

BURNOUT AMONG MALE ANGLICAN PAROCHIAL CLERGY IN ENGLAND: TESTING A MODIFIED FORM OF THE MASLACH BURNOUT INVENTORY

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ABSTRACT

The present study proposes and tests a modified form of the Maslach Burnout Inventory, which has been Anglicized and adapted for use among clergy engaged in parochial ministry. Each of the three components of burnout (emotional exhaustion, depersonalization, and personal accomplishment) are assessed by 10-item subscales and also by 6-item short forms of these subscales. Normative data are provided by age groups, based on a random sample of 1,071 male Anglican clergy in England. Extroversion, neuroticism, and psychoticism scores are shown to be significant predictors of self-assessed burnout.

Herbert Freudenberger (1974) is attributed with identifying what is now termed the *burnout syndrome*. Having experienced what he described as feelings of “burn out” (a consequence of working in the free clinic movement), he describes “burn out” in the following way:

The dictionary defines the verb “burn out” as “to fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources.” And that is exactly what happens when a staff member in an alternative institution burns out for whatever reasons and becomes inoperative to all intents and purposes (Freudenberger, 1974, pp. 159–160).

According to this understanding, the physical signs of burnout include exhaustion, fatigue, a lingering cold, frequent headaches, gastrointestinal disturbances, sleeplessness, and shortness of breath. In terms of behavior, there are signs of anger and irritation. Emotions become difficult to control and the slightest pressures may create feelings of being overburdened. Individuals can become excessively rigid, stubborn, and inflexible, and they may exhibit negative attitudes toward new ideas. Those who are prone to burnout are dedicated and committed, working too much, too long and too intensely (but are not workaholics; Gill, 1980), often dealing with chronicity (Mendel, 1979), and receiving little reward for success (Neiderhoffer, 1969). Burnout is signalled by workers who merge themselves and their lives with

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the institution (Meadow, 1981). Those in the front line of the caring services are more prone to burnout than those administrators one step removed from the clients (Riggar, Godley, & Hafer, 1984; Murphy-Hackett & Ross, 1984; Wallace, Roberg, & Allen, 1985).

Subsequent attempts in defining burnout, and the difficulties encountered, have been well documented (Daley, 1979; Mendel, 1979; Doohan, 1982; Einsiedel & Tully, 1982; Zastrow, 1984; Beemsterboer & Baum, 1984; Burns, 1986; Dolan, 1987), but providing an adequate definition of what is meant by burnout has not proved easy.

ASSESSING BURNOUT

A major contribution to the understanding, definition, and assessment of burnout has been made by the pioneering work initiated by Christina Maslach and Susan Jackson through the development of the Maslach Burnout Inventory. They conceptualize burnout syndrome in the following way:

Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do "people work" of some kind (Maslach and Jackson, 1986, p. 1).

The first aspect of the burnout syndrome is increased feeling of *emotional exhaustion*, where workers, through their own emotional giving, find that they can no longer continue to give at an emotional level. Emotional exhaustion will often be associated with such expressions as "I don't care any more," and "I don't have any feelings left" (Maslach, 1978). As emotional resources are depleted, members of the caring professions feel that they are no longer able to give of themselves at a psychological level. It is this dimension which many researchers consider the key to understanding burnout (Cordes & Dougherty, 1993).

The second aspect of the burnout syndrome is the development of *depersonalization*. As their work begins to take its psychological toll, members of the caring professions can begin to adopt negative, cynical, and dehumanizing attitudes towards, and feelings about, their clients, which will include certain types of language, compartmentalism, intellectualism and other withdrawal techniques (Maslach & Pines, 1977). Clients are often viewed as somehow deserving of their problems, and are often blamed for their own victimization (Ryan, 1971).

The third aspect of the burnout syndrome is the experience of *reduced personal accomplishment*. Alongside emotional exhaustion and depersonalization, members of the caring professions may begin to feel unhappy about themselves, and dissatisfied with their accomplishments on the job.

In a more recent conceptualization of this three-component model of burnout, Maslach, Schaufeli, and Leiter (2001) employ the following descriptions.

The three key dimensions of this response are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment. The exhaustion component represents the basic individual stress dimension of burnout. It refers to feelings of being overextended and depleted of one's emotional and physical resources. The cynicism (or depersonalization) component represents the interpersonal context dimension of burnout. It refers to a negative, callous, or excessively detached response to various aspects of the job. The component of reduced efficacy or accomplishment represents the self-evaluation dimension of burnout. It refers to feelings of incompetence and a lack of achievement and productivity at work (Maslach, Schaufeli, & Leiter, 2001, p. 399).

