

FREDERICK HERZBERG'S MOTIVATION-HYGIENE THEORY REVISITED: THE CONCEPT AND ITS APPLICABILITY TO CLERGY (A STUDY OF FULLTIME STIPENDIARY CLERGY OF THE GLOBAL EVANGELICAL CHURCH, GHANA)

F.D.K. Fugar

Department of Building Technology
College of Architecture and Planning
Kwame Nkrumah University of Science and Technology
Kumasi

ABSTRACT

The purpose of this study was to determine the applicability of Herzberg's (1959) motivation-hygiene theory to clergy using fulltime stipendiary clergy in parish ministry of the Global Evangelical Church, Ghana as case study. The study involved the determination of the overall job satisfaction of clergy and the investigation of the relationship between clergy's overall satisfaction and Herzberg, Mausner, and Snyderman's (1959) job satisfier and dissatisfier factors. The specific job satisfier factors investigated were: achievement, recognition, work- itself, responsibility, and advancement. The job dissatisfier factors investigated were: company policy and administration, supervision, salary, interpersonal relations, and working conditions. Brayfield-Roche's (1951) "Job Satisfaction Index" was adapted to assess the overall job satisfaction of clergy while a modified version of Wood's (1973) "Faculty Job Satisfaction/Dissatisfaction Scale" was used to measure the satisfaction of clergy relative to Herzberg's satisfier and dissatisfier factors. There were 117 pastors in fulltime parish ministry at the time of the survey. A total of 104 (89%) responses were returned, out of which 96 (82%) were usable. Correlation coefficients were calculated to describe the relationship between clergy's overall job satisfaction and the job satisfier and job dissatisfier factors. The significance of the correlation coefficients were investigated by setting them against a critical alpha (significance) $p=.05$. Analyses of the data revealed that all the job satisfier and dissatisfier factors except "salary" were related to varying degrees to overall job satisfaction, thus implying that the basic assumptions of Herzberg, Mausner, and Snyderman's motivational theory may not be applicable to clergy. It was also found that the "Work-itself" was the most motivating factor for clergy.

Keywords: *Clergy, job satisfaction, job satisfier factors, job dissatisfier factors*

INTRODUCTION

Clergy's work is simultaneously a calling and an occupation (Gannon, 1971; Christopherson,

1994). As a calling, clergy are to offer devoted service to God and humanity that goes beyond self-interest. On the other hand, as an occupation

or career, clergy like employees in other job categories, desire to achieve satisfaction through personal growth, accomplishment of tasks, career progression, and so forth. Thus, clergy's position "is precariously poised between the sacred ideals of their 'call' and the secular demands and rewards of their career" (Christopherson, 1994, 219).

Because clergy's work is also an occupation, a number of researchers have utilised models from occupational and industrial sociology to understand job attitudes of ministers and priests (Hoge *et al.*, 1981), including factors which motivate them. The literature presents several models for studying motivation and job satisfaction, but one of the most relevant models, which provides basis for this study, was by Herzberg *et al.* (1959).

Frederick Herzberg and his associates in the 1950's studied factors which affected job attitudes of employees. One of such studies was conducted using the critical recall interview method. Approximately 200 Pittsburgh engineers and accountants were asked to recall situations when they felt exceptionally good or bad about a job, either their present job or any other job they had held. When the responses were analysed, Herzberg and his associates found a consistent pattern. They discovered that dissatisfaction tended to be associated with complaints about the job context or factors in the immediate work environment. These factors, which they called hygiene or extrinsic factors, are company policy and administration, supervision, salary, interpersonal relations, and working conditions. They also found that factors which motivated the workers and contributed to job satisfaction were related to the content of the job: achievement, recognition, work itself, responsibility, and advancement. Based on these findings, the motivation-hygiene theory, also known as dual-factor theory, or two-factor theory, was established.

The following is a description of the motivator-hygiene factors according to Herzberg *et al.* (1993).

