Corporate Chaplaincy Programs: An Exploratory Study Relates Corporate Chaplain Activities to Employee Assistance Programs

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This study is in response to a recent increase in the use of chaplains across corporate America and fills a void in the research literature. It explored the activities of corporate chaplains, identifying the precise functions they perform. Similarities were found between the problems that employees discussed with corporate chaplains and the issues traditionally addressed by employee assistance providers. Differences across industry type, firm size, and contract tenure were also analyzed and are reported. Findings indicate that the majority of problems discussed with corporate chaplains were psychological issues and relationship matters. Implications for practice and research are discussed.

The media spotlight has turned its focus on the use of chaplains in the American workplace. From the *Economist* ("Business: Praying for gain; Corporate chaplains", *2007*) to the cover of *Training and Development* (Davenport, 2006) to NBC News (Tibbles, 2005), the subject of embracing faith at work and putting clergy on the payroll is capturing national attention. Given all this media interest, one might believe that corporate chaplains are a new phenomenon. However, their presence dates to the time of America's founding, when no military operation was carried out unless a minister was available to counsel and motivate the colonial fighting men (Dickens, 1998).

Historically, hospitals, police departments, and fire departments have followed the military's example and employed industrial chaplains to help workers cope with the daily trauma that is common to their organizations (Leche, 1995). Today, however, corporate chaplaincy programs are extending their presence into those organizations traditionally served by employee assistance programs (EAPs) (Meyer and Davis, 2003). From private companies such as American Lube-Fast and David Weekly Homes to public entities such as Coca-Cola Bottling Co. and Tyson Foods, the message is consistent: corporate chaplains fill a need that human resource management department (HRM) departments and EAPs often find difficult, if not impossible, to serve (T. Embry, personal communication, August 18, 2005).

There exists a need to identify the precise functions that U.S. corporate chaplains perform (Elkin, 1992; Leche, 1995). With academics and consultants now echoing executives' claims that corporate chaplains are meeting a need that traditional EAPs cannot meet (Meyer and Davis, 2003), the requirement to define the job of the corporate chaplain is paramount. The literature supports this mandate, indicating that empirical studies are necessary to support anecdotal claims that chaplaincy services are of real organizational value (Starcher, 2003).

Purpose and Rationale for Study

The study described in this article explored the functions that workplace chaplains perform and related those functions to EAP activities. In exploring the functions that workplace chaplains perform, this study followed examples from prior studies (e.g., Burkes, 2005; Society for Human Resource

Management, 2001) and examined differences by industry type, firm size, and contract length. This level of analysis not only provided a rich level of descriptive data but also sets the stage for the empirical assessment of the performance impact of workplace chaplains.

Given the claim that workplace chaplains fill a need that traditional EAPs can not meet (Meyer and Davis, 2002), this study related functions that workplace chaplains perform to EAP activities. This purpose was further substantiated as the researchers considered differences in how the two systems operate and are viewed by organizational stakeholders.

In the workplace-based EAP model, professionals work with supervisors and managers to anticipate and address employee issues that disrupt the workplace (Employee Assistance Professionals Association, 2008). In contrast, while corporate chaplains make use of supervisory referral, they focus on developing a "ministry of presence" by being on-site or on-call 24 hours a day to counsel any employee on any matter (Starcher, 2003). This study, therefore, sought to determine if the difference in focus ("ministry of presence" vs. supervisor referral) impacted the proportions of problems discussed with corporate chaplains.

Another difference between the two systems is the role of staff. Corporate chaplaincy programs are unique in that their staff are certified by a religious denomination and respond to the secular and spiritual needs of employees (Hicks, 2003). In contrast, EAP providers make use of certified counselors to respond to the secular needs of workers. This difference could impact how employees respond to the two systems. Meyers and Davis (2002) suggested that employees may be more willing to share concerns with a corporate chaplain as it carries less stigma than seeing an EAP counselor. In contrast, Hicks (2003) expressed concern for how employees with intentionally secular perspectives relate to chaplains that have clearly religious perspectives. In response to Meyer and Davis's suggestion and Hicks' concern, this study compared the type of problems addressed by corporate chaplains to those reported by EAPs.

According to Meyer and Davis (2003), a corporate chaplaincy program is not usually seen as an alternative to an EAP but as an enhancement. However, in the face of low EAP utilization rates (Miller, 2001) and low chaplain program

fees (Randle, 2003), some companies are considering corporate chaplaincy programs as alternatives to EAPs (T. Embry, personal communication, August 18, 2005). While there is literature that documents the rise of workplace chaplains in employee care, there is insufficient data identifying or describing the actual tasks that chaplains perform. In addition, the researchers found no study that compared employee usage in corporate chaplaincy programs to EAPs. Without such data, organizational stakeholders have little information to drawn on when deciding whether or not to provide a chaplaincy program for their employees.

This study adds to the literature, therefore, by identifying and describing the tasks that corporate chaplains perform and answering the following research questions:
1. How do the proportions of problems areas discussed with workplace chaplains in counseling sessions differ from those with traditional EAP providers?
2. Is there a difference in the proportions of problem areas discussed in counseling sessions and the number of counseling sessions per employee per month across industry type, company size, and contract tenure?
3. Is there a difference in the level of clerical activity across industry type, company size, and contract tenure?

Review of the Literature

Activities of Corporate Chaplains

In contrast to the amount of literature on military and hospital chaplains, there is little literature on the roles of corporate chaplains. Studies that do exist have focused on the role of corporate chaplains in the United Kingdom (Elkin, 1992; Reindorp, 1993) and Canada (Damore, O'Connor and Hammons, 2004). Given the void of empirical studies, the authors also reviewed websites of chaplain associations to gain an understanding of the perceived activities of corporate chaplains.