In order to measure experienced burnout Maslach and Jackson (1981a) devised what may be termed a preliminary form of the Maslach Burnout Inventory. This consisted of 47 items, each demanding two responses, one on a frequency of occurrence scale and the other on an intensity scale, both using a six-point anchored response format. The resultant data were subjected to a factor analysis, which led to a reduction in the number of items to 25. The resultant 25-item inventory was administered to a new sample and the combined results of the new sample and the initial sample were subjected to a further factor analysis which yielded a four factor solution. The factors were similar for both frequency and intensity: nine items loaded on the emotional exhaustion scale, five items loaded on the depersonalization scale, and eight items loaded on the personal accomplishment scale. The remaining three items were included as an optional dimension, which was designed to measure *involvement*. These four subscales, in this format, were used by Maslach and Jackson (1979) on a sample of 130 police couples.

Burnout is conceptualized as a continuous variable ranging from low to high, and is not to be seen as a dichotomous variable which is either present or absent. Scores are considered high if they fall in



the upper third of a normative distribution. For both the emotional exhaustion and depersonalization subscales, a high score corresponds to higher degrees of experienced burnout. A moderate correlation was found between the emotional exhaustion and the depersonalization subscales, in accord with the theoretical expectations that the two are separate but related aspects of burnout. For the personal accomplishment subscale, a low score corresponds to a higher degree of perceived burnout. The correlations between the personal accomplishment subscale and the other two subscales were found to be low.

In 1986, the Maslach Burnout Inventory was revised. In the first edition, two questions relating to intensity and frequency were asked about each item. However, it was found that there was a positive correlation between the two (on average a correlation of .56), and Maslach and Jackson (1986) decided that it was no longer necessary to measure both dimensions. The new inventory, therefore, measures frequency only. Empirical support for such a decision is to be found in a number of studies. For example, Iwanski and Schwab (1981) concluded that the high correlations between the ratings for intensity and frequency make the two-dimensional format of the questionnaire unnecessary. The findings of Klausner and Green (1984) on burnout among dental educators clearly demonstrated the correlation which exists between frequency and intensity of experienced burnout. In addition, in a study on 462 teachers, Gold (1984) concluded that:

the two scoring systems can be expected to yield comparable factor structures and thus essentially equivalent levels of construct validity. In fact, it would appear that either scoring system would suffice in identifying teachers who are becoming burned out in terms of self-perceptions (Gold, 1984, p. 1016).

Three of the four factors identified by Maslach and Jackson (1981b) had eigenvalues greater than one, while the fourth dimension—involvement—had an eigenvalue of less than one. Moreover, this factor of involvement accounted for only 3 of the 25 items, was found to be related to the emotional exhaustion scale, and had appeared as an optional dimension in the initial Maslach Burnout Inventory. In their study of teacher stress and burnout, Belcastro and Gold (1983) did not use these three optional items, arguing that the fourth subscale did not contribute significantly to the ability of the MBI to provide a valid criterion measure of burnout. The revised

Maslach Burnout Inventory omitted this fourth optional dimension (Maslach and Jackson, 1986).

RELIABILITY OF THE MASLACH BURNOUT INVENTORY

The reliability of the Maslach Burnout Inventory has been determined by measuring the internal consistency, where each item is measured against every other item, using coefficient alpha (Cronbach, 1951). It is generally considered that an alpha of 0.70 or higher indicates an acceptable level of internal reliability (Nunnally, 1978). In the initial sample (n = 1,316) Maslach and Jackson (1986) found the reliability coefficients for the subscales as following: 0.90 for emotional exhaustion; 0.79 for depersonalization, and 0.71 for personal accomplishment. This level of internal reliability has received much support (for example, Ceslowitz, 1989; Abu-Hilal & Salameh, 1992; Vealey, Udry, Zimmerman, & Soliday, 1992; Schaufeli & van Dierendonck, 1993; Gupchup, Lively, Holiday-Goodman, Siganga, & Black, 1994; Buunk, Schaufeli, & Ybema, 1994; Burke, 1994; Pretorius, 1994; Schaufeli, Bakker, Hoogduin, Schaap, & Kladler, 2001).