- *Achievement.* Successful completion of a job, solutions to problems, vindication, and seeing the results of one's work. The definition includes failure and absence of achievement.
- *Recognition.* Any act of recognition from supervisor, any other individual in management, client, peer, professional colleague, or the general public. It may be an act of notice, praise, or blame.
- *Work-itself.* The actual doing of the job or tasks of the job as a source of good or bad feelings about it. The jobs can be routine or varied, creative or stultifying, overly easy or overly difficult. Each of this can impact job satisfaction either positively or negatively.
- *Responsibility.* This includes personal responsibility for one's work and the work of others or being given new responsibility.
- *Advancement.* Actual change in status or position of a person in a company. It also includes the possibility of advancement.
- *Company policy and administration.* Events in which some overall aspect of the company is a factor. These include unclear channels of communication, inadequate authority for satisfactory completion of tasks, and inadequate organization of task.
- *Supervision.* The competence, or incompetence, fairness or unfairness of the supervisor. Also the willingness or unwillingness of the supervisor to delegate responsibility or his willingness or unwillingness to teach.
- *Salary.* All sequences of events in which compensation plays a role. These involve wage or salary increases, or unfulfilled expectation of salary increases.
- *Interpersonal relations.* Interaction between individual and superiors, peers, and subordinates. These relations can include either working relationships or purely social relationships on the job.

- *Working conditions.* The physical conditions of work, the amount of work, or the facilities available for doing the work. Also adequacy or inadequacy of ventilation, lighting, tools, space, and other such environmental characteristics. (Herzberg *et al.* 1993, 44-49)

The motivation-hygiene theory has, thus, provided a new and intriguing paradigm to understanding job attitudes. The theory is a departure from the traditional perspective on job attitudes. Traditionally, it has been assumed that job satisfaction and dissatisfaction are opposite on a single continuum of satisfaction, with high level of satisfaction at one end while the other end reflects a high level of dissatisfaction with a job. And points between the two extremes represent various degrees of satisfaction or dissatisfaction. The traditional concept held that when factors which cause dissatisfaction are absent, workers will be satisfied or motivated, and when factors responsible for satisfaction are removed workers will be dissatisfied. Herzberg, on the other hand, argues that factors in a job situation which make people satisfied are not the same factors which make them dissatisfied. According to Herzberg, satisfaction and dissatisfaction result from separate factors and operate as dual parallel continuum rather than being opposing on a single continuum of satisfaction. Herzberg insists, "The opposite of job satisfaction is not job dissatisfaction but, rather no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction" (Herzberg, 1968, 56).

The motivation-hygiene theory has been widely criticised. Harpaz (1983) provides some reasons for such criticism: (1) ability to generalize to other occupations (House and Wigdor, 1967; Schneider and Locke, 1971), (2) over simplification of the nature of job satisfaction (Dunnette *et al.*, 1967), and (3) on methodological grounds (Korman, 1971). Regardless of the criticisms, a number of studies were conducted to interpret the theory and to test it on occupational groups

other than the ones used by Herzberg and his colleagues in the study. According to Harpaz (1983), the results were mixed. Some studies (Friedlander and Walton, 1964; Dysinger, 1965; Friedlander, 1965; Bockman, 1971; Bass and Barrett, 1981) support the theory, while others failed to support it or parts of it (Wernimont, 1996; Dunnette, *et al.* 1967; Kosmo and Behling, 1969; Starčević, 1972).

Again, notwithstanding the controversy, the motivation-hygiene theory has "prompted a great deal of research and inspired a number of successful change projects involving job redesign . . . And because the message of the theory is simple, persuasive, and directly relevant to design and evaluation of actual organizational changes, the theory continues to be widely known and generally used by managers of organizations in this country [US]" (Hackman and Oldham, 1980, 57-58).

The question which interests this researcher, however, is whether this theory is applicable to clergy. Can these findings about the average business employee be extended to clergy? Are clergy motivated by the same factors that Herzberg associated with employees in organizations or businesses whose primary motive is financial reward?

The purpose of this study, therefore, was to determine empirically the applicability of Herzberg's (1959) motivation-hygiene theory to clergy.