Elkin (1992) surveyed 87 chaplains in Britain, asking them to consider their activities against four categories: (a) pastoral sharing and supporting of normal events, (b) pastoral and counseling of special events, (c) discussing

and counseling with management, and (d) acting as intermediaries between union workers and management. Seventy percent of the chaplains indicated that they were involved in normal events during their visits. Over 75% of the chaplains indicated that they counseled for bereavement, 71.3% for relationships at work, 69% for matters of faith, 65% for retirement, and 63.2% for marital problems and stress. A smaller proportion of chaplains reported being more involved with management than with workers. Fewer than one third of the chaplains indicated that they acted between workers and management. In analyzing "other" activities that chaplains performed, Elkin found only one common activity, the training and development of employees. Most commonly, the chaplains surveyed reported conducting training on life and work skills for new and young employees.

Reindorp (1993) wrote of his personal experience serving as an industrial chaplain for Abbey National PLC. As a corporate chaplain, he had three specific aims: (a) to show an ecumenical concern for those employed at Abbey National, (b) to learn the challenges and issues the employees faced, and (c) to be available to employees. Reindorp conducted his activities as a member of the company's occupational health team and, for the most part, conducted his work on the company's premises.

Damore et al. (2004) reported that Hamilton Health Sciences (HHS) provided chaplains for the specific purpose of giving staff support to the organization while it was in the midst of restructuring. The authors reported that HHS was the first hospital in Canada to designate chaplains for the main purpose of supporting the staff with their many concerns, including loss and transition issues during a restructuring process. Chaplains at HHS responded to requests from managers for individual consultation and unit transition support. They also provided confidential support for individuals and led a comprehensive staff support network.

Of the websites reviewed, one association uniquely focused on the role of the industrial chaplain - The National Institute of Business and Industrial Chaplains (NIBIC). The NIBIC (2008) states that industrial chaplains provide ecumenical counselling to people in business, respond to work-life concerns, problem-solve, and reach out with concern to all people within the boundaries of cooperative business. The NBIC further states what corporate chaplaincy programs are not. They are not denominational promotion schemes, preaching

platforms, labor or management tools, or competitors for community services or agencies.

Counseling Sessions - Comparisons to Employee Assistance Programs

The research found no study that compared the proportions of problems areas discussed with workplace chaplains to those reported by traditional EAP providers. To provide a framework for answering and interpreting research question 1, the types of problems discussed with EAP counsellors as well as the clergy's confidence in being able to address them were examined.

Steiber (2000) reported that EAPs cover a myriad of personal, lifestyle, and work-related issues, or basically anything that could impact employee productivity, including alcohol and substance abuse, financial or legal pressures, martial and family discord, or childcare and eldercare responsibilities. Research from VMC Behavioral Services (as cited in Steiber, 2000) indicated that, in 1999, of the problems discussed with EAP counsellors, 37% were psychological, 23% marital/relationship, 10% family, 7% legal, 6% child, 4% alcohol, 4% job related, 4% job stress, 4% financial, and 3% drug. These percentages have remained relatively consistent since 1997 (Steiber, 2000) and are rank order consistent with the problems and needs identified by EAP clients (Shumway, Wampler, Dersch and Arredondo, 2004). Based on these consistencies and the lack of more current data (S. Fogarty, personal communication, February 27, 2006), these percentages provided a baseline comparison for this study.

A study conducted by Moran et al. (2005) found that, of the problem areas addressed by pastors, clergy reported low confidence in their ability to deal with issues related to alcohol and drug abuse and high confidence in their ability to deal with psychological and marital problems.

Counseling Sessions & Clerical Activities – Differences by Client Characteristics

The researchers found no study that analyzed counselling sessions and clerical activities across industry type, firm size, and contact tenure. To provide a framework for answering and interpreting research questions 2 and 3,

literature relevant to differences in industry type, firm size, and contact tenure was reviewed.

Industry type. Data from the Society for Human Resource Management's (SHRM) Religion in the Workplace Survey (2001) suggests that industry type may account for the kind of clerical activities that corporate chaplains perform. For example, survey respondents from the educational service industries indicated that they received and granted requests for the formation of religious-based affinity groups more frequently than respondents in other industries. Howard and Szcerbacki (1988) found that hospital employees displayed a set of personal problems unique to the health care industry. Leche (1995) found a significant difference in how much overload chaplains perceive when considering the type of industry they served, suggesting that industry type may be a factor in the number of employee sessions conducted.

Firm size. Firm size may account for the type of clerical activities that corporate chaplains perform as there is evidence that firm size is a factor in requests for religious accommodation. Respondents to the SHRM Religion in the Workplace Survey (2001) indicated that a greater number of respondents from larger organizations reported requests for religious accommodation. Firm size may account for the types of problems discussed with corporate chaplains, because firm size is a significant factor in organizational characteristics (Sadler-Smith and Lean, 2004). Firm size may be a factor in employees' decisions to seek assistance, as substantial evidence suggests that small organizations do not have the human resource development (HRD) expertise, infrastructure, and general resources more frequently enjoyed by larger ones (Hill, 2004). For example, Burkes (2005) reported a statistically significant difference in the percentage of companies offering employee assistance benefits. In their survey of 370 companies, 59% of small companies (1-99 employees) provided EAP services in comparison to 69% of medium companies (100-499 employees) and 90% of large companies (500+).

Contract tenure. Graham and Verma (1991) found that EAP tenure strongly associated with employee affective response to such programs. Anecdotal evidence indicates that the longer the workplace chaplaincy program is in service, the less frequently work-related issues are discussed (Sturgeon, 2004).

Methodology

A national workplace chaplain provider headquartered in the Southwest region of the U.S. provided the data used for the study. The provider promotes itself as a cross-denominational Christian organization. The stated focus of the organization is to provide employee care, not a religious program. As such, the organization maintains that it does not represent any specific denomination or local religious body. At the time of this study, the company was serving over 80,000 employees with 1,632 chaplains (67% male, 27% minority) from 77 different denominations. Fifty percent of the chaplains were employees, with the remainder standing by to serve on an on-call basis. With most of the chaplains working part-time, the company was providing its client services with 172 full-time-equivalents. The company selects chaplains that their denomination endorses and that meet certain credentials including secular education, theological training, secular work experience, ministry experience, and pastoral care experience. The company requires that chaplains attend a rigorous professional training program in workplace ministry and participate in continuing education.

