotion. In contrast to the work and pay facet scores, the pastors surveyed report a mean facet score for promotion that is 10.1% lower than managers and only 12.5% higher than non-managers in the United States (Table 9.). This could be a

reflection of the fact that the survey participants are the senior leaders in their organization. Therefore, in order to receive a “promotion,” it would be necessary to leave their current organization completely which would usually mean uprooting their family and moving to a different community. E. A. Locke (1976) points out that an unmet expectation has to be important to that particular individual in order to create dissatisfaction. The survey participants, as senior leaders of their organizations, may simply not have the expectation of a promotion and are therefore not dissatisfied that a promotion is not imminent.

Table 9

Comparison of Mean JDI-Promotion Scores for Long-Tenured Protestant Pastors, Managers, and Non-Managers

Long-tenured Protestant pastors JDI-Promotion mean score (N = 56)	Managers JDI- Promotion mean score (N = 469)	Non-manager JDI- Promotion mean score (N = 1,016)
23.00	25.59	20.44

Supervision. Survey participants report a mean facet score for supervision that is 15.1% higher than managers and 17.5% higher than non-managers in the United States. This indicates that they are more satisfied with the facet of supervision than managers or non-managers at large in the United States. Although the survey participants are the senior leaders in their organizations, it would be uncommon for them to not have some type of group that exercises authority over them such as some type of board of directors (see Table 10).

Table 10

Comparison of Mean JDI-Supervision Scores for Long-Tenured Protestant Pastors, Managers, and Non-Managers

Long-tenured Protestant pastors JDI-Supervision mean score (N = 59)	Managers JDI- Supervision mean score (N = 469)	Non-manager JDI- Supervision mean score (N = 1,016)
45.75	39.75	38.92

Coworkers. The survey participants report a mean facet score for coworkers that are 22.9% higher than managers and 25.3% higher than non-managers in the United States (see Table 11). This indicates that they are more satisfied with the facet of coworkers than managers or non-managers at large in the United States. This could be attributed to the fact that as the senior leader they have influence over the selection of coworkers. In addition, it is also possible that a church organization tends to attract like-minded people or that church employees share some other characteristics that are conducive to positive relationships with coworkers.

Table 11

Comparison of Mean JDI-Coworkers Scores for Long-Tenured Protestant Pastors, Managers, and Non-Managers

Long-tenured Protestant pastors JDI-Coworkers mean score (N = 64)	Managers JDI- Coworkers mean score (N = 469)	Non-manager JDI- Coworkers mean score (N = 1,016)
49.75	40.48	39.70

In order to determine if one or more of the JDI facets makes a greater contribution to overall job satisfaction than the remaining facets, a Pearson product-moment test was performed to determine the correlation between the JIG and specific JDI facets.

Although Spector (1997) pointed out the problem of positing causality from correlation,

the Pearson product moment test can determine if a relationship is likely to exist. Table 12 is a correlation matrix which shows the strength of correlation of each facet of the JDI to the JIG global satisfaction score and each facet of the JDI to every other facet of the JDI.

Table 12

JDI/JIG Correlation Matrix from Survey Scores

Facets of Job Satisfaction	JIG	Work	Pay	Promotion	Supervision	Coworkers
JIG	1.00	-	-	-	-	-
Work	.005	1.00	-	-	-	-
Pay	.208	.177	1.00	-	-	-
Promotion	.158	.235	.191	1.00	-	-
Supervision	.355	.181	.255	.237	1.00	-
Coworkers	.460	.234	.509	.188	.578	1.00

Note. +/- .288 critical value of r .05 (two-tail) +/- .372 critical value of r .01 (two-tail)

Only four relationships are statistically significant at the .05 level: (a) supervision to JIG, (b) coworkers to JIG, (c) coworkers to pay, and (d) coworkers to supervision. The correlation between supervision and JIG score ($r = .355$) is a “weak relationship” (Salkind, 2014, p. 92). Coworkers to JIG ($r = .460$), coworkers to pay ($r = .509$), and coworkers to supervision ($r = .578$) all have a “moderate relationship” (Salkind, 2014, p. 92).

Research Question 3

Research Question 3 asked: *What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?*

During the course of 10 interviews with long-tenured Protestant pastors, five central themes emerged:

1. They pay attention to the needs of their families.

2. They don't interpret difficult personal or church problems as an indication that they should quit.
3. Their "calling" is central to their longevity.
4. They are comfortable evolving as people and pastors.
5. They are planning for an extended ministry career.

They pay attention to the needs of their families. It might be reasonably assumed that the small church pastors put their family first and the large church pastors put their career first, but that would be incorrect; this is a widely held characteristic of the interviewees. There was not a formula to how they accomplished this as it had been done in multiple ways (see Table 13). Pastor J who had written several very successful books early in his ministry shared with me,

I was writing one day and heard my seven year old say to my wife, 'I don't like it when daddy is writing books. He doesn't play with me.' It was that day I made a decision to suspend my book writing until the kids reached the next stage of their lives.

Pastor J did not return to writing for 13 years and has now written numerous very popular Christian books. When asked if there was a "right" way for the pastor to prioritize his family Pastor J responded, "*Don't check the watering schedule, check the fruit.*" He went on to explain, "*The formula is different for every family. Look at the progress, not the process*" (Pastor J).

The most obvious signs of joy were present when the interviewees were talking about what they perceived as positive outcomes in their adult children. Those positive outcomes revolved around the child practicing their Christian faith, being active in

volunteer or vocational ministry, and having positive relationships. Several interviewees expressed pride in their children’s career accomplishments but it was clear that this was secondary to seeing them practicing their Christian faith. Three of the interviewees have one or more of their children employed at the church they pastor.

Conversely, the greatest sorrow was expressed when talking about adult children who currently are not participating in the Christian faith. Pastor H described his oldest daughter as “*our prodigal.*” In Christian circles, being a “prodigal” is a way of describing a child who has left the Christian faith or broken off relationship with his or her family. It was an obvious source of pain and a highly emotional issue for Pastor H.

Table 13

Research Question 3, Theme 1: They Pay Attention to the Needs of Their Families

Theme	Number of Sources	Frequency
They pay attention to the needs of their families.	10	33

They don’t interpret difficult personal or church problems as an indication that they should quit. Nine of the 10 participants reported experiencing a significant personal and/or church problem (see Table 14). Pastor C even endured a church problem which become a serious personal problem. Near the beginning of his tenure, at a church that had experienced several pastoral changes and had a reputation for having a toxic environment, a faction attempted to remove Pastor C from leadership. The pressure grew to the point that Pastor C reported contemplating suicide. Even as Pastor C repeats the story over 20 years later, his pain is apparent. When asked why he did not just quit he replied, “*I had a vision for the church I just didn't want to let go of*” (Pastor C).

Pastor B endured depression; Pastor D was forced out of his previous ministry position of 16 years; Pastor E’s spouse abandoned their marriage; Pastor J struggled through the first three years of ministry without any numerical growth and then when the church flourished, he experienced a fellow pastor trying to seize the senior position from him in what he described as an attempted “*coup d’Etat*.” What do these problems have in common? They were all serious, they were all painful, and the interviewee was still in the position somewhere between 20 and 35 years later. In their minds, they simply do not see problems as a reason to leave.