Based on Herzberg's motivation-hygiene theory, the study sought to answer the following questions:

- What was the overall level of job satisfaction of clergy of the Global Evangelical Church, Ghana?
- What was the Global Evangelical Church, Ghana clergy's level of satisfaction with respect to the job satisfier factors (achievement, recognition, work-itself, responsibility, and advancement)?

- What was the Global Evangelical Church, Ghana clergy's level of satisfaction with respect to the job dissatisfier factors (company policy and administration, supervision, salary, interpersonal relations, and working conditions)?
- What was the relationship between the Global Evangelical Church, Ghana clergy's overall job satisfaction and the job satisfier and job dissatisfier factors?
- To what extent can variability in the Global Evangelical Church, Ghana clergy's overall satisfaction be explained by their level of satisfaction with the job satisfier and dissatisfier factors?

In describing these relationships, the main dependent variable is the overall job satisfaction of clergy of the Global Evangelical Church, Ghana. The job satisfier and job dissatisfier factors of Herzberg *et al.* (1959) are considered independent variables.

MATERIALS AND METHODS

Population and Data Collection

The population for this study included all full-time pastors in parish ministry listed in the 2005 Calendar of the Global Evangelical Church, Ghana. One hundred and seventeen (117) pastors were identified to have fallen into this category. Pastors with 100% administrative appointments at the head office of the Church and those studying abroad were excluded from the population. All the 117 pastors including 4 women were asked to complete the questionnaire.

Four months prior to the delivery of the questionnaire, the researcher sent a letter to be read to all the pastors at one of their regular association meetings to inform them of the forthcoming study. A package containing a cover letter, the questionnaire, and an envelope bearing the researcher's address was hand delivered to the pastors at their stations. A few of the packages were, however, posted. The cover letter solicited the voluntary cooperation of the participants. It

explained the purpose of the study and provided instructions for completing the requested information. It also provided assurances that all responses would be kept confidential and that no respondent would be identified in the study.

Follow-up telephone calls and personal visits were made by a field staff to those who had not responded after four weeks. When the data collection period ended after about eight weeks, a total of 104 (89%) responses were returned, out of which 96 (82%) were found to be useful for analysis.

Instrumentation

A three-part questionnaire was used in collecting the data. A modified version of Brayfield-Rothe's (1951) "Job Satisfaction Index" consisting of 18 statements was used to measure the job satisfaction when all facets of the job were considered. The Index uses a five-point Likert type scale with responses varying from 1 (strongly disagree) to 5 (strongly agree). This constituted Part 1 of the questionnaire. Part 2 of the questionnaire consisted of Wood's (1973) "Faculty Satisfaction/Dissatisfaction Scale, as modified by the researcher to measure Herzberg *et al.*'s (1959) motivation-hygiene factors. The modified version of Wood's instrument consisted of 58-item six-point Likert type scale with responses ranging from 1 (very dissatisfied) to 6 (very satisfied). Part 3 of the questionnaire was used to collect selected demographic characteristics of the respondents.

Three Professors of the Department of Christian Leadership and Management, Trinity Theological Seminary, Newburgh, Indiana (USA) and six pastors of the Global Evangelical Church, Ghana studying at various institutions in America and United Kingdom were asked to examine the questionnaire for content, length, clarity, and face validity. To determine the reliability of the scales used in the study, Cronbach alpha, one of the most commonly used indicators of internal consistency and reliability of scales (Pallant, 2001) was calculated using the data collected.

Cronbach's alpha reliability coefficients of .87 and .96 were obtained for the modified version of the Brayfield-Rothe's (1951) Job Satisfaction Index and the modified version of Wood's (1973) Scale respectively. In addition, the ten subscales of Wood's Instrument had good reliability (Table 1). A Cronbach's alpha coefficient above .7 is considered an index of reliability of a scale (Pallant, 2001). The researcher thus concluded that the modified scales possessed reliability and internal consistency in measuring job satisfaction.

