

# **Work Burnout and Performance of Church Ministers in Uganda**

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## **Abstract**

The study examined the relationship between Work Burnout and performance of Church Ministers in Namirembe Diocese. The specific objectives included to; determine the effect of exhaustion on performance, establish the effect of depersonalisation on performance, assess the effect of personal accomplishment on performance of church ministers. This paper focused on the effect of personal accomplishment on performance. The study adopted a correlational and cross sectional research design and collected data using the self-administered questionnaire. The sample size of 41 respondents were drawn from a study population of 80. Probability and non-probability sampling methods were employed that included simple random sampling and purposive sampling. Data was analysed using SPSS to generate frequency, percentages, mean, standard deviation, correlations and regression. The correlational results revealed that there is a moderate positive significant relationship between personal accomplishment and performance ( $r = 0.466^{**}$ ,  $p=0.002$ ,  $N=41$ ). The findings proved that church ministers who do not have diminished personal achievement effectively and efficiently perform their duties. The church need to take measures to increase the church ministers desire for personal accomplishment through training and refresher courses, goal setting, career development, and promotion among other personal development strategies.

**Key words:** Work burnout, personal accomplishment, Performance of Church Ministers

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## **Introduction and background**

Burnout can manifest in many ways, such as emotional and cognitive fatigue, physical fatigue, and cognitive fatigue (Shirom and Melamed, 2005), or physical and psychological depletion (Kristensen et al., 2005). McCormack & Cotter (2013) state that work overload also occurs when people take on more work than they can handle in a short period of time with insufficient resources. There is a clear correlation between burnout and work stress, especially when it comes to fatigue. Burnout is often associated with reduced productivity and ineffectiveness at work, as well as a variety of workplace withdrawal behaviors, such as intention to quit, actual turnover, and absenteeism. As a result, it is linked to poor levels of dedication to one's work or organization and job satisfaction. (Cotter & McCormack, 2013). Research on burnout indicates that social and organizational variables are the primary causes of burnout in a range of occupations (Maslach et al., 2001; Schaufeli and Enzmann, 1998).

In contrast, performance describes how individuals, teams, and groups complete their responsibilities (Kinicki & Williams, 2008). Since it is most closely related to the organization's strategic goal, it is the outcome of work (Gupta & Upadhyay, 2012). Employee performance is evaluated by considering each person's activities to ensure that company objectives are consistently reached in a productive and efficient way (Goleman, 2008). Employee performance is the cornerstone of corporate productivity (Chrisholm, Kasl & Eskenazi, 2013).

A common occurrence for church ministers is burnout. According to estimates, church minister burnout endangers the health and vitality of local churches and ministries (Miner et al., 2010). In order to make sure that its ordained and non-ordained church pastors have the knowledge necessary to both manage themselves and the expectations of their congregations, Kazo Arch Deaconry frequently arranges trainings for them. Church ministers continue to have low performance levels, which include low productivity, poor service quality, and delays in service delivery, despite all of the trainings intended to improve performance (Kazo Arch Deaconry Annual Performance Report 2021). The church ministers also experience burnout inform of exhaustion, fatigued depression, depersonalization, cynicism, diminished personal accomplishment and in some cases leave Church ministry altogether. Many Church ministers complain that they experience high stress in their ministries and that they find it difficult to function optimally under these circumstances. While others experience serious complications that lead them to terminate their work as ministers (Doolittle, 2010; Randall, 2013). It is not clear the relationship between burnout and performance of the Church Ministers.

