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FOCUS Survey:

A Summary of the Findings

**FOCUS I
FINAL REPORT**



Families, Officers & Corrections

Understanding Stress

Prepared for the

FOCUS Committee

By: John B. Rogers, Ph.D.

12 March 2001

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Introduction

The Connecticut Department of Corrections (DOC) proposed a stress management and reduction program called Families, Officers, and Correction's Understanding Stress (FOCUS). The goal of the program was to provide skill enhancement training to manage stress both at home and at work. The intended outcomes of the program were: a) increased understanding of life stressors, b) increased awareness of the impact that work-related stress has on the family, c) improved family communications, d) enhancement of coping skills, and e) improvements in parenting skills. Reduced stress and an overall improvement in Correction Officer's (COs) job performance and job and life satisfaction are the intended long-term outcomes.

The Families, Officers, and Corrections Understanding Stress (FOCUS) survey was developed to identify work and family stressors using a self-report format. The initial administration of the FOCUS survey was to determine a baseline measure from which problem areas could be identified, and subsequent changes measured. The measurable short-term outcomes were: a) increased awareness of work stressors and their impact on the family, b) improvement of marital and family communications, c) improvement in parenting skills, and d) identification of alternative coping skills for stress.

Methods

This section is divided into the following 11 subsections: 1) Procedure, 2) Participants, 3) Focus Group Interviews, 4) Burnout, 5) Instrument Development, 6) Management Environment, 7) Organizational Life, 8) Job Satisfaction, 9) Correction Officer's Life, 10) Potential Outcomes of Prison Work, and 11) Self-Evaluation.

Procedure

This section discusses the procedures used to investigate the stressors at work and the impact of work related stress on work and family life. Through a review of the current research and by conducting several focus groups the following issues were identified: (a) work and family related stress; (b) knowledge of coping skills, (c) communication, (d) burnout, (e) job satisfaction and, (f) health and relaxation.

The research design employed was intended to allow for a follow-up assessment of correctional officers that received FOCUS training from the Employee Assistance Program (EAP). To assure the anonymity of each respondent and to allow for matching respondents, the following identifying information was collected: (1) the last four digits of their social security number, (2) birth date, and (3) the last four digits of their telephone number. Additionally, the surveys were distributed and collected by either members of the corrections bargaining unit or management of the Department of Corrections.

Participants

The testing population consisted of approximately 3800 Correctional Officers (COs). The study consisted of surveying the entire population. There were plans to do a follow-up study on

those COs that received the FOCUS training. The follow-up study was to include the re-administration of selected items from the original survey to COs in the facilities shown in Table 1.

Table 1. Post test facilities for the treatment sample of the FOCUS study

Correctional Institution	Security	Sentence	Number of COs
Cheshire	High-level	Long-term	332
Hartford	High to low	Pre-trial, pre-sentence	260
Northern	High	Long-term	204
Webster	Low-level	Prerelease impaired-driver	74
York	Low to high-level	Women's pretrial and sentenced	295
Totals			1165

Focus Group Interviews

The focus group interviews (FGI) were conducted as part of an overall needs assessment in order to validate the important elements identified in both the FOCUS project and in the review of the literature. The FGI provide for an efficient means of collecting qualitative data, and allow the researcher to have some quality control on the data collection. However, the amount of time required for each interview session and the number of participants per session limited the number of questions that were asked during the interview sessions (Patton, 1990).

The 15 FGI were conducted at various sites within the Department of Correction (DOC). Each FGI consisted of 9 to 12 Correction Officers representing the population of COs. Correction Officers were selected at random and invited to participate in the FGI.

The following areas were targeted in each of the 15 interview sessions: 1) burnout; 2) job satisfaction; 3) personal finance; 4) family life; 5) race; 6) gender; 7) employment issues (e.g.,

staffing, overtime, shift, supervision); and 8) other issues identified by the focus group participants. A guiding question was used to introduce each of the targeted areas.

Past research has shown that the focus group participants should be relatively homogeneous (Patton, 1990). Due to the sensitivity of a number of issues and in order to facilitate a more free and open discussion of sensitive issues, COs were selected randomly from specific target groups. The targeted groups were (a) gender, (b) ethnicity/race, and/or (c) work shift specific. The composition of the 15 interview sessions is shown in Table 2.

Table 2. Focus group sessions and the makeup of the participants

<u>Focus Group Interview Sessions</u>		
Males	Mixed	Females
Whites	Minority	3 rd Shift
White Males	Mixed	Minority
1 st shift	Mixed	Minority Females
Minority Males	White Females	2 nd Shift

Note. Each session consisted of 9 to 12 participants.

Burnout

Burnout has been defined as emotional and/or physical exhaustion resulting in lowered job productivity and over depersonalization (Perlman & Hartman, 1982). Conceptually, burnout is a psychological strain that is present in the work environment, which generally results in apathy, alienation, dissatisfaction, and a lack of enthusiasm and concern for the clients served (Belcastro et al., 1982; Cherniss, 1980; Gerstein, Topp, & Correll, 1987; Maslach, 1976; Shinn et al., 1984). Burnout has also been shown to result from a misfit between a person's skills and

abilities and the demands and requirements of the job (French, Rogers, & Cobb, 1974). In short, the work environment is not meeting the needs of the workers.

Meier's (1983) person-environment burnout theory is grounded in Bandura's Theory of Social Learning. It is related to an individual's reinforcement, outcome and self-efficacy expectations, and differences in processing information.

According to Maslach and Leiter (1997), burnout is an index of the dislocation between who people are and what they have to do. It represents an erosion of their values, dignity, spirit, and will. Workers who are experiencing burnout feel they are being overworked, undervalued, and are no longer in control of their work environment. Workers suffering from burnout feel chronically exhausted, cynical and detached, and ineffective on the job.

Maslach Burnout Inventory- Human Services Survey 3rd Edition

The Maslach Burnout Inventory - Human Services Survey 3rd ed (MBI – HSS; Maslach, Jackson & Leiter, 1996) assesses burnout by identifying the following three dimensions: (a) emotional exhaustion (EE), (b) depersonalization (DP), and (c) lack of personal accomplishment (PA). The number of items used to assess the three dimensions of emotional exhaustion, depersonalization, and personal accomplishment were 9, 5, and 8 items, respectively. Each item used a 7-point frequency response format that ranged from never (0) to daily (6).

Emotional exhaustion is the feeling of being physically and emotionally over extended. Workers who are EE are unable to unwind and recover. That is, they feel as tired when they get up as when they went to bed and therefore lack the energy to face another project or person. Generally, this is among the first symptoms apparent in reaction to the stress of job demands or major change.

Depersonalization is reflected in the presence of a cold, distant attitude towards work, and the people on the job. Generally, involvement is minimized and there is a loss of employee ideals. Workers' have an overall negative attitude, which can seriously damage their well-being, and their capacity to work effectively.

Personal Accomplishment is a sense of inadequacy resulting in a feeling that every project is overwhelming. Generally, workers perceive the world as seemingly conspiring against every attempt to make progress and any accomplishment seems trivial. Persons that are experiencing burnout tend to lack confidence in their ability to make any difference in their lives, or the lives of others.

Although the concept of burnout is assessed as a continuous variable, it also is defined by degrees, which range from low to moderate to high. For example (See Table 3), a low amount of burnout is indicated when the score on emotional exhaustion is ≤ 16 , the score on Depersonalization is ≤ 6 and the score on the Personal Accomplishment is ≥ 39 .

Table 3 summarizes the reported subscale statistics for a sample of 11,067 respondents (Maslach, et al., 1996). The sample consisted of respondents representing the following occupations: teaching, social workers, medical workers, police officers, and others. The degree of burnout is reflected in scores across the three subscales. The means reported for the overall sample for emotional exhaustion, depersonalization, and personal accomplishment were 20.99, 8.73, and 34.58, respectively.