In addition the test-retest method has also been used. Maslach and Jackson (1986) used a small sample (n = 53) and test-retested over a period of two to four weeks, with the reliability coefficients for the subscales being 0.82 for emotional exhaustion, 0.60 for depersonalization, and 0.80 for personal accomplishment. Jackson, Schwab, and Schuler (1986) also carried out a test-retest on 248 teachers, with the two tests separated by a year. The results were 0.60 for emotional exhaustion, 0.54 for depersonalization, and 0.57 for personal accomplishment. In addition, Wade, Cooley, and Savicki (1986) in their year-long longitudinal study of helping professionals, Capel (1991) in her study of teacher burnout, and Greenglass, Fiksenbaum, and Burke (1994) in their study of men and women employed within a single school board, all found that burnout scores were relatively stable over a period of time.

VALIDITY OF THE MASLACH BURNOUT INVENTORY

For Maslach and Jackson (1986) the validity of their instrument, measuring burnout as a discrete phenomenon, is demonstrated in

two ways. The first is the discriminant validity. Is the Maslach Burnout Inventory measuring a syndrome distinct from other psychological constructs? One set of studies has examined the relationship between burnout and job satisfaction. Empirically there is support to show that burnout is not simply an expression of dissatisfaction with work (Maslach & Jackson, 1981b; Jackson, Turner, & Brief, 1985; Riggall, Godley, & Hafer, 1984; Leiter, 1985), and that high levels of job satisfaction can coexist with high levels of stress and burnout (Farber, 1983). Lawler and Hall (1970) also found that levels of satisfaction were not related to self-rated effort or performance, dimensions which are similar to some items in the personal accomplishment subscale. Nevertheless, there is also empirical evidence to support the inverse relationship between job satisfaction and burnout (LeCroy & Rank, 1987; Berwick, 1992; Stearns & Moore, 1993). Dolan (1987) found that burnout was intricately linked with work and that the degree of satisfaction experienced will have some bearing on experienced burnout. He concluded from his study of nursing and administrative staff that "the results of this study confirm the thesis that job satisfaction is a reliable indicator of burnout. As was expected there was an inverse relationship between job satisfaction and burnout (Dolan, 1987, p. 9)."

This conclusion has been echoed by a number of researchers. Maslach and Jackson (1984) found that burnout correlated significantly ($p > .001$) with greater job dissatisfaction. Rafferty, Lemkau, Purdy, and Rudisill (1986) found a significant correlation between job satisfaction and the Maslach Burnout Inventory subscales. Maslach and Jackson (1986), using the Maslach Burnout Inventory and a measure of job satisfaction on the Job Diagnostic Survey (Hackman & Oldham, 1974, 1975), found moderate negative correlations for both emotional exhaustion and depersonalization and a slight positive correlation for personal accomplishment. The studies by Riggall, Godly, and Hafer (1984) and by Wolpin, Burke, and Greenglass (1991) also lend support to this conclusion, demonstrating that burnout and job satisfaction are related, but distinct constructs.

Another set of studies has examined the relationship between burnout and depression. Meier (1984), using a total burnout score (a practice not recommended by Maslach and Jackson, 1986 and reinforced by Huebner, 1993), found that there was a moderately strong correlation between burnout and certain measures of depres-

sion. This result is supported further by the work of Firth, McKeown, McIntec, and Britton (1987) in their study of nursing staff working in psychiatric hospitals, where they found strong similarities between burnout and professional depression. The correlation between the two constructs, however, is not that high, leading commentators like Walsh (1987) to conclude that “burned-out persons may be depressed, though depression tends to be all enveloping rather than situation specific. Certainly, not all depressed people are burned out as well. For some, work actually becomes a point of relief and pleasure in an otherwise depressing existence (Walsh, 1987, pp. 279–280).” The distinction between burnout and depression has also been established empirically by Leiter and Durup (1994), Glass and McKnight (1996), Bakker, Schaufeli, Demerouti, Janssen, van der Hulst, and Brouwer (2000) and Brenninkmeyer, van Yperen, and Buunk (2001).

The second area to be explored is that of **convergent validity**. Maslach and Jackson (1986) identify three main areas: external validation (evidence given by an observer which corroborates an individual’s self-rating), dimensions of the job experience (where hypotheses are confirmed about certain job characteristics and burnout), and personal outcomes (where hypotheses between experienced burnout and expected personal reactions are confirmed). In terms of external validation, support for the Maslach Burnout Inventory is cited by Maslach and Jackson (1979) from their study on policemen. They found that **police who scored high on the emotional exhaustion subscale were rated by their wives as coming home upset and angry, tense or anxious, physically exhausted, and complaining about problems at work.**

In terms of dimensions of the job experience, the validity of the Maslach Burnout Inventory is demonstrated by data which confirm the relationship between certain job characteristics and experienced burnout. For example, it is hypothesized that the greater the number of clients one had to deal with, the greater the perceived burnout. Maslach and Pines (1977), in their study of staff at day centers, note that the staff from the high-ratio centers liked their jobs less, and they gave a lower evaluation of the center.