Table 1: Reliability Coefficients for the Modified "Faculty Job Satisfaction/Dissatisfaction Scale" and the Modified "Job Satisfaction Questionnaire"

Scale	Number of Items	Coefficients
"Faculty Job Satisfaction/Dissatisfaction Scale		
Modified for GEC, Ghana	58	.96
Achievement	6	.83
Recognition	5	.78
Work-itself	4	.78
Responsibility	7	.77
Advancement	6	.53
Company Policy and Administration	8	.92
Supervision	6	.93
Salary	6	.84
Interpersonal Relations	5	.88
Working Conditions	5	.98
Modified Version of Brayfield-Roche Job Satisfaction Questionnaire	18	.87

Data Analysis

All data were analysed using relevant programs from the Statistical Package for the Social Sciences (SPSS). Appropriate statistical procedures for description and inference were also used. To determine the relationship between overall job satisfaction and job satisfiers and dissatisfiers,

the Pearson product moment correlation coefficients were calculated. All correlation coefficients were interpreted utilizing Cohen's (1988) descriptors. And the significance of the relationships was set against alpha level of .05.

Multiple regression models were developed to determine whether Herzberg's five job satisfiers explained more the variance in the overall job satisfaction of clergy than the five dissatisfier factors.

RESULTS

Descriptive Statistics of Respondents

Three of the 96 respondents in this study were women (3.13%, n=3) and 93 men (96.87%, n=93). At the time of the investigation, only six (6) women were in fulltime pastoral ministry in the Global Evangelical Church, Ghana and two of whom were abroad. The majority of the respondents (44.1%) fell within the age range of 41 to 50 years. The mean age was approximately 49. About 83% (n = 79) of the respondents had earned no higher than a two-year University diploma. Eleven percent (n = 10) had Bachelors Degree and 7% (n = 7) had earned a Masters Degree. The number of years in ordained ministry of the Global Evangelical Church, Ghana reported by the respondents ranged from 1 to 30 years. About 35% (n=34) had worked for 5 years or less. Thirty-four percent (34%, n=32) served the church for 6 to ten years, and 26% (n=25) had been pastors for 11 to 15 years. A few (5%, n=5) had been in the clerical ministry for more than 15 years. The mean number of years in pastoral ministry for the 96 pastors of the Global Evangelical Church, Ghana was 8. The annual salary of the respondents ranged from 3,600,000 Ghanaian Cedis (US\$395) to a little over 12,000,000 Ghanaian Cedis (US\$1315). About 94% (n=90) received less than 8,500,000 Ghanaian Cedis (US\$930). Only 2% (n=2) earned anything beyond 12,000,000 Ghanaian (US\$1315). The mean salary per annum of the respondents was 6,293,750.47 Ghanaian Cedis (US\$690).

Overall Job Satisfaction

Based on a five point Likert type scale with responses ranging from strongly disagree (1) to strongly agree (5), the overall job satisfaction of clergy was measured using the modified version of the Brayfield and Rothe (1951) Index. The possible range of respondent's scores based on the 18 statements is 18-90. The results indicated a mean score of 73.53 for the 18 statements or 4.09 per statement. The mean score of 4.09 indicated that on a scale of 1 to 5, clergy of the Global Evangelical Church, Ghana had a moderately high level of job satisfaction when all aspects of pastoral ministry were considered. (Table2)

Table 2: Analysis of scores for Overall Job satisfaction

Scores	Frequency	Percentage	Cumulative
40 - 50	1	1%	1%
50 - 60	4	4%	5%
60 - 70	20	21%	26%
70 - 80	59	61%	87%
89 - 90	12	13%	100%
Total	96	100%	
Summary of Statistics			
*Mean Score		73.53	4.09
Standard deviation		7.56	0.42

Satisfaction with Job Satisfier/Dissatisfier factors

The level of job satisfaction of clergy of the Global Evangelical Church, Ghana relative to Herzberg's satisfier and dissatisfier factors were calculated using Wood's (1973) Faculty Satisfaction/Dissatisfaction Scale as modified by the researcher. The 58 items for this aspect of the study were scored based on a six point Likert type scale: Very dissatisfied = 1; Moderately dissatisfied = 2; Slightly dissatisfied = 3; Slightly satisfied = 4; Moderately satisfied = 5; Very satisfied = 6.