Table 3. Reported subscale statistics for the MBI-HSS

Subscale	Number of items	Degree of Burnout			Mean	SD	Range
		Low	Moderate	High			
Emotional Exhaustion	9(0-6)	≤ 16	17-26	≥ 27	20.99	10.75	0-54
Depersonalization	5(0-6)	≤ 6	7-12	≥ 13	8.73	5.88	0-30
Personal Accomplishment	8(0-6)	≥ 39	38-32	≤ 31	34.58	7.11	0-48

Note. Total number of respondents = 11,067.

Instrument Development

The following sections describe the development of the survey. The sections include rating scale, validity, and reliability.

Rating Scale

The rating scale is attributed to Rensis Likert (1932, cited in Gable & Wolf, 1998). These types of scales can produce very good psychometric properties (i.e., reliability, validity). The notable characteristics of the rating scale are 1) use of multiple items, 2) each item measures a construct with an underlying quantitative measuring continuum, 3) each item has no correct response, and 4) each item is a statement that the respondent provides a rating for. The response format generally uses from 4 to 6 anchor-points, which are dependent upon the format (e.g., agreement, importance, frequency, satisfaction, quality). A major drawback to the use of rating scale is that it is assumed that the respondent has a high level of literacy (Gable, 1986; Nunnally, 1978; Spector, 1992).

Many of the rating scales used the 5-point agreement-disagreement response format. This agreement format ranged from Strongly Disagree (1) to Uncertain (3) to Strongly Agree (5).

The remaining scales used either a frequency, satisfaction, quality, or change response format. For those scales in which a single score is reported, a mean score is calculated across individual scores. The individual score is expressed as an average across the items. The mean score is used in order to make the scores more useful and somewhat easier to interpret (Pedhazur & Schmelkin, 1991). This method, except where noted, was used for all the scales.

Validity

The investigation of whether the instrument measured what it was intended to measure was conducted. According to the Standards for Educational and Psychological Tests "Validity is the most important consideration in test evaluation" (American Psychological Association, 1985, p. 9). The concept of validity according to Messick (1989) is "an integrated evaluative judgment of the degree to which empirical evidence and theoretical rationale support the adequacy and appropriateness of inferences and actions based on test scores" (p. 13). Both content and construct evidence of validity was investigated. Evidence of construct validity was gathered after the administration of the survey and is reported in the Technical Manual (in press). Judgmental evidence of content validity was gathered prior to the administration of the survey.

Content Validity

The items composing the survey were developed using the information gathered from the focus group interviews and from an extensive review of the current literature. An expert panel consisting of correction officers, union representatives, and central office managers reviewed all items. An initial set of items were proposed and reviewed by the expert panel. Items were either accepted as is, accepted with revisions, or eliminated. Items that were accepted with revisions were revised and reviewed a second time. The reviewed items that were accepted were placed into the survey and reviewed for the last time. The panel did not review the items for the MBI.

However, so that the items related to the issues of correctional officers, they were modified with permission for this study. The modification was to replace the word "clients" with that of "inmates".

Reliability

"Reliability refers to the degree to which test scores are free from errors of measurement" (American Psychological Association, 1985, p. 19). The approach to the estimation of reliability was based on the single administration of the survey. This type of reliability coefficient, α , also known as Cronbach's alpha, is a measure of internal consistency and is based on the notion that the items are homogeneous. The reliability coefficient ranges from 0 to 1. The reliability coefficient equals 1 when there are no random errors of measurement and is equal to 0 when all the observed variance is due to random errors. For example, when $\alpha = .80$, the coefficient would be interpreted to mean that 80% of the variance in the observed scores is systematic, while $1 - .80 = .20$ or 20% is the portion of the variance due to random error. Generally, reliabilities for affective instruments can be as low as .70 (Gable & Wolf, 1998) and in fact, reliabilities as low as .60 may be "considered to be reasonably good" (Cohen & Cohen, 1983, p. 70).

Management Environment

Management Environment is a measure of the efficacy of management policy and activity. The indicators are Administration, Supervision, Mission and Goals, Perceptions of Change, Roll Call, the newsletter "This Week," and Absenteeism.

Administration

The measure of the perception of how well the administration trusts, supports, and is generally concerned about the correctional officers was assessed. Items included how officers

perceive administration support when an allegation of misconduct on the part of an officer is made. Administration was measured using the agreement scale. A high score indicates that the COs perceive that administration supports the officers.

Supervision

Supervision was measured as the COs perception of how competent, helpful, respectful and knowledgeable their immediate supervisors were. Items include mutual respect for professional standards (morale, collaboration, independence, creativity) and officer's perception of the effectiveness of supervisors in doing their job, staff evaluations, and satisfaction with their immediate supervisor. Supervision was assessed using the agreement scale. A high score indicates satisfaction with supervision in general.

Mission and Goals

Mission and Goals is a measure of how the organizations' mission and goal statement affects the work environment of the correction officers. It was assessed by measuring the COs perception of how committed or dedicated the facility is to the department's goals, and how that commitment affects their work as a correction officer. Items included the COs perception of how their facility maintained and promoted excellence, personal integrity, professionalism, dignity, and respect among staff, management and inmates. The measure of the commitment of the facilities to support and maintain the department's mission and goal statement was measured using the agreement scale. A high score indicates that the COs perceive their facility as having a high commitment and dedication to the mission and goals of the department.

Perceptions of Change

Perceptions of Change is a measure of the COs overall perceptions of change within the department during the six months prior to the administration of the survey. Perception of Change was measured using a 4-point scale ranging from gotten worse to improved a lot. Officers were asked to indicate their perception of the overall changes to the quality of service, physical surroundings, and the behavior and make up of the inmates. A high score indicates that the CO has perceived a change for the better in the facility and work environment.

Roll Call

Roll Call is a measure of the COs perception of how well they received information at roll call. Roll call was assessed using the agreement scale. Officers were asked to indicate their agreement or disagreement with items that assessed the amount and quality of communication between supervisors and COs, and among the COs at roll call. A high score indicates a perception that roll call generally promotes a sense of open communication among correction officers and supervision.

Newsletter "This Week"

The measure of how the CO perceives the accuracy and effectiveness of the dissemination of information through the department's newsletter "This Week" was assessed. Officers were asked to indicate their agreement or disagreement with items on how informative the newsletter "This Week" was. A high score indicates a perception that the newsletter provides informative and helpful information.

Absenteeism

Absenteeism is the measure of the desire to stay away from work/work avoidance. Absenteeism has also been labeled as “employee withdrawal” where Bluedorn (as cited in Sheridan, 1985) defines withdrawal “as a reduction in the employee’s sociopsychological attraction to or interest in the work organization” (p.88). Research has also linked absenteeism to a number of variables including: a) depression, b) burnout, c) stress, d) work attitudes, e) leadership style, f) control policies and procedures, g) role stress, h) attendance motivation, i) job expectations and, j) personal work ethic (Ivancevich, 1985). Absenteeism due to stress/depression and related affective disorders cost an estimated \$11.7 billion dollars in 1990 (Greenberg et al., 1993).

Absenteeism was assessed using COs self-report of the reasons, and the number of times they were away or absent from work during the 3-month period prior to the administration of the survey. Research has shown that this shorter reporting period yielded higher reliability when compared with payroll records (Johns, 1994). The measure of the desire to stay away from work or absenteeism includes the self-report of tardiness and leaving work early. The frequency of COs being away from work and the reasons for the occurrences were reported.

Organizational Life

The indicators used to identify the perceived condition of organizational life were workload, control, respect, role conflict, and ambiguity. Maslach and Leiter (1997) identified these areas as potential mismatches between the organization and the individual. When the individual experiences the condition of work overload, there is a disruption in relationships and the quality of work; when he experiences a lack of control, there is an increased need for more

supervision. Further, if organizational life is perceived to be unfair, there is a reduction in respect among co-workers, and an increase in role conflict and job ambiguity.