Within the sphere of personal outcomes, support for the Maslach Burnout Inventory is given in a variety of studies. For example, in a study among 180 nurses Maslach (1976) demonstrates that people experiencing burnout would be dissatisfied with opportunities for

personal growth and development on the job. In a study among 142 policemen, Maslach and Jackson (1979) demonstrated that burnout scores were highly predictive of intention to leave the force.

FACTOR STRUCTURE OF THE MASLACH BURNOUT INVENTORY

Subsequent empirical research among a number of different populations has generally recovered the hypothesized three-factor structure of emotional exhaustion, depersonalization, and personal accomplishment, including the following studies: Belcastro, Gold, and Hays (1983) among teachers, Powers and Gose (1986) among university students, Rafferty, Lemkau, Purdy, and Rudisill (1986) among family practice physicians, Pierce and Molloy (1989) among teachers, Gold, Bachelor, and Michael (1989) among student teachers, Lee and Ashforth (1990) among supervisors and managers from a large public welfare agency, Rowney and Cahoon (1990) among employees of large organizations, Gold, Roth, Wright, Michael, and Chen (1992) among elementary and secondary teachers, Sarros and Sarros (1990, 1992) among Australian teachers, and Scherer, Cox, Key, Stickney, and Spangler (1992) among employees in small business firms. Other studies supporting the three-factor structure of the Maslach Burnout Inventory include Golembiewski and Munzenrider (1981), Green and Walkey (1988), Pelsma, Roland, Tollefson, and Wigington (1989), Byrne (1991), Cordes and Dougherty (1993), Glass, McKnight, and Valdimarsdottir (1993), Papadatou, Anagnostopoulos, and Monos (1994), de Rijk, Le Blanc, Schaufeli, and de Jonge (1998), and Whitehead, Ryba, and O'Driscoll (2000).

Green, Walkey, and Taylor (1991) published the results of a study where the Maslach Burnout Inventory was administered to four groups of different nationalities. The data were subsequently subjected to principal component analysis, followed by a two-factor varimax rotation of all 22 items. This produced a two-factor solution, with items for emotional exhaustion and depersonalization forming one factor and the personal accomplishment items forming the other factor. Principle components analysis of the 14 emotional exhaustion items and depersonalization items, followed by a two-factor varimax rotations, produced a clear and replicable separation of these two subscales. Potential overlap between emotional exhaustion and depersonalization was also reported by Whitehead, Ryba, and O'Driscoll (2000).

Walkey and Green (1992) tested the validity of the three-factor structure of the Maslach Burnout Inventory by examining the data obtained from six separate studies (Nagy, 1985; Brookings, Bolton, Brown, & McEvoy, 1985; Allie, 1983; Gentilini, 1982; Iwancki & Schwab, 1981; Green & Walkey, 1988). The data, when subjected to a principal components analysis, produced loadings that fell into three distinct groups, related to their subscale clusters. Green, Walkey, and Taylor (1991) concluded that the Maslach Burnout Inventory is extremely robust across a wide diversity of subjects.

However, it needs to be noted that some researchers have questioned the necessity of certain items in the Maslach Burnout Inventory. Byrne (1993), using a large sample to determine the validity of the Maslach Burnout Inventory, found that items 12 (personal accomplishment) and 16 (emotional exhaustion) might well be excluded. The revised 20-item scale proved psychometrically sound. This really confirmed what Byrne (1991) had found in an earlier study when substantial improvements were made in model fit with the deletion of three items measuring emotional exhaustion (items 2, 16, and 20) and one item measuring personal accomplishment (12).

Strong criticism for the three-factor solution has been made by Koeske and Koeske (1993) who did not consider that the tri-component conceptualization of burnout had fostered a rich conceptual framework on work stress. They felt that there was a need to reconceptualize, and that the burnout element should be perceived as lying within the emotional exhaustion element of the Maslach Burnout Inventory. Interestingly, in a study on female social workers, Corcoran (1985) only used the emotional exhaustion and depersonalization subscales because it was felt that the personal accomplishment subscale was not sufficiently sound.