## Theoretical Framework

The study was guided by the conservation of Resources (COR) theory and the Person-Job fit theory. People are driven to seek out new resources while simultaneously clinging to their current ones, according to the COR theory. This idea was first proposed by Dr. Hobfoll in 1989. According to Hobfoll (1989), stress arises in three circumstances: when resources are truly depleted, when they are threatened with depletion, and when they are not replenished after being used up. According to Halbesleben, Paustian-Underdal, and Westman (2014), resources are items that one values, especially one's own possessions, circumstances, states, characteristics, and energy. Two core concepts of resource loss prevention are addressed by COR. The first principle is the Primacy of Resource Loss, which states that people suffer more when they lose resources than when they gain them. Accordingly, a salary cut will be more detrimental than a pay raise that would have been advantageous (Halbesleben, Paustian-Underdal, & Westman 2014). According to the second COR principle, resource investment, people are inclined to spend money in order to acquire resources, recover from losses, and prevent resource loss. This implies that in order to cope, people will invest resources to prevent further resource losses (Halbesleben, Paustian-Underdal, & Westman 2014). The notion holds that people have an innate need to acquire, protect, and preserve the things they value. For the theory to work, four main types of resources are required. These resources can be divided into (i) material possessions (such as a house or car), (ii) situations (such as a steady marriage or job), (iii) personal qualities (such as self-worth and social confidence), and (iv). Energy (loans, money, and help). According to the hypothesis, people experience psychological stress or tension when their resources are either (i) threatened, (ii) lost, or (iii) owned resources are lost and replacement resources cannot be obtained (Hobfoll 1989). When resources are lost or jeopardized, or when obtaining new resources presents challenges, burnout is likely to happen. The result of burnout is low levels of job performance.

**The Person Job fit theory.** A theory attributed to French, Rodgers, and Cobb (1974) and cited by Maslach et al. (2001), stress at work and burnout symptoms are more likely to occur in people who feel they lack the necessary skills or abilities or who are disinterested in their work (Miner et al 2010). According to the person-job theory, stress occurs when a person is not a suitable match for their work or the surroundings (P-E match). When a person and their job are not a good fit, burnout is more likely to occur (Maslach & Leiter, 1997). Maslach and Leiter (1997) developed a model to elucidate this idea by analyzing how well a person matched six aspects of his workplace or environment: workload, control, reward, community, fairness, and values. Chronic misalignment between individuals and some or all of these six areas leads to burnout. Many church leaders say they feel overworked due to the amount of work they are expected to do. Furthermore, many church leaders report feeling unprepared to oversee the structural and administrative aspects of their congregation, such as budgetary control and upkeep (Carroll, 2006). These church leadership skills are often acquired through experience and learning from others rather than formal seminary education.

## The Concept of Personal Accomplishment and Performance

Personal accomplishment, according to Maslach and Jackson (1981), addresses the sense of competence toward work, which is adversely affected in burnout and renders people ineffective. According to Sonnentag (2015), inefficacy is the aspect of diminished efficacy or accomplishment that embodies the burnout self-evaluation feature. It alludes to a lack of accomplishment and productivity at work as well as emotions of inadequacy. He adds that a sense of diminished personal accomplishment is linked to ineffectiveness. He points out that a work environment with persistent, excessive demands that fuel fatigue or cynicism is likely to undermine one's sense of efficacy and further that depersonalization or fatigue impede efficacy.

When you're tired or assisting someone, you don't care about, it's hard to feel like you've accomplished something. Advani et al (2005) found that diminished personal accomplishment did not significantly related to their job performance. In line with the abovementioned findings, Karatepe & Uludag (2008) discovered that a significant detrimental impact on job performance is caused by a decrease in personal accomplishment. This finding implies that the loss of resources and decreased personal accomplishment induce frontline employees' performance at work to begin to decline.

## Purpose of the Study

The general objective of the study was to is to examine the relationship between burnout and performance of church ministers and specifically the study was to assess the effect of personal accomplishment on performance of Church Ministers in the Kazo Arch Deaconry.

## Methodology

The study adopted a correlational and cross-sectional research design to collect quantitative data. The correlational design was used because the research intended to measure relationship between personal accomplishment and performance of church ministers. Data was collected using the self-administered questionnaire with mainly closed ended questions from church ministers and priests because they save time and obtained large response rate in the shortest time and additionally, it allowed busy respondents to fill the questionnaire at their convenient time. It also allowed the respondents express their views and opinions without fear of being victimized or exposed.