The mean score for each subsection representing a job satisfier or dissatisfier factor was computed. Table 3 shows the satisfier and dissatisfier factors and their corresponding mean scores. The mean score for all job satisfier factors was 4.72. The highest mean score for the job satisfiers was for the factor "Work itself," with a mean score of 5.16. The lowest score for the satisfiers was 4.34 for "Advancement." This result indicated that clergy of the Global Evangelical Church were moderately satisfied with the work of ministry but only slightly satisfied with advancement.

Table 3: Means and Standard deviations for Job Satisfiers, Job Dissatisfiers, and Overall Job Satisfaction

Scale	Mean	S.D
Job Satisfiers	4.72	.31
Achievement	4.62	.56
Recognition	4.92	.69
Work-itself	5.16	.57
Responsibility	4.56	.78
Advancement	4.34	.90
Job Dissatisfiers	3.64	1.05
Company Policy and Administration	3.87	.93
Supervision	4.05	1.13
Salary	2.14	1.05
Interpersonal Relations	4.96	.79
Working Conditions	3.19	.91
Overall Job Satisfaction	4.09	.41

Relationship between Overall Satisfaction and Job Satisfier/Dissatisfier Factors

Correlation coefficients were calculated to describe the relationship between the overall job satisfaction of clergy of the Global Evangelical Church, Ghana and job satisfier factors. As shown in Table 4, the values of Pearson correla-

tion (r) between the overall job satisfaction and each of the job satisfier factors range from .24 for "Advancement" to .41 for "Work itself." The relationships were found to be significant at .05 critical alpha level, indicating that the overall satisfaction of clergy was correlated with each of Herzberg's five job satisfier factors.

Table 4: Relationship between overall job satisfaction and job satisfier factors

Variable	r*	Sig.(2-tailed)
Achievement	.29	.004
Recognition	.37	.000
Work itself	.41	.000
Responsibility	.30	.003
Advancement	.24	.018

*Pearson product-moment correlation coefficient

Correlations between overall job satisfaction of clergy of the Global Evangelical Church, Ghana and job dissatisfier factors were calculated. The correlation coefficients, illustrated in Table 5, range from .16 for "Salary" to .40 for "Working Conditions." The results indicated that apart from "Salary" there was a significant positive relationship between overall job satisfaction of clergy and each of Herzberg's job dissatisfier factors: company policy and administration, supervision, interpersonal relations, and working conditions (p<.05).

Table 5: Relationship between overall job satisfaction and job dissatisfier factors

Variable	r*	Sig. (2-tailed)
Company Policy and Administration	0.34	.001
Supervision	0.23	.023
Salary	0.16	.110
Interpersonal Relations	0.27	.009
Working Conditions	0.40	.000

*Pearson product-moment correlation coefficient

Regression of Overall Satisfaction on Job Satisfier/Dissatisfier Factors

Table 6 shows inter-correlations among job satisfier and job dissatisfier factors (independent variables) and overall job satisfaction (dependent variable). All the independent variables show at least some relationship with the dependent variable. Moreover, the correlation between each of the independent variables is not too high. Tabachnick and Fidell (1996) caution about the inclusion of two variables with a bivariate correlation of .7 or more in the same analysis.

Utilising Cohen's (1988) descriptors, the relationships were positive ranging from small to large in strength. A collinearity diagnosis was performed on the variables and a tolerance level ranging from .278 to .709 was achieved, suggesting the possibility of multicollinearity (Pallant, 2001).

A multiple regression analysis was performed to explore further the relationship between overall job satisfaction of clergy of Global Evangelical Church, Ghana as dependent variable and job satisfier factors as independent variables or predictors. The purpose was to ascertain the contribution of each job satisfier factor to the variance in overall job satisfaction. Table 7 shows the results when overall job satisfaction was regressed on each job satisfier factors. The factor "Work-itself" (R² =.17) explained the highest variance (17%) in the job satisfaction of clergy of the Global Evangelical Church, Ghana. It was followed by "Recognition (R² =.13) which explained 13%. The remaining factors explained 23%: "Achievement" 8% (R² =.08); "Advancement" 6% (R² =.06), and "Responsibility" 9% (R² =.09).