The study was conducted using activity reports that the provider regularly generates for its clients (see Figure 1). The reports provide a synthesis of activities that chaplains assigned to a client organization perform. The number and demographics of the chaplains assigned differ by organization as chaplain ministry teams are designed to reflect the size and demographics of the client's employees. While the firm has a national presence, the activity reports providing a statistically robust sample were represented by companies in the Southwest. The companies varied by firm size (from 4 to 35,564 employees), service length (4 months to 21 years), and industry type (manufacturing; wholesale and retail trade; finance, insurance, and real estate; and services). Table I outlines the demographics of the sampled companies. In total, 106 activity reports were analyzed using qualitative, descriptive, and nonparametric statistical techniques.

To identify precise sets of functions that corporate chaplains perform, client activity reports were analyzed using a thematic analysis process (Boyatzis, 1988). Thematic analysis is a process for coding raw qualitative information. The first level of thematic analysis netted an organization of corporate chaplain activities. Through a second level of thematic analysis, including the use of pre-defined (i.e., traditional EAP areas) and data-derived (i.e., levels of

SEMIANNUAL ACTIVITIES REPORT
REPORTING PERIOD: May To October

VISITATION MINISTRY

Worksite Visits	44	**MEETINGS:**	
Hospital Visits	2	Client Management	4
Other Visits	3	New Employee Orientation	12
		Report Review	1

CONFIDENTIAL PASTORAL DISCUSSIONS

Total Sessions	272	**TOTAL TELEPHONE CALLS:**	43
Formal Sessions	20	(Incoming and outgoing for employee discussions	
Informal Sessions	252	or coordinating and making appointments)	

NOTE: *Formal discussions* are normally a scheduled appointment away from the worksite, either by telephone or in person, for at least 30 minutes. *Informal discussions* are normally limited to five minutes or less at a work station, or up to 30 minutes in a break area.

ISSUES DISCUSSED:

Marriage & Family	46	Discouragement/Encouragement	6
Health/Illness	73	Personal	5
Divorce	1	Stress	4
Children/Parenting	13	Depression	5
Parent Care	17	Immigration	1
Finances	21	Anxiety	5
Relationships	19	Ethics/Morality	3
Faith Issues	29	Pre-Marital	5
Job-Related	2	Education	6
Substance/Alcohol Abuse	1	Anger	2
Death/Grief	8		

JOB-RELATED CONCERNS:

AUGUST: employees do not like the fact that they don't have access to the rest of the building
NOTE: *Figures reflect the number of times these concerns were the **primary** issues.*

INSPIRATIONAL MINISTRY   Bible Studies   1

WRITTEN COMMUNICATION   Chaplain Correspondence   7
                                              Cards   3
                                              Notes   4

CRISIS INTERVENTION MINISTRY   0

Referrals   1

OTHER MINISTRY

Materials Distributed   525
     Our Daily Bread - 52, RBC Booklets - 12, Miscellaneous - 461

This **SEMIANNUAL REPORT** is submitted for all activities accomplished this period, in fulfillment of our contract. It is correct and accurate to the best of ▮ knowledge.

Figure 1. **Sample activity report (corporate chaplain provider and client information deleted)**

Table 1. Sample Company Demographics

Demographic	Frequency	Percentage
Industry type		
Manufacturing	26	24.5
Finance, Insurance, and Real Estate	24	22.6
Services	24	22.6
Trade	32	30.2
Firm Size		
4-19 employees	20	18.9
20-99 employees	43	40.6
100-499 employees	33	31.1
500+ employees	10	9.4
Service Length		
Less than 1.5 year	18	17.0
1.5 – 5 years	37	34.9
5 – 10 years	26	24.5
10-21 years	25	23.6

clerical functions) categories, the researchers were able to convert the data in the client activity reports into a set of variables for quantitative analysis. Depending on the client, the activity report covered a period of 4 or 6 months. To account for this difference, frequency counts on the activity reports were divided by the number of months that the activity report covered.

Counselling Sessions - Comparisons to Employee Assistance Programs

To compare the proportions of problem areas addressed in counselling sessions reported by corporate chaplains to those reported by EAP providers, a team of human resource management specialists reviewed relevant literature (e.g., Dunnagan, Peterson and Haynes, 2001; O'Leary and Nieuwstraten, 2001; Shrier, 2003), analyzed chaplain activity reports, and categorized issues into traditional EAP areas: (a) psychological, (b) relationships, (c) legal, (d)

children, (e) substance abuse, (f) job, (g) stress, (h) finance, and (e) medical. Inter-rater reliability was computed using Fleiss' Kappa (Fleiss, Levin and Paik, 2003). The initial index of inter-rater agreement between raters was .586. Collectively, the researchers reviewed and iterated on the categorization of issues until a consistency of judgment between researchers was established. Table II depicts the resulting categorization. To account for differences in the size of companies, the researchers divided the frequency of each problem area discussed by the total number of sessions. Descriptive statistics were then used to compare the proportion of problem areas discussed with workplace chaplains to those discussed with traditional EAP providers.

Counselling Sessions - Differences by Client Characteristics

The proportion of problem areas discussed in counselling sessions and the number of counselling sessions per employee per month were analyzed using median tests to analyze differences across industry, firm size, and contract tenure. Standardized residuals were compared to ± 2 to determine major contributors to the chi-square results. Statistical significance was set at the .0167 level (p < .0167) and included a Bonferonni correction (.05/3) for the multiple tests performed on the same dependent variables. Practical significance was determined by Cramer's V. Cramer's V of .10, .25, and .50 were respectively interpreted as small, medium, and large effects, following Cohen's (1988) general guidelines.