The sample size of 41 respondents was drawn from a study population of 80. Probability and non-probability sampling methods were employed that included simple random sampling for Non-Ordained Ministers and purposive sampling for Ordained Ministers. Data was analyzed using SPSS to generate frequency, percentages, mean, standard deviation, correlations and regression. The validity of instruments was ascertained by discussing the questionnaire with the supervisor. The instruments were pilot-tested twice on the same subjects to establish reliability and during analysis, Cronbach alpha coefficient was generated from SPSS indicating that all the 44 items generated an overall Cronbach alpha values of 0.935 confirming that the instrument was reliable.

## Findings and analysis

Although the study had three specific objectives, this paper particularly presents finding on one specific objective; the effect of personal accomplishment on performance of Church Ministers in Kazo Archdeaconry.

**Table A: Descriptive Statistics for Personal Accomplishment**

| Statements on Personal accomplishment                                       | M    | S . D |
|-----------------------------------------------------------------------------|------|-------|
| I deal effectively with the problems of my church Congregants               | 3.39 | 1.262 |
| I feel I am positively influencing other people's lives through my ministry | 3.61 | 1.339 |
| I feel very energetic for the ministry                                      | 3.78 | 1.084 |
| I can easily create a relaxed atmosphere with my church Congregants         | 3.61 | 1.282 |
| I feel exhilarated after working closely with my church Congregants         | 3.12 | 1.144 |
| I have accomplished many worthwhile things in this ministry                 | 3.54 | .925  |
| In my ministry, I deal with emotional problems very calmly                  | 3.44 | 1.226 |
| <b>Average Mean N = 41</b>                                                  |      |       |

Source: Primary Data (2022)

The table shows that the average mean for the study was 3.509 indicating that generally most of the respondents agreed with the statements relating to personal accomplishment. The responses show that the respondents are strong on personal accomplishment and are competent in doing their work and therefore this aide their performance in ministry positively.

## Correlation between Personal Accomplishment and Performance

In order to establish the relationship between personal achievement and performance, a correlation was run and the result is presented.

**Table B: Correlations between Personal Accomplishment and Performance**

|                         |                     | Performance | Personal Accomplishment |
|-------------------------|---------------------|-------------|-------------------------|
| Performance             | Pearson Correlation | 1           | .466**                  |
|                         | Sig. (2-tailed)     |             | .002                    |
|                         | N                   | 41          | 41                      |
| Personal Accomplishment | Pearson Correlation | .466**      | 1                       |
|                         | Sig. (2-tailed)     | .002        |                         |
|                         | N                   | 41          | 41                      |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2022)

Results of the study in C revealed that there is a moderate positive significant relationship between personal accomplishment and performance ( $r = 0.466^{**}$ ,  $p=0.002$ ,  $N=41$ ). The relationship is statistically significant at 95% confidence level since the p-value (Sig.) of 0.002 is less 0.050. The positive indicates that an increase in personal accomplishment will result in an increase in church minister's performance and similarly, a decrease in personal accomplishment leads to a decrease in performance of church ministers.

## Regression results on Personal accomplishment and Performance

To further confirm the relationship between personal accomplishment and performance, a simple linear regression analysis was done and regression tables are presented:

**Table C: Showing Linear regression analysis of Personal Accomplishment and Performance**

| Model                   |                         | Unstandardized Coefficients |            | Standardized Coefficients |       | Sig. |
|-------------------------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
|                         |                         | B                           | Std. Error | Beta                      | T     |      |
| 1                       | (Constant)              | 2.176                       | .444       |                           | 4.899 | .000 |
|                         | Personal Accomplishment | .405                        | .123       | .466                      | 3.292 | .002 |
| R                       |                         | .466 <sup>a</sup>           |            |                           |       |      |
| R Square                |                         | .217                        |            |                           |       |      |
| Adjusted R <sup>2</sup> |                         | .197                        |            |                           |       |      |
| F Statistic             |                         | 10.836                      |            |                           |       |      |
| Sig.                    |                         | .002 <sup>b</sup>           |            |                           |       |      |

a. Dependent Variable: Performance

Source: Primary Data (2022)

The table shows that adjusted R Square values of 0.197 means that personal accomplishment, contributes to variation in performance of church ministers by 19.7%.