ASSESSING BURNOUT AMONG CLERGY

Although the Maslach Burnout Inventory has been used with some success among clergy and religious professionals (see Warner & Carter, 1984; Rodgereson & Piedmont, 1998), there are ways in which some of the items might seem strange or even offensive to some clergy. As preparation for a series of major research studies among clergy in the United Kingdom, Rutledge (1999) proposed to modify the Maslach Burnout Inventory in four ways. These modifications were undertaken through a series of individual interviews and focus groups with

clergy discussing their reactions to the items in the original Maslach Burnout Inventory. As a consequence of this process, the original American items were Anglicized. The original items were shaped to reflect the experience and language of parochial ministry. Additional items were developed reflecting further aspects of parochial ministry in order to bring the three subscales to the same length of 10 items each. The response scale was changed from a seven-point measure of frequency to a five-point measure of attitudinal intensity, following the convention of Likert (1932), ranging from *agree strongly*, through *agree*, *not certain*, *disagree*, and *disagree strongly*. Permission was obtained from the Consulting Psychologists Press to adopt the Maslach Burnout Inventory in these ways for use among clergy (under license and at a cost).

Against this background, the aim of the present paper is to report on the reliability and scale properties of the three subscales of the modified form of the Maslach Burnout Inventory among male Anglican parochial clergy in England. The construct validity of the independence of the three subscales of the instrument will be examined against measures of Eysenck's three-dimensional model of personality (Eysenck & Eysenck, 1985). This model of personality is now well established in clergy studies in the United Kingdom (Francis, 1991; Francis and Rodger, 1994).

METHOD

Sample

The questionnaire was mailed to a 15% random sample of all male clergy identified on the Church Commissioners' payroll as being engaged in stipendiary parochial ministry in England (see Rutledge, 1999). A total of 1,476 questionnaires were mailed resulting in 1,071 usable responses, representing an overall positive response rate of 72.6%. Just 3% of the respondents were under the age of 30, 19% were in their thirties, 31% were in their forties, 31% were in their fifties, 15% were in their sixties, and 1% were in their seventies.

Measures

Burnout was assessed by a modified form of the Maslach Burnout Inventory (Maslach & Jackson, 1986) in which each of the three sub-

scales comprised 10 items arranged for scoring on a five-point Likert scale: *agree strongly*, *agree*, *not certain*, *disagree*, and *disagree strongly*. The modified emotional exhaustion subscale included the following item: "I feel burned out from my parish ministry." The modified depersonalization subscale included the following item: "I don't really care what happens to some of my parishioners." The modified personal accomplishment subscale included the following item: "I have accomplished many worthwhile things in my parish ministry." The modified form of the Maslach Burnout Inventory for use among parochial clergy has been modified and reproduced by special permission of the publisher, Consulting Psychologists Press. The publishers denied permission to publish the actual items from the modified Maslach Burnout Inventory here.

Personality was assessed by the Eysenck Personality Questionnaire (Eysenck & Eysenck, 1975) which proposes a 21-item measure of extraversion, a 23-item measure of neuroticism, and a 25-item measure of psychoticism. It also contains a 21-item lie scale. Each item is assessed on a dichotomous scale: *yes* and *no*.

RESULTS

The three sub-scales of the modified Maslach Burnout Inventory achieved the following alpha coefficients (Cronbach, 1951): emotional exhaustion, .89; depersonalization, .81; and personal accomplishment, .78. All three scales display a highly satisfactory degree of internal consistency reliability. As is consistent with previous research there were significant correlations between all three subscales: emotional exhaustion and depersonalization, $r = .6229$; emotional exhaustion and personal accomplishment, $r = -.3745$; depersonalization and personal accomplishment, $r = -.3970$. The four scales of the Eysenck Personality Questionnaire achieved the following alpha coefficients: extraversion, .84; neuroticism, .86; psychoticism, .52; and lie scale .78. The lower alpha coefficient recorded by the psychoticism scale is consistent with the known difficulties in operationalizing this construct (Francis, Philipchalk, & Brown, 1991).