Clerical Activities - Differences by Client Characteristics

To analyze clerical activities, the researchers examined chaplain activity reports and categorized pastoral functions into one of three levels: (a) basic, (b) moderate, and (c) extended. Visits to employees and their families in the hospital, home, and jail, for example, were categorized as basic. Moderate clerical activity included basic activities as well as the distribution of faith-based material to employees at the company's site. Extended activities included moderate activities as well as faith-based work-site employee activities (e.g., religion studies, prayer meetings). Chi-square analyses were conducted to determine whether there were differences in the level of clerical activities performed across industry type, company size, and contract tenure. Standardized residuals were compared to ± 2 to determine major contributors to the chi-square results. Statistical significance was set at the .0167 level (p <

Table 2. Categorization of Issues Discussed with Corporate Chaplains to Traditional EAP areas

Psychological	Relationships	Legal	Child	Substance Abuse	Job	Stress	Finances	Medical
Anger	Divorce	Immigration	Children	Substance abuse	Education	Stress	Finances	Health
Anxiety	Marriage		Parenting	Alcohol abuse	Job			Illness
Death/Grief	Family							
Depression	Parent Care							
Discouragement	Personal							
Encouragement	Pre-marital							
Ethics	Relationships							
Faith								
Morality								

.0167) and included a Bonferonni correction (.05/3) for the multiple tests performed on the same dependent variables. Practical significance was determined by Cramer's V. Cramer's V of .10, .25, and .50 were respectively interpreted as small, medium, and large effects, following Cohen's (1988) general guidelines.

Findings

Activities of Corporate Chaplains

A synthesis of the activity reports revealed that workplace chaplains performed four distinct functions: (a) administration, (b) crisis intervention, (c) clerical, and (d) counselling.

Administration. The activity reports indicated that workplace chaplains held client management meetings, conducted new employee orientation, reviewed activity reports, and helped with program startup. The aggregate set of activity reports indicated an average of 1,496 administrative meetings conducted monthly.

Crisis intervention. The activity reports indicated that workplace chaplains responded to family and personal emergencies, medical emergencies, suicide threats, death notifications, accidents, and chemical abuse. Workplace chaplains also made referrals to other agencies in conjunction with crisis intervention activities. The aggregate set of activity reports indicated that an average of 121 crisis interventions (62%) or referrals (38%) conducted monthly.

Clerical Activities. The activity reports indicated that workplace chaplains visited employees and the families of employee in hospitals, homes, jails, and funeral homes. They also wrote letters of concern, sympathy, and appreciation. The chaplains conducted funerals, presided over weddings, held chapel services, provided invocations, distributed religious materials (e.g., Bibles*, Our Daily Bread*, Radio Bible Class Booklets, *Pan Diario*), and taught Bible study classes. The aggregate set of activity reports indicated that an average of 22,032 clerical activities conducted monthly. Of those activities,

the majority involved distributing religious materials (63%), making off-site
visits (29%), and writing letters (7%).

Counseling Sessions. The activity reports indicated that workplace chaplains
held formal and informal confidential counselling sessions. Formal
discussions were normally scheduled appointments away from the worksite,
for at least 30 minutes. Informal discussions were normally limited to 5
minutes or less at work stations or up to 30 minutes in a break area. Issues
discussed in counselling sessions include anger, anxiety, children/parenting,
death/grief, depression, discouragement/encouragement, divorce, education,
ethics/morality, faith issues, finances, health/illness, immigration, job-related,
marriage and family, parent care, personal, pre-martial, relationship, stress,
and substance/alcohol abuse. The aggregate set of activity reports indicated
that an average of 24,325 counselling sessions conducted monthly. The
majority of counselling sessions (83%) were informal.

Counseling Sessions - Comparisons to Employee Assistance Programs

Examining problem areas addressed in workplace chaplain counseling
sessions revealed that, 27% were psychological, 39% were relationship, .25%
were immigration issues, 9% concerned children, .46% were substance abuse,
3% were job related, 4% were stress, 3% were financial, and 15% were
medical. Problem areas addressed by EAP counselors documented by Steiber
(2000) revealed that 37% were psychological, 33% were relationship, 6%
were legal, 6% concerned children, 7% were substance abuse, 4% were job
related, 4% were stress, and 4% were financial. Steiber's report did not
address medical issues.

Counseling Sessions - Problem Areas Discussed by Industry Type

The researchers analyzed each of the problem areas addressed in counselling
sessions and examined differences in proportions by industry type (see Table
III). There were statistically or practically significant differences in the
proportion of issues discussed in the categories of children, stress, and
finances. There were no statistically or practically significant differences in
the proportion of issues discussed in the categories of psychological,
relationships, legal, substance abuse, job, and medical.

Table 3. Median Percent of Counseling Sessions and # of Sessions per Employee by Industry Type

Industry	n	Psychological	Relationships	Legal[a]	Child	Substance abuse[a]	Job	Stress	Finances	Medical	Sessions/ Employee
D	26	31.00%	35.50%	0.00%	5.00%	0.00%	2.00%	2.50%	3.00%	10.50%	0.70
H	24	23.00%	35.00%	0.00%	9.50%	0.00%	2.00%	4.00%	1.00%	16.50%	0.80
I	24	21.50%	36.00%	0.00%	10.00%	0.00%	2.00%	4.00%	3.50%	13.00%	0.85
X	32	25.00%	38.00%	0.00%	7.00%	0.00%	2.00%	4.00%	4.00%	13.50%	0.43
Median	106	25.00%	37.00%	0.00%	8.00%	0.00%	2.00%	4.00%	3.00%	13.50%	0.68
c^2		5.650	0.976		17.210		0.182	8.820	7.361	4.218	9.091
		0.231	0.096		0.403		0.041	0.288	0.264	0.199	0.293
p		0.130	0.807		<.001[b]		0.98	0.032	0.061	0.239	.028[b]

Note. D – Manufacturing, H – Finance, Insurance, and Real Estate, I: Services, and X: Wholesale and Retail Trade.
[a]Small expected frequencies in contingency tables; median test not conducted. [b]Statistically significant at .0167 alpha level

Children. There was a statistically significant and moderate relationship ($p <$ .001; $\emptyset_C = .403$) between industry type and the proportion of child issues discussed. There was a lower median percent in manufacturing companies (5.00%); a higher median percent in finance, insurance, and real estate companies (9.50%); a higher median percent in services companies (10.00%); and a lower median percent in trade related companies (7.00%).