Table 14

Research Question 3, Theme 2: They Don’t Interpret Difficult Personal or Church Problems as an Indication that they Should Quit

Theme	Number of Sources	Frequency
They don’t interpret difficult personal or church problems as an indication that they should quit.	10	15

Their “calling” is central to their longevity. Although “calling” has entered the cultural lexicon as simply meaning vocation, the majority of these interviewees mean something dramatically more than just vocation. They mean a special instruction, given by God, for vocational ministry and/or vocational ministry in this particular pastorate. All but one of interviewees, consider this concept to be central to their ongoing decision to stay in their current position. Table 15 shows that all interviewees discussed their calling as part of their own decision to remain or they would advise a young pastor to consider his calling before quitting. Specifically, the interviewees were asked, “How

would you counsel a young pastor who said, ‘I just don’t know if I can do this. I’m thinking of quitting?’” Here are a few of their responses:

- Pastor A: “Well, number one, I would ask about his call.”
- Pastor F: “Do you still feel God's call upon you? Do you need God to confirm the call?”
- Pastor G: “...and it ultimately goes back to the calling. For every command God's given us, he's also given us the resource to do the command.”
- Pastor H: “I would probably first of all focus on his calling.”

None of the pastors counseled that a pastor should continue irrespective of problems or feelings. In fact, several interviewees were skeptical of the “never quit” attitude. Instead, they wanted to discuss the calling they felt both to ministry and for some, their particular ministry position. In contrast to this, Pastor J felt that pastors tended to misunderstand the idea of calling. He felt pastors were confusing their passion to practice their Christian faith with the necessity of being in vocational ministry. In other words, he felt that he and other pastors could leave vocational without needing to feel guilty. However, when Pastor J was explaining how he survived past difficult problems he pointed out that he did feel called to continue in that particular ministry position at that time.

Table 15

Research Question 3, Theme 3: Their “calling” is Central to Their Longevity

Theme	Number of Sources	Frequency
Their “calling” is central to their longevity	10	23

They are comfortable evolving as people and pastors. This theme is not reflective of a particular type or area of needed growth. It is about the widely held willingness to admit that they needed to grow, and the actual occurrence of growth (see Table 16). For example, Pastor A describes his approach to conflict this way, “*So, I would say it's gone from a big sized reaction to about a medium sized to smaller reaction now. I don't react the same way I used to.*” Pastor B addressed his need for more realistic expectations of himself and a better work/life balance this way:

No, I’m very different from the young version of myself. The young version of myself was under a lot of pressure to be spiritually able to answer everybody's questions, counsel everybody's problems, pray for everybody, minister everybody. Gosh, even your family time ... I’d say to myself, ‘I’m serving God,’ and then realize my family is suffering.

Pastor E shared his journey from leadership passivity to being a more “present” leader during times of conflict. He also shared a personal area of growth that impacted both his ministry and his personal relationships. He stated, “*I come from an alcoholic home. And so I'm aware of all the psychological ramifications with that. I've gone through counseling and done research with that*” (Pastor E). Again, the common theme is not their areas of growth; it is their openness to growth and the rejection of the idea that the pastor has reached a state of perfection.

Table 16

Research Question 3, Theme 4: They are Comfortable Evolving as People and Pastors

Theme	Number of Sources	Frequency
They are comfortable evolving as people and pastors	8	19

They are planning for an extended ministry career. All interviewees were asked, “What do the next ten years look like for you?” (see Table 17). Pastor F stated that he was planning to retire at 70 years old, and move closer to other family members. Pastor C stated that he was considering retiring at 75 years old. Both of these would be on the later end of the spectrum of retirement ages. Alicia Munnell (2015) calculates that the average retirement age in the United States is 64 for men and 62 for women. But it should be noted that neither Pastor F nor Pastor C exhibited any indication of wanting to retire as soon as they could. In fact, Pastor F’s reasoning was not about himself, it was about the Church at large. He stated, “*I think it's going to take younger people to be able to reach the younger generation*” (Pastor F). Again, neither Pastor F nor Pastor C expressed any dissatisfaction with being in ministry. It is obvious that they both love the work that they do derive a sense of fulfillment from it. Pastor F shared that he recently had a conversation with an 8th grader about his Christian faith. It was clear that Pastor F felt a real sense of joy at being able to influence a child toward Christian faith.

In contrast, the remaining interviewees (8 of the 10) have no retirement plans at all. In fact, quite the contrary, their desire is to remain in ministry as long as they can with the following caveats: (a) they are physically able, (b) they are mentally able, and (c) they can still make a contribution. Here are a few of their perspectives:

- Pastor J: “I think of ... an all-star starter who's had quite a run and a finals MVP. All kinds of things saying, ‘You know what? This stage, I'm gonna be a sixth man and that counts.’ So if my health stays the same, I'd love to do another 10 or 15 years of this.”

- Pastor H: “I can't see retiring from ministry until the Lord calls me home.”
- Pastor A: “... but then I look at some other pastors around the nation, MacArthur, Swindall, Charles Stanley, all the guys that we would be familiar with, and say ... Some of these guys are doing it into their 80s ...”
- Pastor G: “I'm not tired, why would I retire?”
- Pastor E. “I'm hoping that I won't be done until He takes me home. I think if my mind starts slipping. Or my ability to communicate.”

They also communicated that they are comfortable with their roles changing; possibly sharing the pulpit; being less involved in the day-to-day operations; or even taking on a less visible role. They seem completely unconcerned with maintaining authority or power in the organization. They appear to genuinely want to simply continue to practice the areas of ministry that resonate with them.

Table 17

Research Question 3, Theme 5: They are Planning for an Extended Ministry Career

Theme	Number of Sources	Frequency
They are planning for an extended ministry career.	10	13

Summary

The quantitative data gathered from the administration of the JDI/JIG (2009 version) and its comparison to archival data from the administration of the JDI (1997 version) and the JIG (1989 version) show that long-tenured Protestant pastors in southern California are very satisfied with their jobs. Not only do they report high global job satisfaction as a group, when compared to managers and non-managers in the United States, they report substantially higher global job satisfaction scores than both the

managers and non-managers. When examining the specific facets of job satisfaction measured in the JDI (2009 version), they express satisfaction with their pay, the work itself, coworkers, and supervision. When these facet scores are compared to managers and non-managers, they report higher scores than both. The only exception to this pattern of high scores and favorable comparison is in the job facet of promotion. For that facet, they report scores slightly lower than managers and slightly higher than non-managers. This may be explained by the fact that they occupy the senior position in their organizations and therefore promotion is usually not possible without leaving their current position completely.

The qualitative data showed five primary themes or characteristics of the interviewees: (a) they put their family first; (b) they don't interpret difficult personal or church problems as an indication that they should quit; (c) their "calling" is central to their longevity; (d) they are comfortable evolving as people and pastors; (e) they are planning for an extended ministry career.

CHAPTER V: FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Overview

This chapter begins with the purpose of the study, a restatement of the research questions, a brief description of the research methods and data collection procedures, and a summary of the population and sample. It then goes on to a presentation of the major findings, conclusions drawn from those findings, implications for action, and suggested areas for further study. The chapter closes with concluding remarks and reflections.

Purpose Statement

The purpose of this study was to determine the global (overall) job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the facets of job satisfaction that motivate them to remain in their job. A further purpose of this study was to discover what personal characteristics long-tenured Protestant pastors in southern California perceive to have contributed to their long tenure.

Research Questions

The research was guided by the following research questions:

1. What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?
2. What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job

satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?