Workload

Workload is the amount of time and resources available to get the work done. As the workload becomes an overload, the quality of work diminishes, collegial relationships are disrupted, and innovation is lowered or gone all together. The items used to measure workload addressed the following areas: having necessary staff, adequate resources, and enough time to complete the required tasks. The perception of the extent to which workload demands were manageable was measured using the agreement scale. Some of the items (See Technical Manual, in press) were reversed scored so that high scores would reflect an overall perception that the workload was manageable.

Control

Control is a measure of the COs perception that they have the opportunity to make choices and decisions, and have input in the process of deciding how best to handle the day to day activities involving the inmates. Maslach and Leiter (1997) found that the close monitoring of staff could diminish employees' capacity to adapt or take initiative and can result in the perception of a lack of control. A result of this perception is the feeling of being incapable of doing the work without supervision, not being trusted, and that their judgments are not respected and, they may feel inadequate. The assessment of the amount of control over their job and in performing the duties of a correction officer was measured using the agreement scale. A high score indicates that COs perceive that they have control in their jobs.

Respect

Respect is a measure of how competent, friendly, cooperative, trustful, and helpful COs perceive their co-workers to be. Respect was measured using the agreement scale. A high score indicates that there is perception of respect among the CO and their co-workers.

Role Conflict and Ambiguity

Organizational theory states that in order to define the employee's role within the organization every position should have a specified set of tasks and/or responsibilities. This allows management to hold individuals accountable for specific performance (e.g., principle of single accountability) and to provide guidance and direction (e.g., principle of unity of command and chain of command). The employee's role is specified in terms of what authority they have to make decisions, what they are expected to accomplish, and how they will be judged. If these expectations are inconsistent, the employee can experience stress, become dissatisfied, and perform less effectively (Dignam, Barrera, & West, 1986; Rizzo, House, & Lirtzman, 1970). Role conflict and ambiguity were measured using a modified version of the scales developed by Rizzo, et al., (1970). Items were selected that had high loadings on Rizzo, et al.'s, original factor analysis ($> .30$) and that were deemed appropriate by the review committee.

Role Conflict

Role Conflict is the result of violation of the principles of single accountability, and the unity of command and chain-of-command principles causing a decrease in an individual's satisfaction and in the effectiveness of the organization. Individuals reporting role conflict stated that their trust in the persons who imposed the pressure was reduced, they liked them less personally, held them in lower esteem, communicated with them less, and felt their own effectiveness was reduced.

The types of situations that define role conflict are those that cause differences between the employer-defined role of the employee and the employees' own value system, time, resources, and capabilities. That is, having to fill several incompatible roles in order to meet the demands of the job, having to work under incompatible policies or conflicting requests, and/or having to work under discordant standards for evaluation. Role conflict within the correctional institution is also the struggle between reconciling the custodial responsibilities with that of inmate rehabilitation.

Role Conflict was measured by asking the COs their level of disagreement/agreement to items like: "I work on unnecessary things"; "I have to do things that go against my conscience"; "I work with inconsistent policies"; and, "I do things that are apt to be accepted by one supervisor and not accepted by others." A high score indicates the perception of conflict between the stated requirements of the role of CO and the everyday requirements of being a Correction Officer.

Role Ambiguity

Role Ambiguity is the lack of the necessary information available to a given position that can result in stress and lead to coping behaviors (Rizzo, House, & Lirtzman, 1970). The coping behavior generally results in attempts to avoid the sources of stress, or may be in the form of a defensive mechanism resulting in the distortion of the reality of the situation, which is causing the stress. In the correctional facility, role ambiguity is generally the struggle between helping the inmates and guarding them, and the uncertainty between having to go by the book and be flexible. Role ambiguity increases the probability that a person will a) be dissatisfied with his role/job, b) experience anxiety, c) distort reality, and/or d) perform less effectively.

Role Ambiguity reflects the COs perception of the ambiguity of his/her role as a correction officer. It is a perceived lack of related information, an uncertainty, or lack of clarity surrounding expectations of the role of correction officer, and an interference with goal accomplishment. Items that measured the COs perception of role ambiguity addressed issues such as personal goals and objectives, job responsibilities, authority, and department expectations. Role Ambiguity was measured using the agreement scale. A high score indicates the perception that there is little ambiguity in their role as a correctional officer.

Job Satisfaction

Locke (1969) defined job satisfaction as the “pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job and what one perceives it as offering” (p. 316). Job satisfaction has been investigated using either a single-item (Scarpello & Campbell, 1983) or a set of items measuring different facets of the job. Seashore and Taber (1975) defined the single-item measure as facet-free and the multiple item or job scale as facet-specific. Although Wanous, Reichers, and Hudy (1997) concluded that the single-item measure was more robust than a scale measure of overall job satisfaction, they also indicated that there was no reason for preferring a single-item to a well-constructed scale measure.

Job satisfaction was measured using both the single-item and multiple item approaches. The single-item index of job satisfaction measured the overall level of job satisfaction using a scale that ranged from very unsatisfied (1) to very satisfied (5). The multiple item approach followed the model of Materson and Ivancevich (1987). The Materson and Ivancevich model measured job satisfaction by dividing the items into two sets of task attributes- intrinsic or the

characteristics of the job (e.g., variety, autonomy, task identity, task significance) and extrinsic (e.g., pay, promotion, benefits). Some of the items used to measure job satisfaction were modified from "The 1977 quality of employment survey" (Quinn, & Staines, 1979). The modifications were based on the specific aspects of working as a correctional officer.

The specific indices of job satisfaction were measured using 29 items. Respondents were asked to indicate their level of disagreement/agreement with the items. The items were factor analyzed to determine the structure using principle factor analysis (See Technical Manual, in press). The three factors extracted were 1) Intrinsic Value of Work, 2) Extrinsic Value of Work, and, 3) Work Convenience.

The Intrinsic Value of Work Scale

The Intrinsic Value of Work Scale is a 16-item index intended to measure the individual's perception about the intrinsic values of work. The scale is a measure of how meaningful and interesting the job is; how connected one feels to the job; and, how the COs use their skills, abilities, and creativity to perform the job. A high score indicates that the CO is satisfied with the job of corrections officer.

The Extrinsic Value of Work Scale

The Extrinsic Value of Work Scale is a 9-item index that measures the individual's perception about the physical environment and the benefits of being a correction officer. Items addressed issues such as pay, fringe benefits, promotions, training, and the physical surroundings. A high score on this index indicates that the CO is satisfied with the rewards and benefits they receive from the position of correction officer.

The Work Convenience Scale

The Work Convenience Scale is a 4-item measure of the extrinsic value of the job. The index used an agreement scale to measure an individual's perception about how convenient their job was in terms of location, shift, etc. A high score indicates that the job was perceived as being convenient.

Reward

Rewards can be both external and internal. An external reward is generally of a monetary nature and measured as a separate facet of job satisfaction (i.e., extrinsic value of work). An internal reward is the recognition of a job well done. The amount of internal rewards an individual receives, reflects their contribution to the organization, while any loss of internal reward can result in the loss of pride in ones work and the feeling that their job is not important or valued by others. The perceived effectiveness of the internal rewards was assessed by asking COs to indicate their agreement to items that asked if they were fairly rewarded considering their responsibilities, education, experience, effort and the amount of stress they experienced. A high score indicates that the rewards are perceived to be fair.

Safety at Work

The assessment of the COs perception of their personal safety on the job was measured using the agreement scale. The measure of the COs Safety at Work included items that asked about being exposed to communicable diseases, urine, and/or feces, to being physically and/or verbally abused by inmates and/or by co-workers. A high score indicates a perception of high risk to personal safety while at work.

Intent to Leave

A 5-item index was used to assess the COs Intent to Leave or their desire to change jobs. COs were asked to indicate their level of disagreement/agreement to items about leaving the job or whether they could afford to leave the job. A high score indicates an intent or desire to leave.