Stress. Although not statistically significant ($p = .032$), the Cramer's V of .288 indicates that the proportion of stress issues discussed was moderately related to industry type. There was a lower median percent in manufacturing companies (2.50%) and a higher median percent in services companies (4.00%).

Finance. Although not statistically significant ($p = .061$), the Cramer's V of .264 indicates that the proportion of finance issues discussed was moderately related to industry type. There was a lower median percent in manufacturing companies (3.00%); a lower median percent in finance, insurance, and related companies (1.00%); a higher median percent in service companies (3.50%); and a higher median percent in trade related companies (4.00%).

Counseling Sessions -Problem Areas Discussed by Firm Size

The researchers analyzed each of the problem areas addressed in counseling sessions and examined differences in proportions by firm size (see Table IV). There were statistically or practically significant differences in the proportion of issues discussed in the categories of job, stress, and medical. There were no statistically or practically significant differences in the proportion of issues discussed in the categories of psychological, relationships, legal, children, substance abuse, and finances.

Job. There was a statistically significant and moderate relationship ($p = .004$; $\emptyset_C = .354$) between firm size and the proportion of job issues discussed. There was a lower median percent in companies with 4-19 employees (0.00%); a higher median percent in companies with 100-499 employees (3.00%), and a higher median percent in companies with 500+ employees (3.00%).

Table 4. Median Percent of Counseling Sessions and # of Sessions per Employee by Firm Size

Firm Size	n	Psychological	Relationships	Legal[a]	Child	Substance abuse[a]	Job	Stress	Finances	Medical	Sessions/Employee
4-19	20	21.50%	35.50%	0.00%	8.50%	0.00%	0.00%	5.00%	3.00%	14.00%	1.435
20-99	43	28.00%	39.00%	0.00%	7.00%	0.00%	2.00%	3.00%	3.00%	12.00%	0.74
100-499	33	25.00%	34.00%	0.00%	9.00%	0.00%	3.00%	4.00%	3.00%	17.00%	0.45
500+	10	26.00%	40.50%	0.00%	6.50%	1.00%	3.00%	4.00%	3.00%	12.00%	0.395
Median	106	25.00%	37.00%	0.00%	8.00%	0.00%	2.00%	4.00%	3.00%	13.50%	0.68
c^2		3.694	5.731		1.505		13.249	6.510	0.834	14.358	30.217
		0.187	0.233		0.119		0.354	0.248	0.089	0.368	0.534
p		0.296	0.125		0.681		.004[b]	0.089	0.841	.002[b]	<.001[b]

Note. [a]Small expected frequencies in contingency tables; median test not conducted. [b]Statistically significant at .0167 alpha level

Stress. Although not statistically significant (p = .089), the Cramer's V of .248 indicates that the proportion of stress issues discussed was moderately related to firm size. There was a higher median percent in companies with 4-19 employees (5.00%) and a lower median percent in companies with 20-99 employees (3.00%).

Medical. There was a statistically significant and moderate relationship (p = .002; $\emptyset_C$ = .368) between firm size and the proportion of medical issues discussed. There was a lower median percent in companies with 20-99 employees (12.00%); a higher median percent in companies with 100-499 employees (17.00%); and a lower median percent in companies with 500+ employees (12.00%).

Counseling Sessions -Problem Areas Discussed by Contract Tenure

The researchers analyzed each of the areas addressed in counseling sessions and examined differences in proportions by contract tenure (see Table V). There were no statistically or practically significant differences in the proportion of issues discussed in any category.

Counselling Sessions - # per Employee by Client Characteristics

The researchers analyzed the number of sessions per employee by industry type, firm size, and contract tenure (see Tables III, IV, and V). There were no statistically or practically significant differences in the median number of sessions per employee by contract tenure.

Although not statistically significant (p = .089), the Cramer's V of .293 indicates that the number of session per employee per month was moderately related to industry type. There were a higher median number of sessions in finance, insurance, and real estate companies (.80); a higher median number of session in service companies (.85); and a lower median number of sessions in trade related companies (.43).

There was a statistically significant and moderate relationship (p < .001; $\emptyset_C$ = .534) between number of session per employee per month and firm size. There was a higher median number of sessions in companies with 4-19

Table 5. Median Percent of Counseling Sessions and # of Sessions per Employee by Contract Tenure

Years of Service	n	Psychological	Relationships	Legal[a]	Child	Substance abuse[a]	Job	Stress	Finances	Medical	Sessions/ Employee
< 1.5	18	23.50%	36.00%	0.00%	8.00%	0.00%	1.50%	3.50%	3.50%	13.00%	0.675
1.5 – 5	37	28.00%	35.00%	0.00%	8.00%	0.00%	2.00%	4.00%	2.00%	14.00%	0.680
5-10	26	23.50%	39.50%	0.00%	8.00%	0.00%	2.00%	4.00%	3.00%	12.00%	0.725
10+	25	26.00%	38.00%	0.00%	7.00%	0.00%	2.00%	3.00%	3.00%	14.00%	0.570
Median	106	25.00%	37.00%	0.00%	8.00%	0.00%	2.00%	4.00%	3.00%	13.50%	0.680
χ^2		5.289	1.814		0.098		0.390	0.707	2.720	2.070	0.406
		0.223	0.131		0.030		0.061	0.082	0.160	0.140	0.062
p		0.152	0.612		0.992		0.942	0.872	0.437	0.558	0.939

Note. [a]Small expected frequencies in contingency tables; median test not conducted.

employees (1.435); a higher median number of sessions in companies with 20-99 employees (.740); a lower median number of session companies with 100-400 employees (.450); and a lower median number of sessions in companies with 500+ employees (.395).