3. What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?

Research Methods and Data Collection Procedures

This study utilizes an explanatory, mixed method design. It is mixed method because it combines quantitative and qualitative methods. It is explanatory because it utilizes the quantitative methods first and then seeks to better understand those results through qualitative methods (McMillan & Schumacher, 2010).

This is a quantitative, non-experimental, survey study with respect to Research Questions 1 and 2. It is quantitative because (a) it will produce ordinal data, (b) it is non-experimental because it does not manipulate any experienced conditions (McMillan & Schumacher, 2010), and (c) it is a survey design because a questionnaire is utilized to collect the attitudes and beliefs of a group of subjects.

This is a heuristic, phenomenological qualitative study with respect to Research Question 3. It is phenomenological because it is examining a naturally occurring phenomenon: The lived experience of long-tenured Protestant pastors. It is qualitative because the purpose is to understand the lived experience of long-tenured Protestant pastors (McMillan & Schumacher, 2010). Patton (2015) describes a heuristic study as a form of phenomenological inquiry that emphasizes the experiences, opinions, and insights of the researcher. There are two narrowing elements that help distinguish it from other types of phenomenological inquiry. The researcher must have intense personal interest and experience with the subject of study, and the participants in the sample must

have an intense experience with the phenomenon (Patton, 2015). In the present case, the researcher and all of the participants are currently serving long-tenured Protestant pastors. A heuristic study does not attempt to separate the feelings of the researcher from the other people in the sample. Instead, the researcher and the sample become “coresearchers” (Patton, 2015, p. 119).

There were several steps in the data collection process:

1. Three hundred and eighty-four churches from six randomly selected cities in southern California were telephoned in order to locate long-tenured Protestant pastors. One hundred and fifty-six long-tenured Protestant pastors were identified.
2. The JDI/JIG survey (2009 version) was sent to these 156 pastors and 68 surveys were returned. These surveys were scored according to the procedures described in Chapter III.
3. By calling randomly selected pastors from the list of 156 long-tenured Protestant pastors, 10 volunteers were identified who were willing to be participants in an in-person interview. Those interviews were conducted, transcribed, and coded as described in Chapter III.
4. This researcher interacted with each interview participant with questions and discussion of their answers and the topics raised.

Population

A population is a group that “conforms to specific criteria” (McMillan & Schumacher, 2010, p. 129) to which research results can be generalized. The population for this study was long-tenured Protestant pastors in the United States. Brauer (2017),

referring to the United States, stated that “there were an estimated 384,000 congregations in 2012, with a 95 percent confidence interval of 351,000 to 417,000” (p. 444). The U.S. Census Bureau estimates the total 2012 U.S. population at 314 million. This would indicate that there is a range of ratio between 753 people and 895 people per congregation in the United States in 2012.

Target Population

“The target population is identified as the specific group for which the researcher will generalize data that is compiled” (McMillan & Schumacher, 2010, p. 237). The target population for this study is long-tenured Protestant pastors in southern California. For purposes of this study, “long-tenured” is defined as 15 years or more in the same ministry position and southern California is limited to Los Angeles, San Bernardino, Orange, Riverside, San Diego, and Imperial counties.

If the range of ratio for churches in the United States extrapolated from Brauer’s (2017) work is applied to the current southern California estimated population of 21,276,658 this would indicate that there are approximately 23,773 to 28,256 congregations in southern California (State of California, Department of Finance, 2016).

In order to determine the number of long-tenured Protestant pastors in southern California (subject population), one city was randomly selected from each of the subject counties. A list of all Protestant churches in each of those cities was prepared through web searches and online (free) telephone listings. Sixty-four of these congregations from each city were randomly selected by copying each list, cutting the names into individual slips and then selecting 64 names to be contacted. Each of these 384 congregations were

called determine if they had a long-tenured pastor. One hundred and fifty-six long-tenured Protestant pastors were identified.

Sample

Sample for Quantitative Portion of the Study

The collective group of participants from whom the data are collected is referred to as the sample (McMillan & Schumacher, 2010). As discussed above, 156 long-tenured Protestant pastors were found in the designated geographic area through a random process of identification. These 156 served as our target subjects from whom our sample was drawn. Our sample for the quantitative portion of the study was 68 out of the 156 identified long-tenured Protestant pastors who substantially completed and returned the JDI/JIG (2009 version). This equated to a 43.5% response rate to the survey.

Sample for Qualitative Portion of the Study

For a phenomenological study, Creswell (1998) recommended that between five and 25 interviews be conducted while Morse (1994) recommended that at least six interviews be conducted. In the present study, 10 interviews were deemed adequate because it met the recommendation of both Morse (1994) and Creswell (1998).

Major Findings

Research Question 1

Research Question 1 asked: *What is the global job satisfaction of long-tenured Protestant pastors in southern California as measured by the Job in General (JIG; 2009 version) and compared to the global job satisfaction of managers and non-managers in the United States as measured by the Job in General (JIG; 1989 version)?*

The quantitative data show that the global (overall) job satisfaction of long-tenured Protestant pastors in southern California is high. The administration of the JIG (2009 version), a global satisfaction instrument with a scoring range of 0-54, showed a mean score of 50.22. When this mean score is compared to managers and non-managers in the United States it is substantially higher than both. The mean score for the long-tenured Protestant pastors is 17.8% higher than managers and 26.2% higher than non-managers.

The qualitative data confirmed this high level of job satisfaction. All 10 of the interviewees expressed passion for their job, excitement over potentially being able to remain in ministry for an extended time, and obvious commitment to what they perceive as their mission. As a group, the interviewees can be described as enthusiastic, highly committed, and have little or almost no interest in retirement from vocational ministry. All 10 participants clearly communicated that they enjoy their ministry position.

Research Question 2

Research Question 2 asked: *What are the facets of job satisfaction that motivate long-tenured Protestant pastors in southern California to remain in their job as measured by the Job Descriptive Index (JDI, 2009 version) and compared to the facets of job satisfaction of managers and non-managers in the United States as measured by the Job Descriptive Index (JDI; 1997 version)?*

The long-tenured participating pastors in this study are highly satisfied with the actual work they do and the coworkers they have in comparison to both managers and non-managers. This is perhaps unsurprising because as the senior leader at their church they have significant influence in both of these areas. The pastor helps influence what

work is important, and therefore should be done, and also who specifically is going to do that work. In the same way, they also influence hiring and firing of other staff and volunteer assignments. It seems counterintuitive to believe a pastor would recommend hiring or assigning a volunteer if patently poor personal chemistry existed between the pastor and the potential co-worker.

The qualitative data confirmed this. The participants spoke highly of their coworkers and expressed obvious pride in the accomplishments of other staff ministers and volunteers. Most of them gave an example of someone in whom they have been personally investing in their development and their potential for a future greater church leadership role. Not a single example of any current conflict with a coworker came to light during the interviews.

These pastors are also satisfied with the supervision over them when compared to managers and non-managers. This is mildly surprising because most pastors do not have significant influence over the people they report to nor the structure of authority within the local congregation. By-laws, boards, elders, and denominational leaders are often in place long before the arrival of the pastor to that position. The qualitative data confirmed their satisfaction with the supervision over them and the participants generally spoke more in terms of partnership than hierarchy. In other words, they felt that they were participating with their supervisors, not being controlled by them. Their relationship with those in authority was referred to as “collegial” several times.