Job Enrichment

The Job Enrichment or professional orientation inventory was initially developed Toch and Klofas (1982). It was intended to measure interest in doing more-than-custodial work, and a preference for keeping a distancing from the clients. The more-than-custodial work scale was modified to be used with correction officers. Some of the items included were a) the most satisfying jobs involve inmate contact, b) the COs only concern is with prison security, and, c) sometimes a guard should be an advocate for an inmate. The scale to measure the preference for keeping a distance with the clients was also modified. These items included a) the best way to deal with an inmate is to be firm and distant, b) a CO should work hard to earn trust from inmates, c) a good principle is not to get close to convicts, and, d) a personal relationship with an inmate invites corruption.

The modified items were factor analyzed resulting in the extraction of the following three factors: 1) an interest in inmate rehabilitation, 2) a compassion for the plight of the inmates, and 3) a need for keeping a distance from the inmates (SEE Technical Manual, in press).

Interest in Inmate Rehabilitation

The first factor consisted of 6-items using the agreement scale to measure the "Interest in Inmate Rehabilitation." Correction officers indicated their agreement with items about prison

security, rehabilitation programs, and counseling. A high score on this index indicates that there is an interest in helping the inmates in terms of rehabilitation.

Compassion for the Plight of the Inmates

The second factor consisted of 5-items that measured the COs compassion for the plight of the inmates. Correction officers indicated their level of disagreement/agreement with items about 1) having compassion for the inmates, 2) earning the respect and trust of the inmates, and 3) being an advocate for the inmates. A high score on this index indicates that there is a high level of compassion for the inmates.

Keeping a Distance

The third factor for job enrichment consisted of 4-items to measure the need to keep a distance from the inmates. Correction officers indicated their level of disagreement/agreement with items about 1) conversing, 2) disciplining, and 3) forming relationships with inmates. A high score on this index indicates that there is agreement that CO should keep a distance between themselves and the inmates.

The Condition of the Correction Officer's Life

The Condition of the Correction Officer's Life was investigated by assessing 1) life and relationship satisfaction, 2) overall life satisfaction, 3) family safety, 4) finances, 5) relationship conflict, and, 6) inter-role conflict.

Life and Relationship Satisfaction

Life and Relationship Satisfaction were single item facet-free measures of satisfaction. Correctional officers were asked to indicate their level of satisfaction with their lives, and with their present relationship on a scale from very unsatisfied (1) to very satisfied (5).

Overall Life Satisfaction

Overall Life Satisfaction was measured with 5 items using the agreement scale. Correctional officers were asked to indicate their level of disagreement/agreement with items like "My life is as close to my ideal as possible; the conditions of my life are excellent; and, the main satisfaction in my life comes from work." A high score indicates an overall level of life satisfaction.

Family Safety

The measure of Family Safety consisted of 5-items to measure the extent to which COs worry about the safety of their family. COs were asked to indicate their disagreement/agreement to items addressing issues from communicable diseases to being recognized by ex-inmates outside of the correctional facility. A high score indicates a high level of concern about family safety.

Finances

The concern for personal finances was measured using a 6-point frequency scale ranging from never (1) to daily (6). Correction officers were asked to indicate the frequency with which they worried about being able to pay bills, planning for retirement, and having to work overtime. A high score indicates a strong concern about finances.

Relationship Conflict Scale

Relationship conflict was measured using 8-items. Correction officers were asked to indicate their level of disagreement/agreement with statements about how they spent their time, their goals, and parenting. A high score tends to indicate that a relationship conflict exists.

Inter-role Conflict

Kahn, Wolfe, Quinn, Snock, & Rosenthal (1964) define inter-role conflict as the simultaneous occurrence of two or more sets of pressures such that compliance of one role makes it more difficult to comply with the other. That is, the "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups" (Kahn et al., 1964, p. 20). The family to work and the work to family roles are two separate and distinct roles that create their own set of pressures. A conflict with work is created when the individual experiences incompatible pressures within the work domain. The same is true for the family conflict, except the pressures are within the family domain. The family-work conflict is the incompatibility that stems from multiple role senders, and/or a lack of fit between the individual and the two role requirements (e.g., family and work). Netemeyer, Boles, and McMurrian (1996) indicated that the family-work conflict "reflects the degree to which role responsibilities from family and work are incompatible" (p. 401). That is, "the responsibilities, requirements, expectations, duties and commitments of one role make performance of the other role more difficult" (Katz & Kahn, 1978; Netemeyer et al., 1996)

Family and work conflict types are either time-based or strain-based. Time-based conflict is defined as the amount of time devoted to one role, which interferes with the performance related responsibilities of the other role. The strain-based conflict is created when one role interferes with the performance of the responsibilities of the other role.

Two scales initially developed by Netemeyer et al., (1996) were modified for the present study to assess the extent of the conflict created by either the work-family or the family-work continuum. The modifications consisted of using the 5-point disagreement/agreement scale versus a 7-point scale.

The Work-Family Conflict Scale

The Work-Family Conflict Scale (WFC) is composed of 5 items. It is a measure of a type of inter-role conflict in which the general demands created by the job interfere with performing family-related responsibilities. That is, the demands of the family interfere with the responsibilities of the job. A high score indicates the presence of a work-family conflict.

The Family-Work Conflict Scale

The Family-Work Conflict Scale (FWC) is the second of the two measures of inter-role conflict. It is a 5-item scale to measure how the demands of work may be interfering with the responsibilities of the family. A high score indicates the presence of a family-work conflict.

Health and Physical Well-Being

The assessment of the correction officer's health and physical well-being is a self-report measure of diagnosed medical problems, alcohol use, use of tobacco, and the types and amount of relaxation generally engaged in.

Physical Well-Being

The physical well-being of the COs' was assessed using a self-report of diagnosed medical problems that included diabetes, chronic depression or low back pain, high blood pressure, heart disease, and liver disease. The COs were also asked: 1) if they were currently taking medications for depression, 2) if they smoked cigarettes, and if so, the number of packs

they smoked per day and, 3) their average consumption of alcohol and if it had increased during the past 6-months.

Relaxation

Engaging in enjoyable activities is an important part overall physical as well as emotional health. Correction Officers were asked to report how often, they had engaged in various activities in the past six months. Some of the activities identified in the focus groups included physical group activities (sports), physical activities that could be done alone, or with others, leisure activities with family and friends, activities, hobbies or work that may be done around the house, and activities such as reading or using the computer. Items are reported by the frequency of engaging in these activities.

Potential Outcomes of Prison Work

The measures of the potential outcomes of prison work included: 1) Depression and stress, 2) stressful events/situations, and 3) responding and coping with stress.

Depression and Stress

In 1990, approximately 11 million people reportedly suffered from depression and related affective disorders including bipolar disorder, and dysthymia. During a depressive period, other symptoms are usually present to varying degrees. Such symptoms may include a change in appetite (overeating or poor appetite), sleep disturbances (insomnia or hypersomnia), low energy or fatigue, low self-esteem, and interruptions in concentration and an inability to make decisions, and feelings of hopelessness.

Stress and anxiety disorders are characterized by symptoms that may include: restlessness, fatigue, difficulty concentrating, irritability, muscle tension, sleep disturbances,

detachment, or absence of emotional responsiveness. In acute cases such as when a person has experienced, witnessed, or confronted with an event that may have involved actual or threatened injury or death, derealization, depersonalization, and dissociative amnesia may occur.

Physical symptoms often accompany stress, anxiety, and depression. A person may experience pains or pounding in their chest, faintness or dizziness, loss of sexual interest, headaches or migraines, shortness of breath, and nausea (or other gastrointestinal distress). Other more serious medical disorders have also been linked with anxiety and depressive symptoms. Specifically, cardiac diseases include angina, arrhythmia, mitral valve prolapse, and myocardial infarction; respiratory disease including: COPD, pulmonary embolus, and asthma; metabolic and endocrine disorders including: hyperthyroidism, hypoglycemia, cushing's disease, and pheochromocytoma; and miscellaneous disorders such as migraines, epilepsy (complex partial) and unspecified pain (Arches, 1991).