Clerical Activities by Client Characteristics

Industry type. Although not statistically significant ($p = .063$), there was a moderate relationship ($\emptyset_C = .273$) between the level of clerical activities reported and industry type (see Table VI). In the finance, insurance, and real estate trade, more companies than expected reported participation in moderate clerical activities (66.7%) and fewer companies than expected reported participation in extended clerical activities (33.3%). In the service industry, more companies than expected reported participation in moderate clerical activities (63.6%) and fewer companies than expected reported participation in extended clerical activities (36.4%). In the wholesale and retail trades, more companies than expected reported participation in extended clerical activities (66.7%) and fewer companies than expected reported participation in moderate clerical activities (33.3%).

Table 6. Relationship between Clerical Services and Industry Type

Industry	N	Moderate	Extended
Manufacturing	25	48.0% (-.8)	52.0% (.08)
Finance, Insurance, and Real Estate	21	66.7% (3.3)	33.3% (-3.3)
Services	22	63.6% (2.8)	36.4% (-2.8)
Wholesale and Retail Trade	30	33.3% (-5.3)	66.7% (5.3)
Expected Percentage		51.0%	49.0%

Note. Residuals noted in ( ). Basic services include employee offsite visits. Companies offering basic services excluded due to an insufficient number of cases to analyze. Moderate services include basic services as well as the distribution of faith-based material. Extended services include moderate services as well as faith-based work-site employee activities (e.g., conducting prayer meetings). Expected percentage

denotes that proportion of moderate and extended clerical services across all companies sampled. Comparing expected percentages to actual percentages indicates a practically significant relationship ($\chi^2 = 7.305$, $\emptyset_C = .273$, $p = .063$).

Firm size. There was a statistically significant and moderate relationship ($p < .001$; $\emptyset_C = .428$) between the level of clerical activities reported and firm size (see Table VII). In companies with fewer than 20 employees, more than expected reported participation in moderate clerical activities (85.7%) and fewer than expected reported participation in extended clerical activities (14.3%). In companies with 20 to 99 employees, more than expected reported participation in moderate clerical activities (61.0%) and fewer than expected reported participation in extended clerical activities (39.0%). In companies with 100 to 499 employees, more than expected reported participation in extended clerical activities (63.6%) and fewer than expected reported participation in moderate clerical activities (36.4%). In companies with 500+ employees, more than expected reported participation in extended clerical activities (90.0%) and fewer than expected reported participation in moderate clerical activities (10.0%).

Table 7. Relationship between Clerical Services and Firm Size

Industry	n	Moderate	Extended
4-19 employees	14	85.7% (4.9)	14.3% (-4.9)
20-99 employees	41	61.0% (4.1)	39.0% (-4.1)
100-499 employees	33	36.4% (-4.8)	63.6% (4.8)
500+ employee	10	10.0% (-4.1)	90.0% (4.1)
Expected Percentage		51.0%	49.0%

Note. Residuals noted in ( ). Basic services include employee offsite visits. Companies offering basic services excluded due to an insufficient number of cases to analyze. Moderate services include basic services as well as the distribution of faith-based material. Extended services include moderate services as well as faith-based work-site employee activities (e.g., conducting prayer meetings). Expected percentage denotes that proportion of moderate and extended clerical services across all companies sampled. Comparing expected

percentages to actual percentages indicates statistically and practically significant relationship ($\chi^2 = 17.940$, $\emptyset_C = .428$, $p < .001$).

Contract tenure. There was a statistically significant and moderate relationship ($p = .009$; $\emptyset_C = .329$) between the level of clerical activities reported and contract tenure (see Table VIII). In companies where chaplains had provided no more than 1.5 years of services, more than expected reported participation in moderate clerical activities (71.4%) and fewer than expected reported participation in extended clerical activities (28.6%). In companies where chaplains had provided more than 10 years of services, more than expected reported participation in extended clerical activities (72.0%) and fewer than expected reported participation in moderate clerical activities (28.0%).

Table 8. Relationship between Clerical Services and Contract Tenure

Industry	n	Moderate	Extended
<1.5 years	14	71.4% (2.9)	28.6% (-2.9)
1.5 – 5 years	33	54.5% (1.2)	45.5% (-1.2)
5 – 10 years	26	57.7% (1.7)	42.3% (-1.7)
10+ years	25	28.0% (-5.8)	72.0% (5.8)
Expected Percentage		51.0%	49.0%

Note. Residuals noted in ( ). Basic services include employee offsite visits. Companies offering basic services excluded due to an insufficient number of cases to analyze. Moderate services include basic services as well as the distribution of faith-based material. Extended services include moderate services as well as faith-based work-site employee activities (e.g., conducting prayer meetings). Expected percentage denotes that proportion of moderate and extended clerical services across all companies sampled. Comparing expected percentages to actual percentages indicates a statistically and practically significant relationship ($\chi^2 = 11.494$, $\emptyset_C = .329$, $p = .009$).

Discussion

Activities of Corporate Chaplains

Consistent with the studies conducted by Damore et al. (2004), Elkin (1992), and Reindorp (1993), this study found that across all corporations, corporate chaplains provided support to organizations in the form of employee counselling. However, the study did not mirror Elkin's findings indicating that corporate chaplains provided employees with training on work and life skills. The only training activities found in this study related to orienting employees to the chaplaincy program. While group training on work and life skills was clearly not an activity performed across the sampled organizations, it is likely that such issues are addressed with employees on an individual basis.

 The study also found that corporate chaplains are involved in administration, clerical, and crisis intervention activities. While these activities were not outlined in prior studies, it seems unlikely that these tasks are unique to American corporate chaplains. For example, it is likely that Reindorp (1993) performed clerical functions as he showed ecumenical concern for those employed at Abbey National. Similarly, the chaplains reported by Damore et al. (2004) were probably involved in crisis intervention due to the nature of their involvement with a hospital.

Counseling Sessions - Comparisons to Employee Assistance Programs

In comparing the problem areas discussed with workplace chaplains to the issues addressed by traditional EAP providers, this study found both similarities and differences (see Table IX). The percentages of issues relating to job, finance, and stress were similar to those reported by Steiber (2000), suggesting that employees may be just as likely to discuss such issues with corporate chaplains as they are EAP providers. In contrast, substance abuse and legal issues clearly seem to be areas not well represented by corporate chaplain providers. Not only does this study lend support for the finding from Moran et al. (2005) that chaplains are less confident in their ability to deal with substance abuse issues than other types of problems, but a post hoc interview with the executive team of the corporate chaplain provider indicated that chaplains are expected to make referrals when employees bring up such issues and to attend only to the underlying spiritual aspects of such matters.