These pastors are also satisfied with their pay when compared to managers and non-managers. This is out of sync with research showing that pastors are both underpaid and financially stressed (Krejcir, 2016; Willimon, 2002). Possibly, since the study is

limited to long-tenured Protestant pastors, they may have reached some measure of financial stability because of their stage of life, or reduced levels of debt, or by virtue of being in the position for a long time, they are better paid. Irrespective of the cause, pay is not pushing these long-tenured Protestant pastors to consider leaving ministry.

With respect to the job facet of promotion opportunities the pastors did have a lower mean score than managers and only slightly above non-managers. For a pastor to have a “promotion” it is generally necessary to leave the current organization and move to either a larger church or to move to some type of denominational position. Their relatively low median promotion scores on the JDI (2009 version) may indicate that they recognize the low promotion opportunity, but the qualitative data certainly indicates that they are unconcerned with this facet of their job. Although they may perceive that there are limited promotion options, it is clear that they have little desire for those opportunities even if they were more plentiful.

Research Question 3

Research Question 3 asked: *What personal characteristics do Protestant pastors in southern California perceive to have contributed to their long tenure?*

They pay attention to the needs of their families. The interview participants showed a significant emphasis on their immediate family and especially their children. One participant who still has school-aged children shared that he takes a month-long sabbatical every summer to coincide with his children getting out of school. Another told of how he interrupted a successful writing career to be more available to his family. One participant has two of his three sons on his church staff, and another has his son-in-law as his executive pastor. It was clear that the deepest satisfaction they experience is to see

their children practicing their Christian faith and the keenest struggle they face is if one of their children is not practicing their faith.

They don't interpret difficult problems as an indication to quit. Nine of the 10 interviewees related facing significant ministry challenges, yet they gave very little serious consideration to quitting. Several described facing times of discouragement, two reported dealing with depression, and one reported even considering suicide. But planning to quit, making preparation for a different vocation, or searching out other opportunities were almost completely absent. Some of them acknowledged that from a practical or objective perspective it would have made sense to quit, but it was rarely under extended consideration.

Their "calling" is central to their longevity. They are showing up to the job with a significant belief that God has called them to vocational ministry and several report also feeling called to this particular church position. This clearly has an impact on their continuing decision to remain and their ability to withstand both personal and church struggles. This feeling of calling has an interestingly fluid balancing effect on how they consider personal or church struggles. It appears that irrespective of the size of the problem they say to themselves, "But I know God called me here." Anything from "I just don't feel like writing another sermon," to "over 40% of the congregation wants to get rid of me" can and has been balanced against their clear, certain, almost unwavering feeling that they have been directed by God to their ministry position.

They are comfortable evolving as people and pastors. This evolution is not reflective of a particular type or area of needed growth. It is about the widely held

willingness to admit that they needed to grow, and the actual occurrence of growth. All but one interviewee gave a specific example of change as a person or pastor. They rejected the idea that the pastor has reached a level of skill or maturity that is no longer in need of growth. They viewed their awareness of needed growth as a positive attribute and were devoid of any aura of having “fully arrived” as people or pastors.

Unexpected Findings

It was surprising to find such a high level of job satisfaction among pastors. They have a difficult, multifaceted, and statistically underpaid job (Willimon, 2002). But it was shocking to hear of how long they wanted to remain in their positions. In American culture people who enjoy their jobs usually envision eventually retiring. Seven of the 10 interviewees have no desire or intention of retiring until they are no longer able to perform their job well or to contribute to the church. Two specifically hoped that “the Lord would take them” (death) before retirement. Of the three remaining interviewees, one planned to retire at 70, another 75, and the last one considered the “possibility” as soon as 75. All three of which are substantially later than the average retirement age in the United States. In spite of the challenges, they quite simply have such high job satisfaction that they have little or no interest in leaving.

Conclusions

There has been a significant divide for several decades between those who take a person-centric (dispositional) approach and those who focus on a job-centric approach to job satisfaction. The person-centric approach emphasizes the internal characteristics of the person and the job-centric approach emphasizes the characteristics of the job in their search for the causes of job satisfaction (Hackman & Oldman, 1976; Herzberg, Mausner,

& Snyderman, 1959; T. A. Judge et al., 1997; B. M. Staw & Ross, 1985). Researchers from both camps are acknowledging that there is interplay between the disposition of the person and the characteristics of the job (T. A. Judge et al., 1997).

For these long-tenured Protestant pastors, it is not the facets of the job that are bringing job satisfaction. They have little opportunity for advancement, they are probably paid less than their level of education would warrant, they carry a heavy load of responsibility, they all experience anywhere from stressful to truly heartbreaking church or personal struggles, and yet they have very high job satisfaction (Willimon, 2002). They have overall job satisfaction even though the facets of the job indicate that they shouldn't. H. J. Zondag (2001), prompted by this same conundrum asked, "Why do pastors choose to carry on instead of turning their backs on the pastoral profession?" (p. 311). With regard to long-tenured Protestant pastors in southern California, the source of job satisfaction cannot be reduced to simply attractive job facets.

But it is also not just what they bring to the job. They are not just dispositionally predisposed to be satisfied with the job irrespective of the job circumstances. Multiple interviewees reported experiencing significant ministry related depression while in their current position and almost all recognize that their job is difficult. They are realistic about the significant challenges they have and will face. Two interviewees reported struggling with recurring feelings of failure during difficult ministry periods. There were extremely few instances of any signs of a lack of objectivity or unrealistic expectations. These long-tenured Protestant pastors are dispositionally diverse yet universally highly satisfied with their job.

Instead, the job satisfaction of the participants arises from a combination of who they are as people when they arrive at the job and the way they practice or experience the job. Specifically, when they arrive at the job, they are bringing with them a certainty that they are called to vocational ministry and/or to this particular position; they are viewing problems as natural and do not interpret their occurrence as an indication that they should quit; they view evolving as a healthy process and have outgrown characteristics that they believe were detrimental to their early ministry. In short, they show up “called,” perform ministry in a way that is beneficial to their families, spend little time thinking of quitting, and like the idea of staying in ministry for a long time.

Beebe (2007) believed that more pastors are leaving the ministry than ever before. If Beebe is right and the clergy at large is suffering unprecedented losses, it is not occurring among the 40% of pastors who surpass 15 years in the same ministry position. For them, it is quite the contrary. They have high overall job satisfaction, they express high job satisfaction with most facets of their job, and they have very little intention of leaving the ministry. H. G. Zondag (2001, 2004) found that pastors with higher job satisfaction tend to have higher commitment and higher commitment leads people to remain in their position longer. That is certainly the case here. The participants of this study exhibit high job satisfaction and most of them are not leaving the pulpit until they feel they can no longer perform the job well or can no longer contribute to the health of the church.

Implications for Action

The study findings suggest several potential steps that could be taken by people in authority either in placing pastors, supervising pastors, or guiding people who are considering ministry. For example:

- We have numerous resources for learning about church growth, church management, opening multi-sites, and a host of other subjects; we are devoid of practical help in knowing how to enjoy ministry, find satisfaction in the position, and experience longevity. At a minimum, new pastors should be directed to develop relationships with long-tenured Protestant pastors so that they can observe their longevity producing approach to ministry.
- Instead of encouraging vocational ministry, church leaders should only acknowledge a potential pastor's insistence that he or she feels called. We should banish the conversation that begins, "Perhaps you should consider vocational ministry." Almost all qualitative data indicates that if called, they will know clearly and with certainty. A high degree of certainty regarding their calling appears to be a necessary ingredient to surviving the significant ministry challenges most ministries encounter.
- Church leaders should require that pastors' work schedules prioritize their family ahead of the church. The probability of the pastor experiencing job satisfaction and serving for an extended period is greatly enhanced by their ability to pass on their Christian faith to their children. As a corollary, a young adult "prodigal" is an obvious source of pain to the parents. This is not intended to imply that the pastor can control whether a child will follow them

in the Christian faith when they reach adulthood, nor to imply that a prodigal adult child did not receive adequate attention from their parent or parents in ministry. Pastors' children choose their own path like every other human being, but what can be done to influence the decision, should be done.