Table 1. *Correlation matrix for personality and burnout*

Extroversion	Neuroticism	Psychoticism	Lie scale
Emotional exhaustion	−0.2211***	+0.5003***	+0.1484*** −0.0567
Depersonalization	−0.1568***	+0.3857***	+0.2779*** −0.1789***
Personal accomplishment	+0.4500***	−0.3094***	−0.0510 +0.0937**

Note: ** $p < .01$; *** $p < .001$

Table 1 presents the correlation coefficients between the four scales of the Eysenck Personality Questionnaire and the three subscales of the modified Maslach Burnout Inventory. These data demonstrate that high extroversion scores are associated with lower emotional exhaustion, lower depersonalization, and higher personal accomplishment; that higher neuroticism scores are associated with higher emotional exhaustion, higher depersonalization, and lower personal achievement; and that higher psychoticism scores are associated with higher emotional exhaustion, and higher depersonalization. Eysenck’s fourth construct, the lie scale, is generally interpreted as an index of social conformity. The data demonstrate that high scores on the lie scale are associated with lower depersonalization, and higher personal accomplishment.

Table 2. *Mean scale scores for 10-item scales*

Age Group	Emotional Exhaustion		Depersonalization		Personal Accomplishment	
	Mean	SD	Mean	SD	Mean	SD
30–39	23.1	6.8	20.8	5.2	24.4	4.6
40–49	23.3	7.4	20.8	5.3	24.6	4.6
50–59	22.1	7.6	19.4	5.3	24.8	4.7
60–69	19.7	6.8	17.7	5.1	24.8	4.9
All clergy	22.3	7.3	19.9	5.3	24.7	4.7

Note: The personal accomplishment scores have been reversed so that a high score represents low personal accomplishment.

Given the high reliability of the three subscales of emotional exhaustion, depersonalization, and personal accomplishment, and the representative nature of the sample, it is legitimate now to publish normative data for male Anglican parochial clergy. Table 2 presents these data for clergy as a whole and for separate age groups. For these normative data the personal accomplishment scores have been reverse coded so that higher scores represent lower personal accomplishment and a higher level of burnout. These data demonstrate that higher levels of burnout are associated with the younger cohort of clergy across two of the three subscales: emotional exhaustion, $F = 9.9$, $p < .001$; and depersonalization, $F = 15.4$, $p < .001$. On the other hand, there is no significant relationship between age and levels of personal accomplishment.

Table 3. *Multiple regression significance tests*

predictor variables	r ²	Increase r ²	F	P <	Beta	t	P <
<i>Emotional exhaustion</i>							
age	0.0170	0.0170	17.8	.001	-0.0904	-3.3	.001
neuroticism	0.2542	0.2373	327.1	.001	+0.4592	+16.8	.001
psychoticism	0.2652	0.0110	15.4	.001	+0.1314	+4.8	.001
extraversion	0.2874	0.0221	31.9	.001	-0.1509	-5.6	.001
lie scale	0.2902	0.0029	4.1	.05	+0.0573	+2.0	.05
<i>Depersonalization</i>							
age	0.0345	0.0345	36.8	.001	-0.1193	-4.2	.001
neuroticism	0.1722	0.1376	170.9	.001	+0.3238	+11.5	.001
psychoticism	0.2252	0.0530	70.3	.001	+0.2360	+8.4	.001
extraversion	0.2429	0.0177	23.9	.001	-0.1395	-5.0	.001
lie scale	0.2451	0.0022	3.0	NS	-0.0502	-1.7	NS
<i>Personal accomplishment</i>							
age	0.0009	0.0009	0.9	NS	0.0387	1.4	NS
neuroticism	0.0999	0.0990	113.1	.001	+0.2193	+7.9	.001
psychoticism	0.1012	0.0013	1.5	NS	+0.0594	2.1	.05
extraversion	0.2604	0.1592	220.9	.001	-0.4157	-15.0	.001
lie scale	0.2666	0.0062	8.6	.01	-0.0841	-2.9	.01

Note: The personal accomplishment scores have been reversed so that a high score represents low personal accomplishment.

Table 3 presents the use of multiple regression in order to test whether the bivariate relationships between burnout (emotional exhaustion, depersonalization, and personal accomplishment) age and personality are cumulative. In these equations, the predictor variables

were entered in the fixed order of age, neuroticism, psychoticism, and the lie scale. These data confirm that age, neuroticism, psychoticism, and extroversion function as independent and cumulative predictors of both emotional exhaustion and depersonalization. In the case of personal accomplishment, neuroticism and extroversion are key predictors, while psychoticism emerges as of only marginal significance. Age is not a significant predictor of personal accomplishment.