Table 9. Summary of Findings

Variable	CC vs. EAP	Industry type	Firm size	Contract length
Extended clerical activities	N/A	H, S < X	4-19, 20-99 < 100-499, 500+	less than 1.5 yrs < 10+ years
Psychological	CC < EAP	No difference	No difference	No difference
Relationships	EAP < CC	No difference	No difference	No difference
Legal	CC < EAP	No difference	No difference	No difference
Children	EAP < CC	D, X < H, I	No difference	No difference
Substance Abuse	CC < EAP	No difference	No difference	No difference
Job	CC ≅ EAP	No difference	4-19 < 100-499, 500+	No difference
Stress	CC = EAP	D < X	20-99 < 4-19	No difference
Finances	CC ≅ EAP	D, H < I, X	No difference	No difference
Medical	N/A	D < H	20-99, 500+ < 100-499	No difference
Sessions per Employee	N/A	X < H, I	100-499, 500+ < 4-19, 20-99	No difference

Note. D – Manufacturing, H – Finance, Insurance, and Real Estate, I: Services, and X: Wholesale and Retail Trade.

Although the latest available data did not delineate the percentage of medical issues discussed with EAP professionals, this study found that issues relating to health and illness are being discussed with workplace chaplain providers. It is possible that EAP providers place medical issues under another category. More research is needed in this area to determine whether there is a difference in the percentages of medical issues discussed with EAP providers and corporate chaplains.

This study found a lower percentage of psychological issues discussed with corporate chaplains as compared to reports from EAP providers. Consider how this finding relates to the level of clerical activity that corporate chaplains performed. With 92% of companies receiving religious materials and 45% of companies participating in religious studies, it appears that most employees were provided opportunities to strengthen their faith at work. As literature (Ellison, 1991; Plante, Yancey, Sherman and Guertin, 2000; Ross, 1990) indicates that there is a strong positive association between strength of religious faith and psychological functioning, the lower percentage of psychological issues observed could be a positive by-product of a corporate chaplaincy program. Alternatively, the disparity could be a function of chaplain's competence in dealing with psychological issues. However, a study of pastors conducted by Moran et al. (2005) found that clergy were confident in their ability to deal with psychological issues including grief, death, anxiety, and depression.

This study found a higher percentage of relationship issues discussed with corporate chaplains as compared to reports from EAP providers. A post hoc interview with the executive team of the corporate chaplain provider indicates that the percentage may be higher due to the "ministry of presence" that is developed by a chaplain who comes regularly to the workplace and ministers to the entire family as needed. This finding also lends support for the Moran et al. (2005) study that found chaplains were confident in their ability to deal with marital problems.

Counselling Sessions & Clerical Activities – Differences by Client Characteristics

Industry type. Industry type accounted for differences in the percentage of problems areas addressed (see Table IX). While these findings are generally

congruent with Howard and Szcerbacki's (1988) work, further study is required to ascertain the individual, group, and organizational factors driving these differences.

Across industry type, the number of counseling sessions per employee per month was significantly lower in trade-related organizations. It is not clear whether this finding is consistent with Leche's (1995) analysis of corporate chaplain overload because she categorized industries in only two categories (health, non-health) and did not perform sub-sample analyses on the non-health industry.

Across industry type, the study found differences in the level of clerical activities performed. A greater number of trade-related companies participated in extended faith-based work-site employee a as compared to companies in the finance, insurance, and real estate industry or services industry. These findings are congruent with the SHRM's Religion in the Workplace Survey (2001) which found that trade-related companies made requests for religious-based affinity groups more often that companies in the finance, insurance, and real estate industry or services industry.

Firm size. Firm size accounted for differences in the percentage of problems areas addressed (see Table IX). This finding supports literature (Sadler-Smith and Lean, 2004) indicating that firm size is a significant factor in organizational characteristics. In particular, this study found job-related issues were virtually never discussed in companies with fewer than 20 employees, where as the same companies reported the highest occurrence of stress-related issues. Consistent with the perceived fish-bowl effect, a post hoc interview with the executive team of the corporate chaplain provider revealed that employees in very small companies are usually not comfortable discussing job-related issues and may guise such concerns as stress.

Across firm size, the number of sessions per employee per month decreased as firm size increased. This finding is consistent with Burkes (2005) and Hill (2004) who noted that employees in smaller companies have fewer HRD resources available to them. This is an especially important finding as it appears that corporate chaplains may be filling unmet needs in small organizations.

Across firm size, the study found differences in the level of clerical activities performed. Consistent with findings from SHRM's Religion in the Workplace Survey (2001), the percentage of companies participating in extended clerical activities increased as the number of employees increased. Most likely, as the number of employees increase so do requests for religious accommodation, thereby linking the demand for extended clerical services to firm size.

Contract tenure. Contract length did not account for differences in the percentage of problems areas or the number of sessions per employee per month addressed (see Table IX). The first finding is contrary to anecdotal evidence indicating that the longer the program is in place, the less often work-related issues are discussed (Sturgeon, 2004). The second finding is also unexpected. In particular, one would expect that the number of sessions per employee per month and the percentages of problems areas addressed might experience a ramp-up before reaching a plateau. However, such a trend was not evident in this study

Across contract tenure, the study found differences in the level of clerical activities performed. This finding provides partial support for EAP literature (Graham and Verma, 1991) indicating that tenure is associated with employee response. In particular, this study found a significant difference in the level of clerical activities performed in organizations that had just begun their corporate chaplaincy programs as compared to those that had been provided service for 10 or more years. This finding supports anecdotal claims from corporate chaplain providers that building the organizational trust required to offer employee care takes a minimum of 1 year. It also seems apparent that chaplains with extended organizational tenure have greater opportunity to provide their clients with a full complement of clerical services.