- Pastors who genuinely feel called to vocational ministry should be encouraged to abandon the traditional perspective and timetable of retirement. Instead, they should be encouraged to consider ministry a lifetime calling that may include changing roles, but not complete termination of ministry. If they are emotionally prepared for a lifetime of ministry, it may have a palliative effect to help sustain them through the inevitable difficult seasons.

Recommendations for Further Study

This study is focused specifically on long-tenured Protestant pastors, but longevity of pastors could be greatly enhanced if future studies could address:

- What are the job facets and motivators that led to the decision to resign the pastorate within the first five years?
- When a pastor resigns, how does he or she experience that resignation and how does that experience differ depending on length of tenure?
- “Calling” has arisen in this study as central to the longevity of long-term pastors. How does a pastor who resigns within the first five years’ experience their “calling?”
- During this study anecdotal evidence arose regarding “toxic” churches that experience short pastorates. To what extent are short pastorates attributable to

the poor health of the local church and what job facets or church characteristics are resulting in those short pastorates?

- Repeat the same study but addressing it specifically to different generations.
- Repeat the same study with pastors with less than five years in their ministry position, pastors with six to 10 years in their ministry position, and pastors who are between 11 and 15 years in their ministry position.

Concluding Remarks and Reflections

I am a pastor. I have been a pastor in the same ministry for 26 years, and I have been part of a local church congregation all of my life. I am intimately familiar with the triumphs and tribulations of vocational ministry. As the pastors who were interviewed shared their stories, many of them were my stories too. One pastor shared that he was trying to process the pain he felt over a long-time attending family suddenly decide to go somewhere else. It hurt him, and I knew how he felt. Another shared about finishing a sermon and feeling that he just could not write another one for the next week. I understood that feeling of mental fatigue. I pastor a large church, but when a pastor expressed his frustration about working so hard; seeing his church remain small and feeling like a failure; I remembered that feeling too.

I learned several things during this study. I learned that people who have dramatically different doctrine than I do are fully committed Christ-followers too. Even the ones who believe I learned that it doesn't matter whether you pastor 50 or 10,000 people, ministry is often hard and all pastors face struggles. I learned that young pastors usually start out thinking we know everything and end up amazed at how little we know. I learned that pastors are grateful for the job they have. They do an incredibly difficult,

multifaceted, sometimes heartrending, and often poorly paid job, but strangely, they feel so privileged to do it.

These people don't remain in their positions because they are stubborn and have a "never quit, no matter what" perspective. They stay because they believe it is the right thing for them to do, so they do. Some people are "full of quit," but not these people. They are quiet, unnoticed, unsung heroes of the church and community. They will show up when your child is in the hospital, sit with you when you've lost your job, and stand at the end of the coffin to hold you when your loved one has died and the pain feels unbearable. They will even take your call long after you quit their church and criticized them on the way out the door. They will take your call, do their best to help you, and even pretend they don't remember what you said.

These people are pastors of the Christian faith. I am too.

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APPENDICES


GENERAL THEMES	THEMES	STUDY WAS INDUSTRY SPECIFIC	SPECIFICALLY ADDRESSES PRACTICAL ISSUES	SPECIFIC & BROAD CATEGORIES	PERSON CENTRIC CRUISE	SPECIFICALLY RANGE OF AFFECT THEORY	SPECIFICALLY DISPOSITIONAL APPROACH	JOB CENTRIC CRUISE	JOB CHARACTERISTICS MODEL	HERZBERG APPROACH	SECTOR QUOTED
GENERAL: W. (1989). <i>Guidance survey and research on changing among five readiness</i> . Thousand Oaks, CA: Sage Publications.	NOT IN LIT REVIEW	Rec. 5 to 25 Interviews for a phenomenological study		X	X		X				
Davis-Baker, A., & Pfeiffer, J. (1989). Just a manager: The search for dispositional effects in organizational research. The Academy of Management Review 13(1), 385.											
Fardin, M., Elham, N., Sakrakh Keshavarz, M., & Danush, N. (2013). Factors affecting job satisfaction among the faculty members at Guilan University of Medical Sciences. Educational Research In Medical Sciences, 2 (1), 14-19.	JUST A QUOTE							X		X	
Fisher, V. E., & Hanna, J. V. (1933). <i>The dissatisfied worker</i> . New York, NY: US. MacMillan Co. doi:10.1037/10719-000		X	X	X	Quoted by Judge, Weiss, Kammeyer-Mueller, & Hulin 2017			X			
Flynn, J. T. (2009). <i>Firewall: Health Essentials for Ministers and Their Families</i> . Christian Education Journal, 6(2), 309.											
Hackman, J. R., & Oldham, G. R. (1976). Motivating through the design of work. <i>Test of a theory of Organizational Behavior and Human Performance</i> , 16, 250-276.		X						X	X		
Hanover, S., & William, W. (1998). The limits of care: Humoral as an exclusive issue. <i>Word and World</i> , 10(3).											
Herzberg, F., Mausner, B., & Snydelman, B. S. (1959). <i>The motivation to work</i> (2 ed.). New York, NY: Wiley & Sons.										X	
Inouen, G. H., P. C. Smith, M. T. Brantnik, W. M. Gibson, and K. B. Paul. 1989. "Construction of a Job in General scale: A comparison of global, composite, and specific measures." <i>Journal Of Applied Psychology</i> 74, no. 2: 195-200.											
PsychARTICLES, EBSCOhost (accessed January 11, 2018).											
Jaramany, A. T. (2000). <i>Human Ascendancy</i> . <i>Journal of Ascendancy</i> , 189, 55-59.								X			

<p>Gilham, G. B., & Wolkstein, J. R. (2005). How job characteristics theory happened: Great results in management - the process of theory development. <i>15</i>(1), 170.</p> <p>Gilham, G. B., & Blackman, J. R. (2010). Not what it was and not what it will be: The future of job characteristics theory. <i>INTERNATIONAL ORGANIZATION OF BEHAVIOR</i>, 31(2-3), 463-479. doi:10.1002/job.678</p> <p>Probst, F. (2016). Are happy workers more productive? France's labor employers are hungry for answers. <i>INTERNATIONAL Journal of Labor</i> 13(15), 1-8. doi: 10.15185/ijl.2016.3.15</p> <p>Roswell, J. L. (2010). <i>Manufacturing Ambitions: When clergy call it quits. The relationship of experiential and positive.</i></p>						<p>Need to add to review</p>								
<p>Social aspects of the job that should be researched</p>														
<p>Research's Gap in response comment</p>														
<p>Adding social interaction as motivation for work</p>														