A standard multiple regression model which simultaneously included all the job satisfier factors was constructed to determine how much of the variance in overall job satisfaction is explained by all the job satisfier factors, and to evaluate each job satisfier factor in terms of its

Table 6: Inter-correlations among Independent Variables and Overall Job Satisfaction of Clergy of Global Evangelical Church, Ghana

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11
X1	..	.53	.57	.52	.42	.34	.28	.19	.24	.24	.29
X2		..	.49	.40	.35	.38	.19	.10	.41	.34	.36
X3			..	.48	.52	.42	.35	.27	.24	.30	.41
X4				..	.48	.54	.32	.37	.32	.45	.30
X5					..	.69	.61	.30	.30	.45	.24
X6						..	.72	.52	.39	.50	.34
X7							..	.41	.37	.41	.23
X8								..	.11	.31	.16
X9									..	.19	.27
X10										..	.40
X11											..

Pearson product-moment correlation coefficient, $p < .05$

Note: X1=Achievement, X2=Recognition, X3=Work-itself, X4=Responsibility, X5=Advancement, X6=Company Policy and Administration, X7=Supervision, X8=Salary, X9=Interpersonal Relations, X10=Working Conditions, X11=Overall Job Satisfaction.

Table 7: Regression of Overall Job Satisfaction on the Job Satisfier Factors

Factor	Multiple R	R Square	Adjusted R Square	R Square Change	F Value*
Achievement	.29	.08	.08	.08	8.68
Recognition	.37	.13	.12	.13	14.41
Work-itself	.41	.17	.16	.17	19.49
Responsibility	.30	.09	.08	.09	9.46
Advancement	.24	.06	.05	.06	5.82

* $p < .05$

predictive power over and above that offered by the other job satisfier factors. The **R-Square** indicates how much of the variance in overall job satisfaction is explained by the model and the **Beta** values give an idea about the contribution of each job satisfier factor variable (Table 8). It was found that the model explained 21.3% of variance in overall job satisfaction. This was statistically significant at $p < .001$ (Table 9).

Comparing the contribution of each of the job satisfier factors, the factor, "Work-itself," with the largest beta coefficient (.290), made the highest unique contribution to explaining the overall job satisfaction, when the variance explained by all other job satisfaction factors in the model was controlled for. As shown in Table 8, the other factors (achievement, recognition, responsibility, and advancement) were less signifi-

Table 8: Regression Analysis of Overall Job Satisfaction on Job Satisfier Factors: Summary

Variable	Multiple	Adjusted	R Square		
	R	R Square	R	Change	F Change
All Job Satisfier Factors	.46	.21	.17	.21	4.861
Coefficients	Beta	Sig.			
Achievement	-.027	.830			
Recognition	.200	.087			
Work-itself	.290	.025			
Responsibility	.106	.374			
Advancement	-.019	.871			

Table 9: Regression Analysis of Overall Job Satisfaction on Job Satisfier Factors (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1153.77	5	230.76	4.86	.001
Residual	4272.13	90	47.47		
Total	5425.91	95			

p<.001

cant in contributing to the prediction of overall job satisfaction. Their significant values were greater than .05 critical alpha level.

“Work-itself” was consistently the most important factor influencing overall job satisfaction of clergy of Global Evangelical Church, Ghana. This is at variance with Herzberg’s studies

which found that “achievement or quality performance has been the most frequent factor leading to job satisfaction” (Herzberg *et al.*1993, xiv). On the hand, it is consistent with other studies (Castillo and Cano, 2004; Wilson, 1983). Indeed, “Research has found that the facet that correlates most highly with overall job satisfaction is work itself” (Schneider *et al.*, 1992, 56).