Implications for Practice

Organizations employing corporate chaplains providers have the potential to take their employee assistance programs to a new level. For those employees who are new to the concept of integrating faith and work, the difference may be as basic as receiving a note of encouragement or a visit from a familiar face when they are in the hospital. For the 70% of the workforce who do not have a spiritual support system (Johnson, 2004), these services may extend to having someone to call on when they have a faith question or need clergy to preside

over an event such as a funeral or wedding. For those organizations who want to support employee requests for religious accommodations, corporate chaplains can play a vital role in conducting prayer meetings, teaching religious studies, or serving as spiritual advisors.

In addition, corporate chaplains will discuss many of the same issues with organizational stakeholders that an employee assistance provider would. Notable exceptions are legal matters and substance abuse issues. For those problems, other mechanisms will be required to respond to such employee concerns.

What might an organization expect in return for securing the services of a corporate chaplain provider? When compared to an EAP, this study found that employees were more willing to talk about relationship issues. Given, the importance of work-family integration for employee and organizational well-being, this finding supports theory (Schermerhorn, Gardner and Martin, 1990; Schermerhorn and McCarthy, 2004) and anecdotal evidence (Randle, 2003; Starcher, 2003) that corporate chaplains can play an important role in reducing turnover, retaining employees, improving productivity, reducing stress, and improving morale.

Implications for Research

As corporate chaplaincy programs have been identified as fitting within the larger context of workplace spirituality (Driscoll and Wiebe, 2007; Garcia-Zamor, 2003), a framework exists to examine perceptions of corporate chaplain clients and to relate those perceptions to aspects of workplace spirituality. Giacalone and Jurkiewicz (2003) offered a working definition of workplace spirituality for the purpose of scientific inquiry. They defined workplace spirituality as the "framework of organizational values evidenced in the culture that promotes employee's experience of transcendence through the work process, facilitating their sense of being connected to others in way that provides feelings of completeness and joy" (p. 13). Their definition intentionally encompasses the research of both the functional and substantive aspects of workplace spirituality. The functional aspect includes relating workplace spirituality to performance indicators (i.e., turnover, productivity, stress, and morale), whereas the substantive aspect includes relating

workplace spirituality to employees' spiritual beliefs and practices and their impact on functional variables.

Given the workplace spirituality research framework provided by Giacalone and Jurkiewicz (2003), related theory (Schermerhorn, Gardner and Martin, 1990; Schermerhorn and McCarthy, 2004), existing instrumentation (Ashmos and Duchon, 2000), prior research (Milliman, Capeskin and Ferguson, 2003), and findings from this study, there is rationale to determine if employees in corporations who initiate corporate chaplaincy programs change their perceptions of the workplace in such ways that invoke new employee behaviors. Schermerhorn and McCarthy's performance equation (Performance = Ability x Support x Effort) suggest that the emotional support provided by a corporate chaplain, in the form of employee care, could have a positive effect on job performance. When considering the role that corporate chaplains play in ministering to employees' psychological and relational issues, we see that corporate chaplaincy programs may be linked to two of Ashmos and Duchon's (2000) dimensions of workplace spirituality - *sense of community* and *alignment with organizational values*. Using Ashmos and Duchon's instrumentation, Milliman et al. found that *sense of community* positively related to organizational commitment, intention to stay, intrinsic work satisfaction, job involvement, and organization-based self-esteem and that *alignment with organizational values* positively related to organizational commitment and intention to stay. Therefore, future research should determine if, as a function of engaging a corporate chaplaincy program, employees increase their *sense of community* and *alignment with organizational values* which, in turn, positively impacts their performance at work.

Across industry type, firm size, and contract tenure, the majority of employee discussions analyzed in this study centered on psychological issues and relationship matters. While these percentages are consistent with those reported by EAP providers, confirming these activities across additional industries, geographical regions, and firms should be conducted before these results are generalized. In parallel, aspects of the Shumway et al. (2004) study should be replicated to compare problem areas discussed with corporate chaplains to the needs identified by their clients. In cases where there are disconnects, follow-up studies should be conducted to uncover inhibiting factors.

Data from this study provide preliminary indication that the level of clerical activity participation (see Table IX) differs by industry type, firm size, and contract length. To confirm these findings, a replication study should be conducted. In addition, level of clerical activity should be considered in future studies that examine corporate chaplaincy programs within the workplace spirituality framework to determine how the offering of and participation in faith-based work-site activities impacts employees' manifestations of spirituality, as defined by Giacalone and Jurkiewicz (2003).

Meyer and Davis (2003) suggested that comparing financial benchmarks for firms with and without chaplain programs would be of great value to support anecdotal evidence that chaplain services are of real organizational value. However, the authors of this article believe that analysing performance only

from the perspective of the bottom line is too limited. When dealing with issues such as the psychological, social, and spiritual well-being of an employee, program evaluators must consider that employees are also members of families and the society at large. Therefore, the performance impact of providing comprehensive employee care must extend beyond bottom line profits to second- and third-line benefits involving the environment and society as a whole. While this may seem to be a daunting task, this study provides key information for conducting follow-on research.

Researchers embarking on this thread must consider the ethical issues related to examining such issues. For example, Lips-Wiersma (2003) indicated that utilizing the holistic development model enabled her to evaluate her work and make conscious choices in conducting research on workplace spirituality. Similarly, Milliman, Czaplewski and Ferguson (2003) reminded readers that workplace spirituality represents the right thing to do, not because it leads to profits. Most recently, Driscoll and Wiebe (2007) raised concerns "that part of the workplace spirituality movement views workplace spirituality as a technique to be used for instrumental, financial-centered ends rather then seeing spirituality as the central organizing principle in the workplace (p.334). The authors of this study echo these sentiments and concerns and offer Greenleaf's (1991) test as critical criteria for evaluating the quality of corporate chaplaincy research and perhaps the programs themselves:

The best test, and difficult to administer, is: do those served

grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will he benefit, or at least, will he not be further deprived? (p. 7)

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