THEMES	STUDYING SPECIFIC THEMES	INDIVIDUALLY ACQUIRED NATIONAL THEMES	SPECIFIC & HERO CAUSES	PERSON CENTRIC CAUSE	INDIVIDUALLY ACQUIRED AFFECT THEORY	PROGRESSIONAL DISPOSITIONAL APPROACH	JOB CENTRIC CAUSE	NEW CHARACTER OF MODEL	HEIDEBERG APPROACH	QUOTE
Bassell, J. (2006). Effects of Transformational Leadership of Pastors. <i>Pastoral Psychology</i> , 56 (4), 401-411. doi:10.1007/s11089-006-0121-6	X		X				X			
Russell, K. J. (1981). Theory testing: The lessons of the Herzberg controversy. <i>International Journal of Sociology & Social Policy</i> , 1(1), 46-61.									X	
Schuler, R. (2003). Job Satisfaction of Employment in Churches: A Cross-Cultural Research on Christian Educators. <i>Research on Christian Education</i> , 17(2), 225-246. doi:10.1080/10656230601433467		X		X					X	
Smith, G., & Lovell, R. (2015). The moral and/or initiative: Addressing isolation and burnout in rural ministry. <i>Pastoral Psychology</i> , 64 (1), 71-97. doi:10.1007/s11089-013-0911-z										
Smith, P. C., Kendall, L. M., & Hulin, C. L. (1996). <i>Mentorship of academics in work and life</i> . Mahwah, NJ: Lawrence Erlbaum Associates.	Job of Pastor section									
Smith, P. C., Kendall, L. M., & Hulin, C. L. (1996). The measurement of satisfaction in work and retirement: A strategy for the study of attitudes. Oxford, England: Reed Mental.	AUTHORS OF JCI									
Simpson, S. (1993). Job satisfaction of Seventh-day Adventist employees in Thailand according to the Herzberg Two-Factor Hypothesis. Thesis (doctoral dissertation). Lenoir-Rhyland University. Dissertation Abstracts International, 52, 2638.	NOT IN LIT REVIEW									
Spector, P. E. (1977). Job Satisfaction: Application, Assessment, Causes, and Consequences (Advanced Topics in Organizational Behavior) [Kindle eS version]. Retrieved from Amazon.com	JUST A QUOTE		X							
Sternier, J. L., Winstanley, B. E., & Buchanan, M. C. (2012). Predicting turnover intentions: A meta-analysis of turnover intention research. <i>Pastoral Psychology</i> , 61(1), 85-98. doi:10.1007/s11089-011-0410-3	ADD TO LIT REVIEW		X	X			X		X	X
Staw, B. M., & Ross, J. (1985). Stability in the Midst of Change: A Dispositional Approach to Job Attitudes. <i>Journal of Applied Psychology</i> , 70(3), 409-481.										
Staw, B. M., Colera-Chanish, Yochi, (2005). The dispositional approach to job satisfaction: More than a word, but not yet an oasis. <i>Journal of Organizational Behavior</i> , 26, 59-78.	X		X							
Staw, B. (Ed.). (2017). <i>The state of pastors: How pastors think leaders are maintaining life and leadership in an age of complacency</i> . Ventura, CA: Barna Research Group.	NOT IN LIT REVIEW	The Barna Research on Pastors	X							

APPENDIX B

BUIRB Approval

Institutional Review Board July 20, 2018 at 12:59 PM 

BUIRB Application Approved: Ron Armstrong [Details](#)

To: rarmstr5@mail.brandman.edu, Cc: ddevore@brandman.edu, pendley@brandman.edu & [1 more](#)

Dear Ron Armstrong,

Congratulations! Your IRB application to conduct research has been approved by the Brandman University Institutional Review Board. Please keep this email for your records, as it will need to be included in your research appendix.

If you need to modify your BUIRB application for any reason, please fill out the "Application Modification Form" before proceeding with your research. The Modification form can be found at IRB.Brandman.edu

Best wishes for a successful completion of your study.

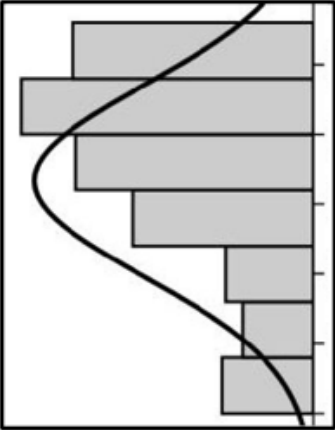
Thank You,

BUIRB
Academic Affairs
Brandman University
16355 Laguna Canyon Road
Irvine, CA 92618
buirb@brandman.edu
www.brandman.edu
A Member of the Chapman University System

This email is an automated notification. If you have questions please email us at buirb@brandman.edu.

APPENDIX C

Job Descriptive Index/Job in General Scale

<p style="text-align: center;">People on Your Present Job</p> <p>Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes the people with whom you work N for "No" if it does not describe them ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <input type="checkbox"/> Stimulating <input type="checkbox"/> Boring <input type="checkbox"/> Slow <input type="checkbox"/> Helpful <input type="checkbox"/> Stupid <input type="checkbox"/> Responsible <input type="checkbox"/> Likeable <input type="checkbox"/> Intelligent <input type="checkbox"/> Easy to make enemies <input type="checkbox"/> Rude <input type="checkbox"/> Smart <input type="checkbox"/> Lazy <input type="checkbox"/> Unpleasant <input type="checkbox"/> Supportive <input type="checkbox"/> Active <input type="checkbox"/> Narrow interests <input type="checkbox"/> Frustrating <input type="checkbox"/> Stubborn 	<p style="text-align: center;">Job in General</p> <p>Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your job, N for "No" if it does not describe it ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> <input type="checkbox"/> Pleasant <input type="checkbox"/> Bad <input type="checkbox"/> Great <input type="checkbox"/> Waste of time <input type="checkbox"/> Good <input type="checkbox"/> Undesirable <input type="checkbox"/> Worthwhile <input type="checkbox"/> Worse than most <input type="checkbox"/> Acceptable <input type="checkbox"/> Superior <input type="checkbox"/> Better than most <input type="checkbox"/> Disagreeable <input type="checkbox"/> Makes me content <input type="checkbox"/> Inadequate <input type="checkbox"/> Excellent <input type="checkbox"/> Rotten <input type="checkbox"/> Enjoyable <input type="checkbox"/> Poor
<h1 style="margin: 0;">THE JOB DESCRIPTIVE INDEX</h1>  <p style="text-align: center;">2009 Revision <i>including</i></p>	
<h2 style="margin: 0;">The Job in General Scale</h2> <h1 style="margin: 0; font-size: 2em;">BGSU[®]</h1> <p style="margin: 0;">Bowling Green State University</p>	
<p>The Job Descriptive Index © Bowling Green State University 1975-2009</p>	<p>The Job in General Scale © Bowling Green State University 1982-2009</p>

Work on Present Job	Pay	Opportunities for Promotion	Supervision
<p>Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your work. N for "No" if it does not describe it ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> ___ Fascinating ___ Routine ___ Satisfying ___ Boring ___ Good ___ Gives sense of accomplishment ___ Respected ___ Exciting ___ Rewarding ___ Useful ___ Challenging ___ Simple ___ Repetitive ___ Creative ___ Dull ___ Uninteresting ___ Can see results ___ Uses my abilities 	<p>Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your pay. N for "No" if it does not describe it ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> ___ Income adequate for normal expenses ___ Fair ___ Barely live on income ___ Bad ___ Comfortable ___ Less than I deserve ___ Well paid ___ Enough to live on ___ Underpaid 	<p>Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes your opportunities for promotion N for "No" if it does not describe them ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> ___ Good opportunities for promotion ___ Opportunities somewhat limited ___ Promotion on ability ___ Dead-end job ___ Good chance for promotion ___ Very limited ___ Infrequent promotions ___ Regular promotions ___ Fairly good chance for promotion 	<p>Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write</p> <p>Y for "Yes" if it describes the supervision you get on the job N for "No" if it does not describe it ? for "?" if you cannot decide</p> <p>.....</p> <ul style="list-style-type: none"> ___ Supportive ___ Hard to please ___ Impolite ___ Praises good work ___ Tacitful ___ Influential ___ Up-to-date ___ Unkind ___ Has favorites ___ Tells me where I stand ___ Annoying ___ Stubborn ___ Knows job well ___ Bad ___ Intelligent ___ Poor planner ___ Around when needed ___ Lazy

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APPENDIX D

Interview Instrument

Interview Script:

Pastor, thank you for taking the time to meet with me. I know your time is valuable. To review, the purpose of this study is to determine what personal characteristics long-tenured Protestant pastors perceive to have contributed to remaining so long in their current ministry role?