For research purposes, there are times when even a 30-item instrument may overload a questionnaire which is intent on generating information across a wide range of variables. For this reason, it was proposed to develop a short form of the modified Maslach Burnout Inventory in which each of the three subscales of emotional exhaustion, depersonalization and personal accomplishment were comprised of those six items in the larger subscales which achieved the highest item rest-of-scale correlations. The six-item scales achieved the following alpha coefficients: emotional exhaustion, 0.87; depersonalization, 0.78; and personal accomplishment, 0.75. All three scales display a highly satisfactory degree of internal reliability for instruments of this length.

Table 4. *Mean scale scores for the 6-item scales*

Age Group	Emotional Exhaustion		Depersonalization		Personal Accomplishment	
	Mean	SD	Mean	SD	Mean	SD
30-39	13.1	4.5	12.1	3.4	15.1	3.0
40-49	13.3	4.9	11.9	3.6	14.9	3.0
50-59	12.4	4.9	10.9	3.4	15.2	3.2
60-69	11.1	4.3	9.9	3.2	15.3	3.4
All clergy	12.6	4.7	11.3	3.4	15.1	3.1

Note: The personal accomplishment scores have been reversed so that a high score represents low personal accomplishment.

Finally, Table 4 presents the mean scale scores recorded by the clergy on the short forms of the scales of emotional exhaustion, depersonalization and personal accomplishment.

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DISCUSSION

Six main features of these data deserve attention. First, all three scales of the 10-item modified form of the Maslach Burnout Inventory achieve high levels of internal consistency reliability and good levels of item-rest-of-test correlations. The highest of these item-rest-of-test correlations provide a good confirmation of the face validity of the three scales. By this technique, the scale of emotional exhaustion is characterized by the item, "I feel emotionally drained from my parish ministry;" the scale of depersonalization is characterized by the item, "I have become more callous toward people since working in parish ministry;" and the scale of personal accomplishment is characterized by the item, "I gain a lot of personal satisfaction from working with people." The three shorter 6-item scales of the modified form of the Maslach Burnout Inventory also achieve high levels of internal consistency reliability.

Second, the levels of endorsement given to each of the 30-items of the modified Maslach Burnout Inventory provides an insight into the proportions of clergy who are reporting individual indicators of burnout. In respect to emotional exhaustion, nearly a third of the clergy feel that they are working too hard in their parish ministry (31%), and say that they feel used up at the end of the day in parish ministry (29%). One in five feel frustrated by their parish ministry (21%). One in eight feel emotionally drained from their parish ministry (13%), and say that working with people all day is a real strain for them (12%). A significant minority of clergy report that they feel fatigued when they get up in the morning and have to face another day (9%), that they feel burned out from their parish ministry (8%), that they feel like they are at the end of their tether (8%), that they would feel a lot better if they could get out of parish ministry (6%), and that working with people directly puts too much strain on them (5%).

With regard to depersonalization, more than one in ten of the clergy feel that parishioners blame them for some of their problems (16%), and say that they are less patient with parishioners than they used to be (11%). A significant minority of the clergy report that they worry that parish ministry is hardening them emotionally (9%); that they find it difficult to listen to what some parishioners are really saying to them (7%); that they do not really care what happens to some parishioners (5%); that they feel they treat some parishioners

as if they were impersonal objects (4%); that they wish parishioners would leave them alone (4%); that they feel nowadays that most people cannot be really helped with their problems (3%); that they have become more callous toward people since working in parish ministry (3%); and that they cannot be bothered to understand how some people feel about things (1%).

In respect to personal accomplishment, four out of every five clergy gain a lot of personal satisfaction from working with people (82%), and say that if they could have their time all over again they would still go into parish ministry (80%). Over half of the clergy feel that they can easily create a relaxed atmosphere with their parishioners (57%), claim that they feel exhilarated after working closely with their parishioners (52%), and say that in their parish ministry they deal with emotional problems very clearly (51%). Between one-third and one-half of the clergy feel that they have accomplished many worthwhile things in their parish ministry (48%), that they are positively influencing people's lives through their parish ministry (44%), and that they can easily understand how their parishioners feel about things (36%). A quarter of the clergy report that they feel very energetic (24%). A fifth of the clergy feel that they deal very effectively with the problems of their parishioners (18%).