The table further indicate that there is a statistically significance relationship between personal accomplishment and performance indicated by the regression model using  $F = 10.836$  and  $\text{sig} = 0.002$  which is less than 0.01. This confirms that there is a significant relationship between personal accomplishment and Performance of church ministers.

Furthermore, the table shows that the t-value for personal accomplishment is 3.292, which is greater than 1.96. This implies that, personal accomplishment is a significant factor ( $P=0.002$ ) in influencing Performance of church ministers. This confirms that there is a relationship between personal accomplishment and Performance of church ministers.

## Discussions

Basing on the results obtained, it was found that there is a moderate positive significant relationship between personal accomplishment and performance ( $r = 0.466^{**}$ ,  $p=0.002$ ,  $N=41$ ). The relationship is statistically significant at 95% confidence level since the p-value (Sig.) of 0.002 is less 0.050. Regression results revealed that that personal accomplishment, contributes to variation in performance of church ministers by 19.7%.

The finding established that the average mean for all the items under personal accomplishment and performance generated a mean score of 3.509. This implies that most respondents were in agreement with most of the statements in regard to personal accomplishment. Among others the respondents agreed on the statements like I deal effectively with the problems of my church Congregants, I feel I am positively influencing other people's lives through my ministry, I feel very energetic for the ministry, I can easily create a relaxed atmosphere with my church Congregants, I feel exhilarated after working closely with my church Congregants, I have accomplished many worthwhile things in this ministry, In my ministry, I deal with emotional problems very calmly. It is important to note that many respondents were not sure about some issues meaning they lacked information about those particular issues related to personal achievement. However, the findings proved that the ministers of Kazo Arch Deaconry do not have diminished personal achievement but effectively and efficiently perform their duties.

This result supports the claim made by Miller et al. (1999), referenced in Karaboga, Erdal, Karaboga, and Tatoglu (2021), that job performance is dependent on an employee's competence, knowledge, and abilities and contributes to the completion of duties associated with the job. Employee competence, knowledge, and abilities all contribute to personal achievement; so, the necessity of personal achievement guarantees that workers do their duties effectively.

The results also corroborate Bandura's (1989) theory that employees' sense of confidence, competence, and success are bolstered by their own personal accomplishments. He linked self-efficacy - the capacity to influence the circumstances that impact people's lives—with the sense of personal achievement.

The findings are in line with the assertion of Lopez-Núñez (2022) who diverts from the view point of major scholars of burnout and opines that personal accomplishment is a measure of personal resources which brings up new outlooks for intervention by making more effective interventions to prevent burnout, promote well-being, and sustainable working conditions within organizations that lead to performance. Personal achievement does not accomplish the key role of burnout, but is a critical personal resource to cope with burnout. In agreement with this author, it is true that personal achievement does not move employees to burnout because it is beneficial to employees and drive employees to perform better and achieve their own personal development goals.

The above findings also support the assertion of Karaboga et al (2021) who added the aspect of creativity in their study and found that personal accomplishment and creativity have a significant effect on task performance in pandemic conditions and that creativity is an important mediator influencing the relationship between personal accomplishment and task performance. In their finding, they established that there is a significant relationship between personal accomplishment and job performance and therefore people who are highly inclined to personal achievement are creative and this creativity aide their good performance. The findings indicate that some church ministers have diminished personal accomplishment. The Diocese need to take measures to increase the church ministers desire for personal accomplishment through training and refresher courses, goal setting, career development, and promotion among other personal development strategies.

## Conclusions and Recommendations

From the discussion above, it is evident that personal accomplishment influences the performance of church ministers. Personal accomplishment positively influences the performance of church ministers and the church ministers who do not have diminished personal achievement effectively and efficiently perform their duties and excel.

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