The estimated cost of treating depression (and related affective disorders) reached 44 billion dollars per year in 1990. Direct and indirect costs to employer's included 12.1 billion dollars in lost productivity, 11.7 billion due to absenteeism, 12.4 for treatment expense (out and in patient services and pharmaceutical cost), and 7.5 billion dollars in mortality costs.

A study completed by the New York Business Group on Health (1990, cited in Business and Health, 1994), identified consequences of employee stress, anxiety and/or depression that included: reduced productivity, morale problems, absenteeism, alcohol/substance abuse, poor work quality, high turnover, and job related accidents. Additionally, major complaints reported by workers with depression included difficulty concentrating, sleep disturbances, loss of energy, loss of interest in work, and increased overall anxiety.

Research has also identified job performance and behavior changes that may present in an employee experiencing stress, anxiety, and/or depression. Some of these changes may include: a marked decrease in the ability to get the job done; working more slowly than usual; frequently missing deadlines; making excuses for the inability to complete work; frequently calling in sick; appearing listless and/or unable to concentrate on work; frequently looking distracted or "far away"; showing decreased interest or involvement in work; and, withdrawn from any interaction with co-workers.

Physiological Stress

Physiological Stress Index (Holmes & Raache, 1984) assesses symptoms of physiological distress that include physical and emotional indicators of stress, anxiety, and/or depression. Correction Officers were asked if they have ever experienced any of the items, and if so, how often. The items are measured on a 6-point frequency scale from Never (1) to Daily (6). The item level results are reported.

Depression

Depression is a disturbance in mood characterized by varying degrees of feelings of sadness; disappointment; loneliness; hopelessness; self-doubt or guilt. Depression was assessed both on a disagreement/agreement scale and on a 6-point frequency scale.

The first measure of depression assessed how often COs disagreed/agreed with statements that asked about decision-making, confusion, coping, memory, and interests. Item level results are reported. The second measure of depression asked COs how often they, blamed themselves for things not under their control; had a loss of feelings for family and friends; felt guilty about everything that had gone wrong; and, experienced mood swings. The frequencies of

these behaviors were assessed using a 6-point scale from never (1) to daily (6). Item level data are reported.

Stressful Events/Situations

Many of the stressful events that occur in the correctional officer's life are beyond their control. Some of these events may include the death of a family member, close friend, or co-worker; being diagnosed with a life threatening illness; having to take care of an elderly relative; a period of prolonged sickness of a family member; or having an inmate threaten harm to their family. Research has shown that even a positive event such as a marriage, birth of child, promotion, or a pay raise, can cause stress (Holmes, & Raabe, 1984).

Stressful events were divided into work and family related stressful events. Some of the items used to measure these two types of stressful events were modified from the Life Event Scale (Holmes, & Raabe, 1984). In the Holmes and Raabe (1994) study, the indices were used as an indicator of overall life stress by summing the items. However, for the present study, the percent of the responses of stressful events at each frequency are reported by item.

Work Related Stressful Events

Work Related Stressful Events is a self-report measure of the COs exposure to stressful events found in the workplace. The higher the frequency of reported stressful events, the higher the potential levels of stress. The percent of responses at each frequency are reported.

Family Related Stressful Events

Family Related Stressful Events is a self-report measure of the COs exposure to stressful events at home. The higher the frequency of self reported family related stressful events, the higher the potential level of stress. The percent of responses at each frequency are reported.

Responding to Stressful Events

In addition to the measures of the stressful events the CO has been exposed to, the COs were also asked to indicate, how in general, they responded to stressful situations. The COs were asked to indicate how often they responded to a stressful situation by: shouting and/or yelling; arguing; and, kicking or hitting something or someone. The frequency scale used ranged from never (1) to daily (6). The percent of responses at each frequency are reported.

Coping with Stress

The strategies for coping with stress were also assessed. Correction Officers were asked to indicate how they used certain coping strategies after a stressful situation. Some of these coping strategies were: relying on past experiences; seeking advice from others including professional help (i.e., EAP); engaging in some form of physical exercise; and, wanting to be left alone. The frequency scale used ranged from never (1) to daily (6). The percent of responses at each frequency are reported.

Self-Evaluation

The COs were asked to evaluate their ability to perform the work of correction officer and to rate their own performance. The two self-evaluation indices consisted of a measure of self-efficacy (Bandura, 1986, 1977) and a self-rating of job performance.

Self-Efficacy

Bandura (1986, 1977) defines self-efficacy as referring to the self-belief that a person has about their ability to perform a specific behavior. Self-efficacy has influenced motivation, affect, and a sense of accomplishment (Owen, 1991).

Officers were asked to rate their ability to perform a number of job related responsibilities such as responding to and assessing an emergency, providing medical care, and defusing a potentially dangerous situation. The items are scored on a 5-point confidence scale that ranged from not very confident (1) to very confident (5). A high score indicates confidence in performing work-related responsibilities.

Self-Rating

Officers were asked to rate themselves in terms of their 1) ability to reach personal goals, 2) job performance, 3) knowledge of rules and procedures, and 4) their ability to handle a crisis. Correction Officers rated themselves on a 4-point quality scale ranging from below average (1) to excellent (4). The higher the score, the higher the COs perceive their ability to perform the work of correction officer.

Results and Discussion

This section is divided into the results of the analyses of the demographics, and the primary results. The results of the item level analyses are reported in the Technical Manual (in press).

Demographics

The initial plan was to survey the entire population of correction officers. However the return rate for the survey was 53.17% (See Table 7). This low return rate may result in a problem known as response bias, which is a threat to the representativeness of population of COs. Therefore, any inferential studies are seriously threatened due to the nonprobabilistic nature of the sample. The low response rate was in all likelihood the result of having to collect

personal information such as the last 4 digits of the home telephone number and the last 4 digits of the social security number. However, this information was required in order to compare the initial results with that of the planned follow-up study.

The average age of the COs was 36.7 (SD = 7.7, N = 1865). The average household size was 3.09 (SD = 1.6, N = 2182). The average salary earned by a CO was \$57,630 (SD = \$23,703, N = 1845). The number of COs that reported having immediate family working for corrections was 512 or 23.4% of those responding to this question.

Table 4 is a summary of the breakdown of race/ethnicity by gender. The majority of COs are male (82.5 %) of which 67.5 % are white. In fact, over 64% of all COs are white.

Table 4. Summary of Race/Ethnicity by gender

Race/Ethnicity	Gender		Totals	
	Male	Female	N	%
African American	317	131	448	21.3
Asian American	12	1	13	0.6
Hispanic	161	46	206	9.8
Native American	25	5	30	1.4
White	1173	174	1350	64.1
West Indian-Caribbean	43	8	51	2.4
Other	7	4	11	0.5
Totals	1738 (82)	369 (17.5)	2107	100.0

Note. Percents are in parentheses.

Table 5 summarizes the level of education completed by the COs and their spouses. Almost half of the COs and their spouses/significant others have some education beyond high school.

Table 5. Percent of COs and their spouses/significant others reported level of education

Level of Education	Correction Officer	Spouse/Significant Other
Less than High School	0.9	2.5
High School Diploma or GED	37.0	33.2
Technical Degree	4.1	5.9
Some college	37.3	24.9
AA or AS degree	9.1	10.0
BA or BS degree	10.7	17.2
MA or MS degree	0.6	5.5
Ph.D.	0.3	0.8

The marital status of the COs is reported in Table 6. More than half of the COs reported being married and a little more than 22% reported being single. Almost 15 % of the COs reported being either separated or divorced. Twenty-three percent (23%) of the COs reported that their spouses/significant others have been previously divorced or separated. The COs reported that 80% of their spouses/significant others were currently employed fulltime and another 18.7% were employed part-time. The average length of service in the department of corrections is 7.1 years (SD = 4.4, N = 2141). However, another 8.7% have experience working for another correction agency and 8.3% have worked for a police force. Currently, 3.4% of the workforce is serving in the military in either the United States or abroad.