There are written questions to guide our discussion, but please feel free to share anything you feel will be helpful. My real interest is to understand what it is about you as a person that you believe led you to stay so long. Please be as candid as you can. Everything you say here will be handled carefully and in a way that protects your anonymity at all times.

There are a couple of items to review:

- 1. You were invited to participate via email or telephone and you have been given and signed an informed consent form that outlined the process. This consent included the condition that your anonymity be maintained.*
- 2. Please remember that this interview is being recorded and a transcript will be made. After it is transcribed, you will be given a copy and have the opportunity to review it for accuracy before it is analyzed.*
- 3. If you have a question at any time or want to take a break please don't hesitate to speak up.*

Do you have any questions before beginning?

Background Questions:

1. Share with me a little bit about you personally and professionally.
2. Share with me your journey of how you ended up in this particular church as pastor.

Content Questions:

1. How would you describe your personal characteristics?
2. What personal characteristics do you think you have helped you stay in this particular position for so long?
3. How do you feel about being a pastor?

4. How would you describe your “pastoral calling?”
5. Can you describe a time when you thought you might quit?
6. What sort of things pushed you toward it?
7. Why do you think you didn’t?
8. When you face a problem in the church, how do you feel or think about it?
9. Describe how you felt in your previous job or ministry position?
10. If you met a young pastor who was thinking of resigning how would you advise him?
11. Please describe the feelings, signals, or circumstances that would say to you, “It’s time to leave.”
12. How many weeks’ vacation do you take a year?
13. Have you had any sabbaticals in the last 10 years? How many? Longest?
14. What impact do you feel your ministry has had on your family?
15. Are any family members involved in ministry? Here at this church? Staff positions?
16. Your age?

APPENDIX E

Reliability of the JDI and JIG

Cronbach's coefficient alpha measures how strongly each of the items in the JDI facet scales and the JIG are related to the other items on their respective scales. Hence, it is often used as a measure of the degree to which the items all measure the same underlying construct. Generally scales with Cronbach's coefficient alpha of .80 or higher are considered to have high levels of reliability, in that the items consistently measure the same underlying construct.

Correlations among the JDI facets and the JIG are included to demonstrate that each JDI facet and the JIG measure a distinct aspect of job satisfaction. Note that no facet of the JDI correlates above .50 with any other facet. Also note that the JIG is most highly correlated with the Work facet of the JDI and that this correlation is well below .80. These statistics suggest that the JDI facets are distinct from each other and from the JIG.

Correlations among the JDI facets*

JDI Facets	Cronbach's coefficient alpha	Work	Pay	Promotion	Supervision	CoWorkers	JIG
Work	.90	1.00					
Pay	.88	0.34	1.00				
Promotion	.91	0.37	0.31	1.00			
Supervision	.92	0.42	0.31	0.41	1.00		
Co-Workers	.92	0.47	0.31	0.26	0.47	1.00	
Job in General	.92	0.69	0.45	0.42	0.58	0.54	1.00

* All correlations are significant at the 0.01 level (2-tailed).

Pearson correlations with selected outcome measures are included below. Note that the JIG is the best predictor of intent to quit (for more information on the intent to quit scale see the JDI website). Correlations with feelings of job stress as measured by the Stress in General® (SIG) scale are also included (for more information on the SIG scale see the JDI website). Finally, correlations with a single item measure of overall job satisfaction are included. The single item measure reads, "Considering everything, how would you rate your overall satisfaction with your job?" and was evaluated on a scale from 1 (Very dissatisfied) to 5 (Very satisfied).

Validity Coefficients (Pearson Correlations)*

JDI Facets	Intent to Quit	Feelings of Job Stress	Single Item Measure of Overall Job Satisfaction
Work	-0.45	-0.07	0.63
Pay	-0.36	-0.18	0.42
Promotion	-0.36	-0.10	0.42
Supervision	-0.42	-0.33	0.49
CoWorkers	-0.33	-0.28	0.44
Job in General	-0.61	-0.30	0.79

* All correlations are significant at the 0.01 level (2-tailed).

Note. Adapted from "The Job Descriptive Index and Job in General (2009 revision): Quick Reference Guide," by M. R. Brodke, M. T. Sliter, W. K. Gillespie, J. Z. Gillespie, M. A. Gopalkrishnan...and M. Yankelevich, 2009. Copyright Bowling Green State University.

APPENDIX F

NIH Certificate



APPENDIX G

Invitation to Participate in Survey Letter on Personal Letterhead

Dear Pastor _____

My name is Ron Armstrong and I am the Senior Pastor of Cornerstone Community Church. I'm working on my dissertation at Brandman University and I could really use your help. I'm studying pastors who have been in their current ministry position **for 15 years or more**. I got your name by calling your church and asking about your long service. You'd be surprised how few pastors make it to 15 years. So before I go any further, **"Thank you for your service to the Kingdom!"**

What I'm asking you to do is to complete the enclosed survey and mail it back to me in the postage prepaid envelope. I know you get asked to fill out surveys all the time, but this is important. In all of southern California, there just aren't that many pastors who last as long as you have. Your experience is critical to the next generation of pastors.

The name of my study is "The Global Job Satisfaction and Motivators of Job Satisfaction Among Long-Tenured Protestant Pastors in Southern California."
(Dissertation titles aren't very exciting. You can't use them for a good sermon series.)

I know firsthand that pastoring is hard. Please don't feel like you need to sugarcoat how you feel in this survey. Your identity will never be disclosed to anyone. Even the research team will only see that you returned a survey. They won't know how any individual responded to any item.

If you have any questions or comments my email address is rarmstr5@mail.brandman.edu and my telephone number is [redacted]. Even if you don't have a question or comment, feel free to contact me anyway. I've been pastoring for 26 years and I know that sometimes a pastor needs to talk to another pastor. If I can do anything to be a blessing to you, I am here.

The enclosed \$5 is for you to take a break from your office, go to a coffee shop and take a few minutes for you and just in case no one has said it to you lately, "Thank you for all that you do for the Kingdom and for serving so faithfully."

Sincerely,

Ron Armstrong
Senior Pastor
Cornerstone Community Church
Wildomar, CA

APPENDIX H

Survey Informed Consent Form

INFORMATION ABOUT: A Study of the Global Job Satisfaction and Motivators of Job Satisfaction Among Long-Tenured Protestant Pastors in Southern California

RESPONSIBLE INVESTIGATOR: Ron Armstrong, J.D.