Table 10: Regression of Overall Job Satisfaction on the Job Dissatisfier Factors

Variable	Multiple	Adjusted	R Square		
	R	R Square	R	Change	F Change
Company Policy and Administration	.24	.058	.048	.580	5.82
Supervision	.34	.113	.103	.113	11.95
Salary	.16	.003	.017	.027	2.61
Interpersonal Relations	.27	.076	.061	.071	7.16
Working Conditions	.40	.158	.149	.158	17.63

Table 10 presents the overall job satisfaction score variance as explained by the five individual dissatisfier factors. It was found that highest variance of 15.8% was explained by the factor, "Working Conditions." This was followed by "Supervision" which explained 11.3%. Collectively, the factors, "Company Policy and Administration," "Interpersonal Relations," and "Salary" explained 13.7% of the variance. The contribution of the factor, "Salary" is comparatively insignificant ($r^2=.003$).

Using standard regression model, the amount of variance in the overall job satisfaction score of clergy of Global Evangelical Church, Ghana explained collectively by the job dissatisfier factors was determined. Table 11 indicates that 21% of the variance in overall job satisfaction was explained by the job dissatisfier factors

($r^2=.21$). Table 12 shows that this was statistically significant at $p<.001$.

The factor with the most predictive power was "Working Conditions" with a beta value of .32. The second factor was "Company Policy and Administration" (beta=.18). Third factor was "Interpersonal Relationships" (beta=.17). The factors, "Supervision" (beta=.09) and "Salary" (beta=.01) showed the least predictive power (Table 11).

CONCLUSIONS

Clergy of the Global Evangelical Church, Ghana had a moderately high level of job satisfaction when all aspects of the job were considered. The pastors were moderately satisfied with the content of ministry.

All the job satisfier and job dissatisfier factors,

Table 11: Regression Analysis of Overall Job Satisfaction on Job Dissatisfier Factors: Summary

Variable	Multiple		Adjusted		R Square	
	R	R Square	R	Change	F Change	
All Job Dissatisfier Factors	.46	.21	.17	.21	4.86	
Coefficients	Beta	Sig.				
Company Policy and Administration	.18	.018				
Supervision	-.09	.001				
Salary	-.01	.110				
Interpersonal Relations	.17	.009				
Working Conditions	.32	.000				

Table 12: Regression Analysis of Overall Job Satisfaction on Job Dissatisfier Factors (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1135.03	5	230.76	4.86	.001
Residual	4290.87	90	47.47		
Total	5425.90	95			

except the dissatisfier factor, "Salary," were related to overall satisfaction. This conclusion implies that the basic assumptions of Herzberg *et al.*'s (1959) motivation-hygiene theory may not be applicable to clergy.

The job satisfier factors and job dissatisfier factors (except for "salary") explained almost equally the overall job satisfaction variance.

The job satisfier factor which had the most predictive power on overall job satisfaction of clergy of Global Evangelical Church, Ghana was "Work-itself." This finding is inconsistent with Herzberg *et al.* (1993, xiv) conclusion that "achievement or quality performance has been the most frequent factor leading to job satisfaction." However, it agrees with some studies relating to occupational groups other than clergy. Schneider *et al.* (1992, 56) say, "Research has found that the facet that correlates most strongly with overall job satisfaction is the work itself." Srisawat (1990) studied job satisfaction of Seventh-day Adventist employees in Thailand and report that "work-itself" ranked highest as a predictor of job satisfaction. Castillo and Cano (2004) found the factor, "Work-itself" the most motivating aspect for the Faculty members of College of Food, Agriculture, and Environmental Sciences (CFAES) at The Ohio State University (USA).

The job dissatisfier factor, "Salary" had insignificant impact on overall job satisfaction of clergy of the Global Evangelical Church, Ghana. This suggests that salary itself is not a strong factor in overall job satisfaction of clergy. This finding agrees with Spector's (1997) conclusions regarding the predictive power of pay on job satisfaction. Spector opines that the level of pay correlates more strongly with workers' satisfaction with pay than global satisfaction.

RECOMMENDATIONS

It is recommended that this study be replicated on clergy of other denominations to determine whether the results will be consistent with the findings of this study.

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