Table 6. Summary of marital status by gender

Marital Status	Gender		Totals	
	Male	Female	N	%
Single	352	129	481	22.4
Widowed	13	8	21	1.0
Married	1086	110	1197	55.7
Separated	55	12	67	3.1
Divorced	159	83	242	11.3
Live-in Partner or Significant other	101	30	132	6.1
Total	1772 (82.5)	376 (17.5)	2148	100.0

Note. Percents are in parentheses.

Table 7 summarizes the return rates across the 20 correction facilities. Additionally, the number of COs staffed in each facility was reported. There were 12 surveys sent in from other correction facilities (e.g., UCONN Health Center, CTU and other/missing). The overall return rate was 56.33% and although, to Gable and Wolf (1990), this is considered an acceptable return rate when the population is randomly sampled. Because it was the intent of this study to survey the entire population, random sampling procedures were not followed and as such, this sample cannot be considered representative of the population of correction officers. The return rate by facility was also reported in Table 7. The return rate by facility ranged from a high of 90.54% for Webster CI to a low of 24.62% for Hartford CC. Thirteen of the 20 facilities had return rates greater than 50%.

Table 7. Overall Return Rate by Facility

Facility	Number Returned	Number at each Facility	Percent Returned
Bridgeport	175	228	76.75
Brooklyn	24	69	34.78
Carl Robinson	181	225	80.44
Cheshire	210	332	63.25
Corrigan	67	220	30.45
Enfield	140	163	85.89
Garner	86	217	39.63
Gates	123	166	74.10
Hartford	64	260	24.62
MacDougall	133	220	60.45
Manson YI	72	148	48.65
New Haven	132	200	66.00
Northeastern	85	104	81.73
Northern	129	204	63.24
Osborn	82	283	28.98
Radgowski	36	106	33.96
Walker RSMU	97	153	63.40
Webster	67	74	90.54
Willard-Cybulski	78	127	61.42
York	156	295	52.88
Totals	2137	3794	56.33

Primary Results

The following section reports the results of the MBI, Management Environment, Organizational Life, Job satisfaction, Correction Officer's Life, Potential Outcomes of Prison Work, and Self-Evaluation.

Maslach Burnout Inventory

Table 8 is a summary of the 3 MBI subscales. The reliabilities were .93, .82, and .77, for the emotional exhaustion (EE), depersonalization (DP) and the personal accomplishment (PA) dimensions, respectively. The reliabilities reported by Maslach et al., (1996) for the MBI – HSS were very similar (e.g., .90 for EE, .79 for DP, and .71 for PA). When comparing the means for the normative sample (N=11,067) with those reported by the COs in Table 8, the mean for the COs was low, yet still considered to be a moderate degree of burnout. The COs mean on DP was higher than that reported for the normative group, but again, considered to be in the moderate range of burnout. However, the CO's mean for PA was considerably lower than that reported for the normative group. The mean score of 24.86 for the COs for this subscale falls below the cut off score of 31, and for this subscale a low score indicates a higher degree of burnout. Overall, their scores across the 3 subscales indicate that a moderate degree of burnout was present across the correctional facilities.

Table 8. Summary statistics for the Maslach Burnout Inventory

Scale	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Emotional Exhaustion (EE)	2101	17.66	13.06	.93
Depersonalization (DP)	2094	10.05	8.28	.82
Personal Accomplishment (PA)	2040	24.86	10.13	.77

The distributions of scores on the three MBI scales are shown in Figures 1-3. The distributions of scores on both the EE and DP scales are positively skewed. That is, the distribution of scores tends to pile up at the lower end of the distribution. The distribution of the scores on the PA scale tended to be more symmetrical, that is, more normally distributed.

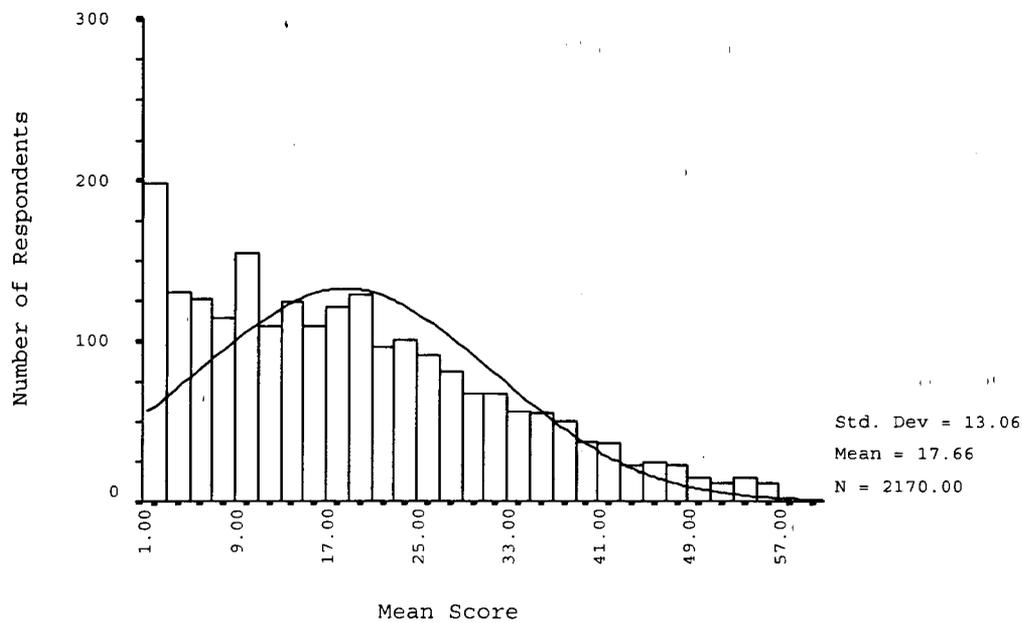


Figure 1. Histogram of the MBI-EE subscale.

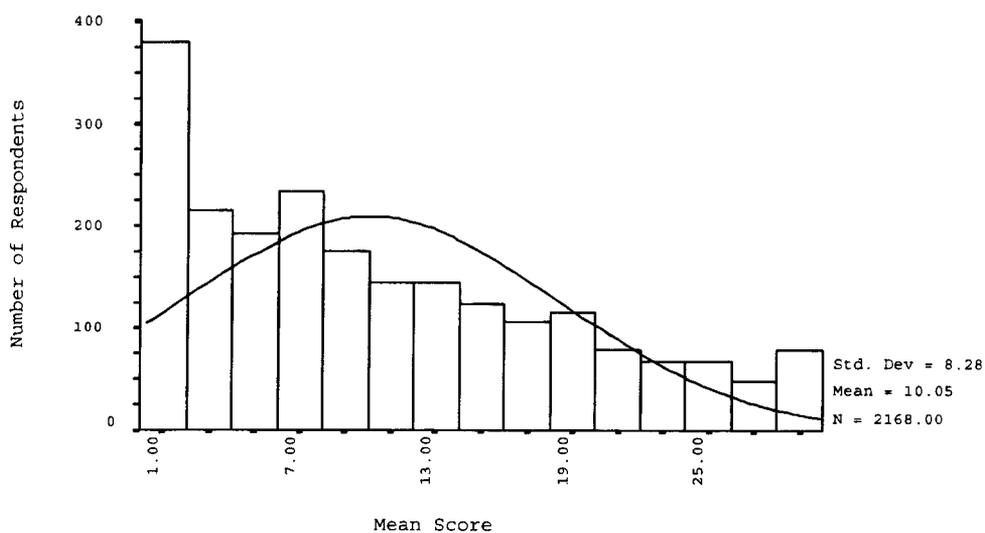


Figure 2. Histogram of the MBI-DP subscale.