Third, age emerged as a significant predictor of emotional exhaustion and depersonalization, but not of personal accomplishment. The significant negative correlation between age and scores both on the emotional exhaustion subscale and on the depersonalization subscale, but not on the personal accomplishment subscale is consistent with findings among other professional groups as reported by Bartz and Maloney (1986), Lee and Ashforth (1991), Jackson, Barnett, Stajich, and Murphy (1993), Cook and Banks (1993), and Price and Spence (1994). Killefder, Power, and Wells (2001) found a negative correlation between age and depersonalization, but not between age and emotional exhaustion or personal accomplishment. Thus, according to the majority of studies, older clergy are less likely than younger clergy to suffer from either emotional exhaustion or depersonalization. Two theories may account for these differences between younger and older clergy. Maslach, Schaufeli, and Leiter (2001) suggest that those who burn out early in their careers are likely to quit their jobs, leaving behind the survivors who consequently exhibit lower levels of burnout. In other words, younger clergy who suffer from emotional exhaustion or depersonalization may decide to leave paro-

chial ministry either because of ill health or to seek alternative employment. Older clergy may have learned how to pace their work better so as to avoid such signs of burnout.

Fourth, neuroticism scores emerged as the strongest and most consistent predictor of individual differences over the three dimensions of burnout. Clergy who scored higher on the neuroticism scale were more likely to suffer from emotional exhaustion, to display signs of depersonalization, and to enjoy fewer feelings of personal accomplishment. This finding is consistent with the finding of Francis and Rodger (1994) that clergy who score high on Eysenck's neuroticism scale are likely to be more dissatisfied with their ministry. It is also consistent with the finding of Manlove (1993) that scores on Eysenck's neuroticism scale are positively associated with burnout among child care workers and with the finding of Rodger and Piedmont (1998) that neuroticism is the strongest predictor of burnout among clergy in terms of the five-factor model of personality proposed by Costa and McCrae (1992).

Fifth, psychoticism scores emerged as significant predictors of emotional exhaustion and depersonalization, but not of personal accomplishment. Clergy who scored higher on the psychoticism scale were more likely to suffer from emotional exhaustion and to display signs of depersonalization. This is consistent with the wider theory that tough-minded individuals are less likely to show empathy to others, less likely to be properly in tune with their own feelings, and less likely to be at ease with themselves or with other people (Eysenck & Eysenck, 1976).

Sixth, extroversion scores emerged as significant predictors of emotional exhaustion, depersonalization, and personal accomplishment. Introverted clergy were particularly likely to enjoy fewer feelings of personal accomplishment. Introverted clergy were also more likely to suffer from emotional exhaustion and to display signs of depersonalization. This finding is also consistent with the finding of Rodger and Piedmont (1998) who employed the Costa and McCrae (1992) index of extroversion among Baptist clergy in the United States of America. The relationship between introversion and burnout lends weight to the view that many aspects of the clerical profession presuppose a predisposition toward extroversion. At the same time, it has to be recognized that ministry candidates tend to be more introverted than the general population (Francis, 1991). On the other hand, no relationship was found between burnout and Eysenck's

measure of extroversion among child care workers by Manlove (1993) or among teachers by Capel (1992).

CONCLUSION

This study set out to develop and test a modified form of the Maslach Burnout Inventory and to propose a short form of the modified instrument. The Maslach Burnout Inventory was modified in four ways. First, the items were adapted in order to fit the experience and terminology of parochial ministry. Second, the language was Anglicized in order to be more appropriate for use within the United Kingdom. Third, the opportunity was taken to develop new, additional items in order to bring all three subscales to the same length. Fourth, the response scale was conformed to the conventional Likert five categories in order to assess attitudinal intensity. Data generated among a random sample of 1,071 Anglican clergy engaged in parochial ministry supported the psychometric properties of this modified instrument and enabled the generation of normative scores according to age groups. On the basis of this study, both the full form and the short form of the modified Maslach Burnout Inventory can be recommended for further use.

Building on the present study, future research would be beneficial in two main directions. First, important information about the level of burnout experienced among clergy could be derived from similar comparative studies among clergy serving in other denominations in England and among Anglican clergy in other countries. A replication of the present study among another random sample of male parochial clergy serving in the Church of England would help to establish whether perceived levels of burnout among Anglican clergy were increasing, decreasing, or remaining stable over time. Second, important information about the predictors of burnout among clergy could be derived from studies which incorporate the modified Maslach Burnout Inventory alongside other key variables. A start has already been made in this direction by Francis and Rutledge (2000) who established that clergy serving in rural ministry report lower levels of personal accomplishment in comparison with clergy serving in other geographical areas. In particular, future studies might wish to explore the relationship between burnout and such strategies as peer-assisted clergy review, hierarchical appraisal, and other recommended support mechanisms.

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