PURPOSE OF STUDY: You are being asked to participate in a research study conducted by Ron Armstrong, J.D., a doctoral student from the School of Education at Brandman University. The purpose of this study is to determine the global job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the areas of job satisfaction that motivate them to remain in their job. A further purpose of this study is to discover what personal characteristics long tenured Protestant pastors in southern California perceive to have contributed to their long tenure. The benefit of this study is to better understand job satisfaction of long-tenured pastors so that tenure can be increased among all pastors.

This study will examine job satisfaction from the perspective that facets of the job are causing job satisfaction and also from the perspective that personal characteristics of the person are contributing to job satisfaction. It is envisioned that those responsible for designing the job characteristics of pastoral positions would benefit from a better understanding of the causes of job satisfaction among long-tenured pastors.

By participating in this study I agree to complete the enclosed survey. The survey will take approximately 20 minutes. Distribution and collection of the survey will take place in August 2018.

I understand that:

- a) There are minimal risks associated with participating in this research. I understand that the Investigator will protect my confidentiality by keeping any identifying information and research materials in a locked file drawer that is available only to the researcher.

- b) I understand that all information will be identifier-redacted and my confidentiality will be maintained. Upon completion of the study all surveys will be destroyed within 12 months.
- c) The possible benefit of this study to me is that my input may help add to the research regarding the causes of long tenure among Protestant pastors and may provide insights into lengthening the tenure of pastors. The findings will be available to me at the conclusion of the study. I understand that the enclosed \$5 is the only compensation I will receive for participation in this study.
- d) If you have any questions or concerns about the research, please feel free to contact Ron Armstrong at rarmstr5@mail.brandman.edu or by phone at [redacted]; or Dr. Philip Pendley (Advisor) at pendley@brandman.edu.
- e) My participation in this research study is voluntary. I may decide to not participate in the study and I can withdraw at any time. I can also decide not to answer particular questions on the survey if I so choose. I understand that I may refuse to participate or may withdraw from this study at any time without any negative consequences. Also, the Investigator may stop the study at any time.
- f) No information that identifies me will be released without my separate consent and that all identifiable information will be protected to the limits allowed by law. If the study design or the use of the data is to be changed, I will be so informed and my consent re-obtained. I understand that if I have any questions, comments, or concerns about the study or the informed consent process, I may write or call the Office of the Vice Chancellor of Academic Affairs, Brandman University, at 16355 Laguna Canyon Road, Irvine, CA 92618, (949) 341-9937.

I acknowledge that I have received a copy of this form and the “Research Participant’s Bill of Rights.” I have read the above and understand it and understand that by completing the survey and returning it I am consenting to the procedures set forth.

APPENDIX I

Informed Consent Form- Interview

INFORMATION ABOUT: A Study of the Global Job Satisfaction and Motivators of Job Satisfaction Among Long-Tenured Protestant Pastors in Southern California

RESPONSIBLE INVESTIGATOR: Ron Armstrong, J.D.

PURPOSE OF STUDY: You are being asked to participate in a research study conducted by Ron Armstrong, J.D., a doctoral student from the School of Education at Brandman University. The purpose of this study is to determine the global job satisfaction of long-tenured Protestant pastors in southern California and to determine what are the areas of job satisfaction that motivate them to remain in their job. A further purpose of this study is to discover what personal characteristics long tenured Protestant pastors in southern California perceive to have contributed to their long tenure. The benefit of this study is to better understand job satisfaction of long-tenured Protestant pastors so that tenure can be increased among all pastors.

This study will examine job satisfaction from the perspective that facets of the job are causing job satisfaction and also from the perspective that personal characteristics of the person are contributing to job satisfaction. It is envisioned that those responsible for designing the job characteristics of pastoral positions would benefit from a better understanding of the causes of job satisfaction among long-tenured Protestant pastors. By participating in this study I agree to participate in an individual interview. The interview will last approximately 60 minutes and will be conducted in person by Ron Armstrong. Completion of the individual interview will take place August through October, 2018.

I understand that:

- a) There are minimal risks associated with participating in this research. I understand that the Investigator will protect my confidentiality by keeping the identifying codes and research materials in a locked file drawer that is available only to the researcher.
- b) I understand that the interview will be audio recorded. The recordings will be available only to the researcher and the professional transcriptionist. The audio recordings will be used to capture the interview dialogue and to ensure the accuracy of the information collected during the interview. All information will be identifier-redacted and my confidentiality will be maintained. Upon completion of the study all recordings, transcripts and notes

taken by the researcher and transcripts from the interview will be destroyed within 12 months.

- c) The possible benefit of this study to me is that my input may help add to the research regarding the causes of long tenure among Protestant pastors and may provide insights into lengthening the tenure of pastors. The findings will be available to me at the conclusion of the study. I understand that I will not be compensated for my participation.
- d) If you have any questions or concerns about the research, please feel free to contact Ron Armstrong at rarmstr5@mail.brandman.edu or by phone at [redacted]; or Dr. Philip Pendley (Advisor) at pendley@brandman.edu.
- e) My participation in this research study is voluntary. I may decide to not participate in the study and I can withdraw at any time. I can also decide not to answer particular questions during the interview if I so choose. I understand that I may refuse to participate or may withdraw from this study at any time without any negative consequences. Also, the Investigator may stop the study at any time.
- f) No information that identifies me will be released without my separate consent and that all identifiable information will be protected to the limits allowed by law. If the study design or the use of the data is to be changed, I will be so informed and my consent re-obtained. I understand that if I have any questions, comments, or concerns about the study or the informed consent process, I may write or call the Office of the Vice Chancellor of Academic Affairs, Brandman University, at 16355 Laguna Canyon Road, Irvine, CA 92618, (949) 341-9937.

I acknowledge that I have received a copy of this form and the “Research Participant’s Bill of Rights.” I have read the above and understand it and hereby consent to the procedures set forth.

Signature of Participant or Responsible Party

Date

Signature of Principal Investigator (Ron Armstrong)

Date

APPENDIX J

Participant Bill of Rights



BRANDMAN UNIVERSITY INSTITUTIONAL REVIEW BOARD

Research Participant's Bill of Rights

Any person who is requested to consent to participate as a subject in an experiment, or who is requested to consent on behalf of another, has the following rights:

1. To be told what the study is attempting to discover.
2. To be told what will happen in the study and whether any of the procedures, drugs or devices are different from what would be used in standard practice.
3. To be told about the risks, side effects or discomforts of the things that may happen to him/her.
4. To be told if s/he can expect any benefit from participating and, if so, what the benefits might be to the participant.
5. To be told what other choices s/he has and how they may be better or worse than being in the study.
6. To be allowed to ask any questions concerning the study both before agreeing to be involved and during the course of the study.
7. To be told what sort of medical treatment is available if any complications arise.
8. To refuse to participate at all before or after the study is started without any adverse effects.
9. To receive a copy of the signed and dated consent form.
10. To be free of pressures when considering whether s/he wishes to agree to be in the study.

If, at any time, you have questions regarding the research study, you should ask the researcher to answer them. You also may contact the Brandman University Institutional Review Board, which is concerned with the protections of volunteers in research projects. The Brandman University Institutional Review Board may be contacted either by telephoning the Office of Academic Affairs at (949) 341-9937 or by writing to the Vice Chancellor of Academic Affairs, Brandman University, 16355 Laguna Canyon Road, Irvine, CA 92618.