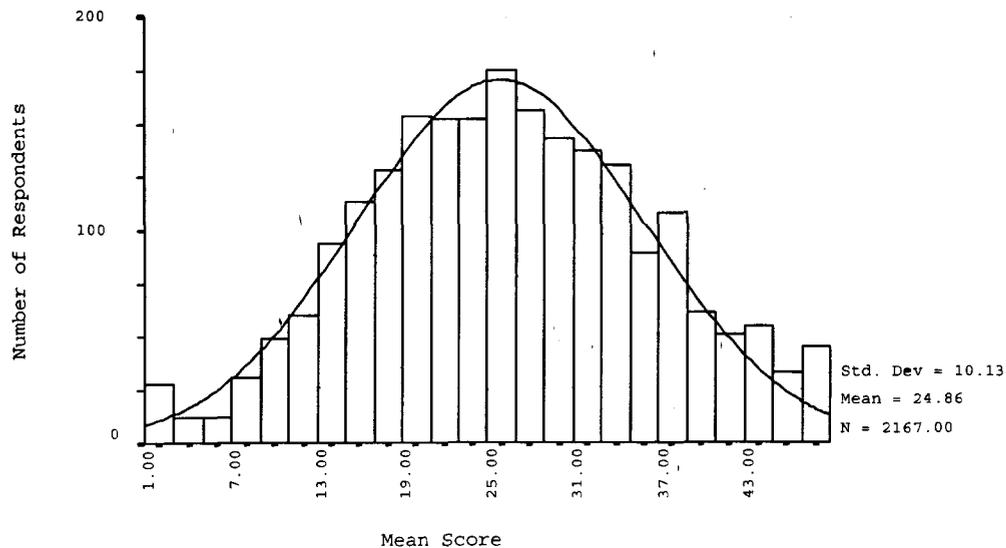


Figure 3. Histogram of the MBI-PA subscale.

Management Environment

The management environment was assessed using the following 7 scales: a) Administration, b) Supervision, c) Mission and Goals, d) Perception of Change, e) Roll Call, f) Newsletter, and g) Absenteeism. The mean scores for Administration, Supervision, Mission and Goals, Roll Call, and Newsletter that are shown in Table 9, are at, or very close to 3, indicating that the COs generally were uncertain with respect to these measures. The distribution of scores (See Figures 4,5,8) for Administration, Supervision, and Roll Call confirm these results. However, for Mission and Goals, and Newsletter (Figures 6,9) the distributions are negatively skewed indicating that in general, the COs feel that there is a commitment on behalf of their facility to the organizations' mission and goals (promoting excellence, professionalism, dignity, respect, etc.), and that the Newsletter does in fact provide accurate, informative, and helpful information. Perception of Change indicated that the COs perceived that during the six months prior to the administration of the survey, there had been little or no change in the quality of

service, physical surroundings, or behavior and make up of the inmates. These findings are confirmed in the distribution of scores shown in Figure 7.

Table 9. Management Environment

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Administration	6 (1-5)	2156	2.78	.73	.76
Supervision	10(1-5)	2156	2.73	.77	.89
Mission and Goals	8(1-5)	2171	3.09	.79	.87
Perception of change	6(1-4)	2145	2.12	.46	.71
Roll call	8(1-5)	2171	2.82	.59	.81
Newsletter "This Week"	4(1-5)	2169	3.00	.74	.71

Note. *Ranges are in parentheses.

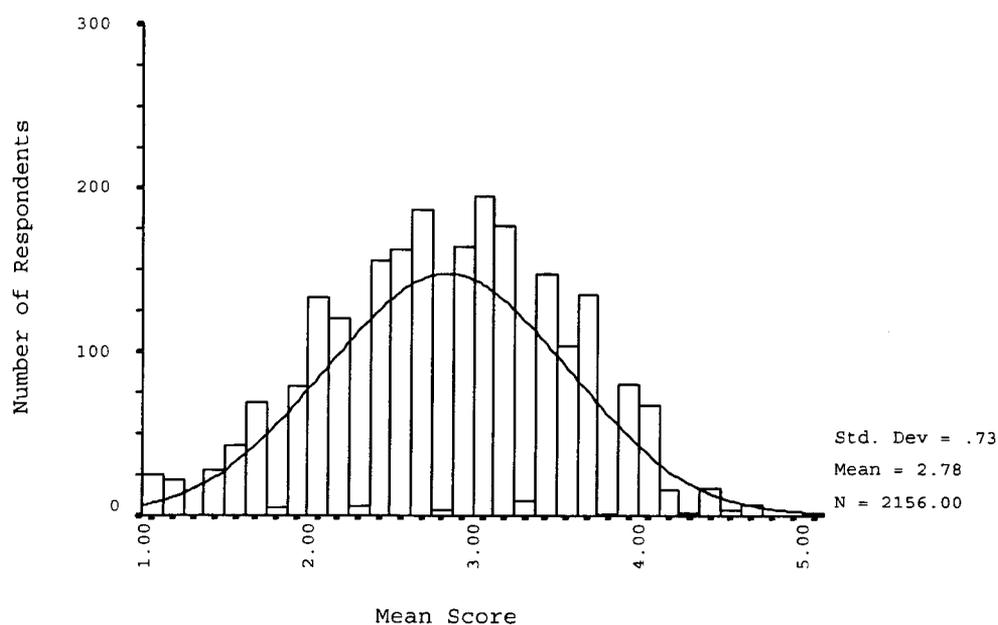


Figure 4. Histogram of the distribution of scores on the measure of Administration.

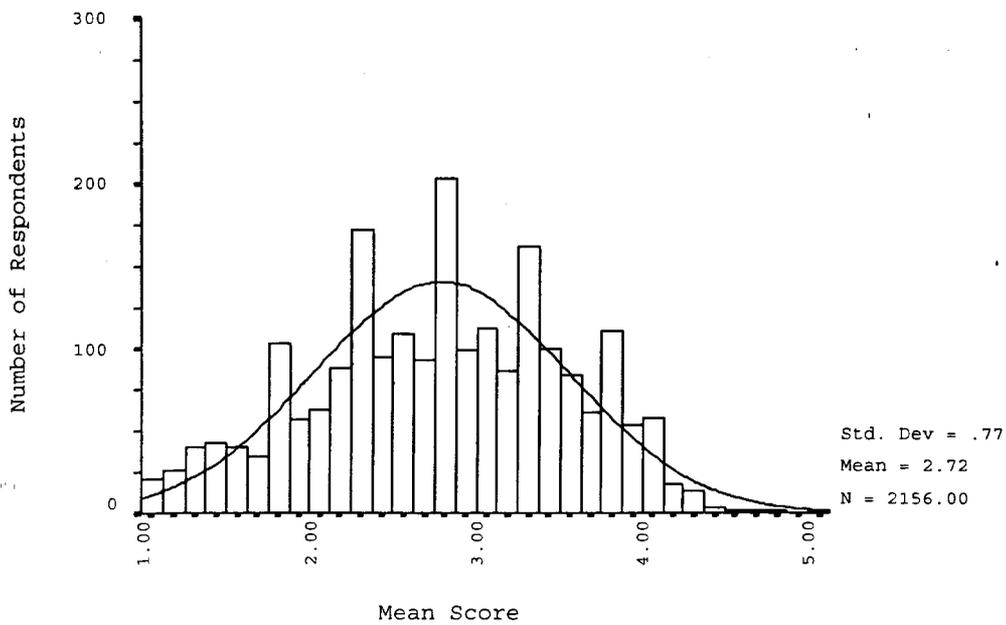


Figure 5. Histogram of the distribution of scores on the measure of Supervision.

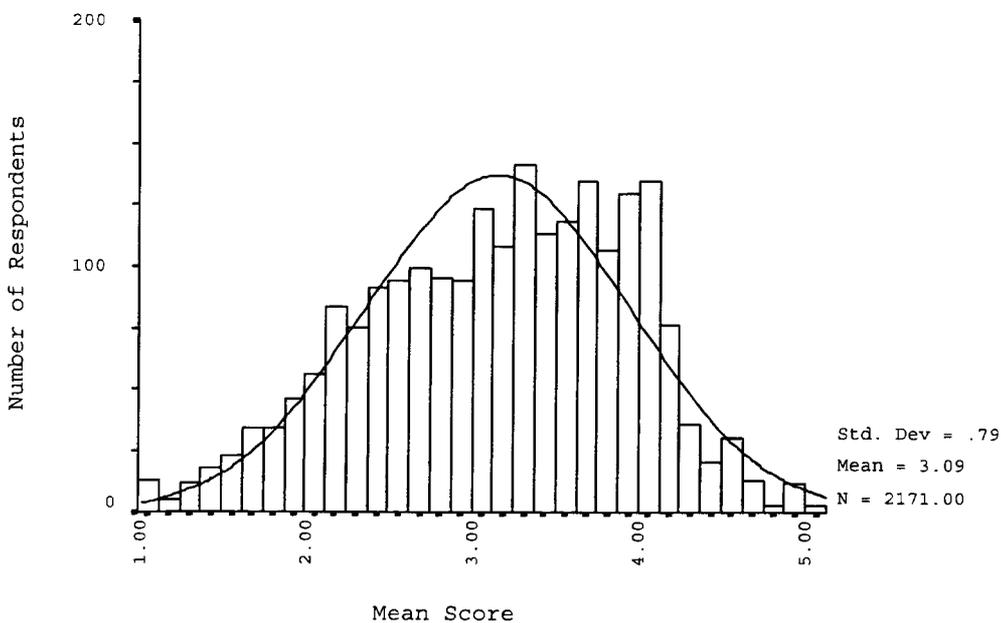


Figure 6. Histogram of the distribution of scores on the measure of Mission and Goals.

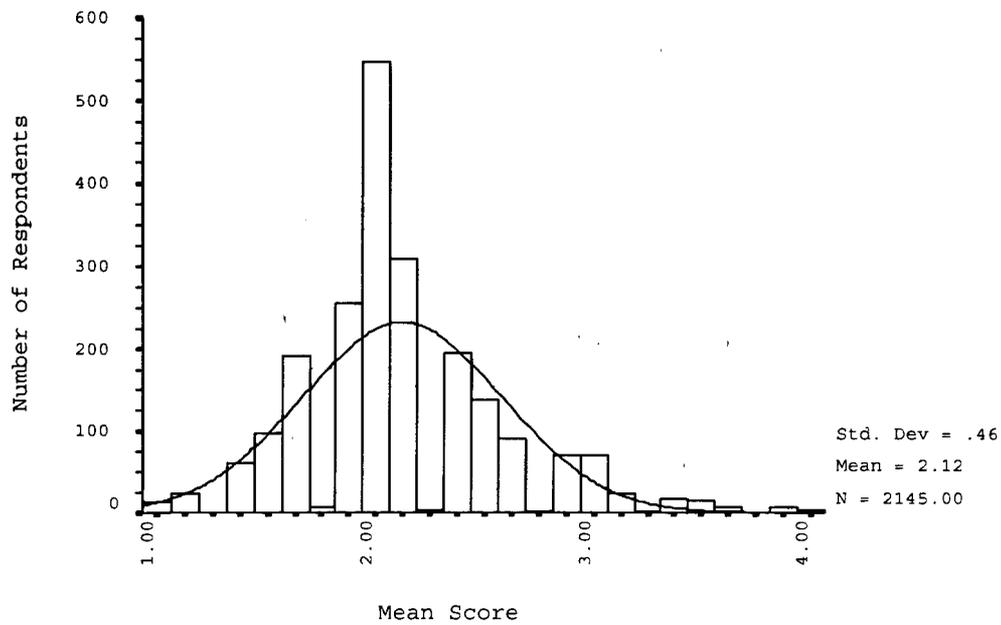


Figure 7. Histogram of the distribution of scores on the measure of Perception of Change.

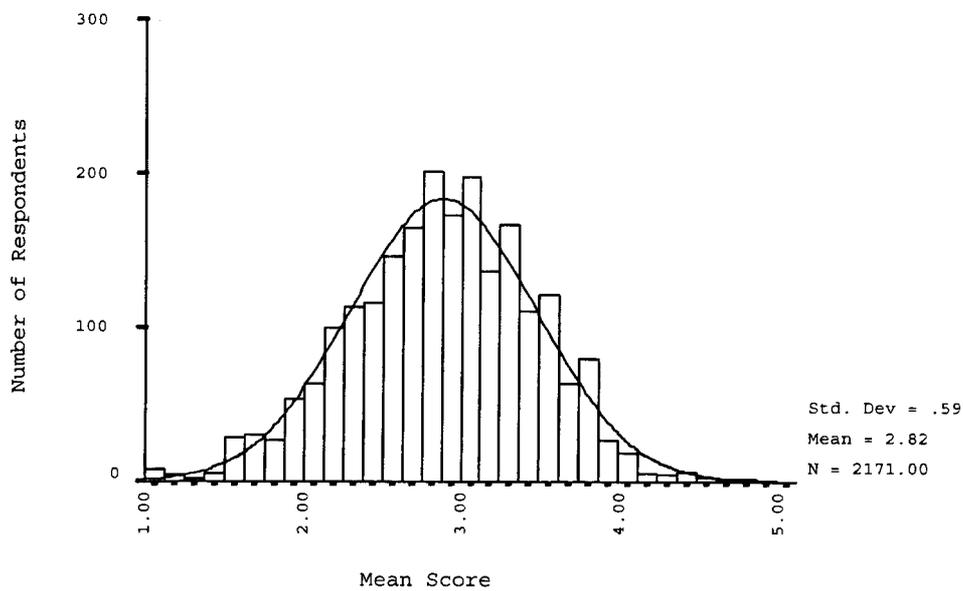


Figure 8. Histogram of the distribution of scores on the measure of Roll Call.

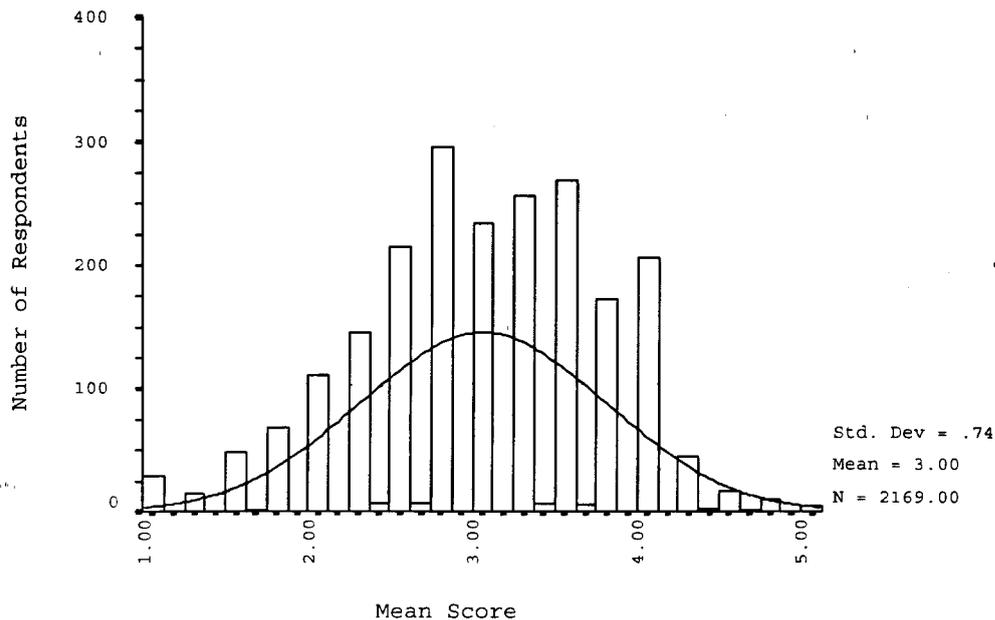


Figure 9. Histogram of the distribution of scores on the measure of "This Week".

Table 10 shows that the self-report measure of "Absenteeism." Correction Officers reported a low number of scheduled and unscheduled occurrences (i.e., illness, injury, personal days, vacations) that resulted in being away from work. However, 4.8% (N=87) of the COs reported being away from work due to a work related injury an average of 19 days within the prior 3 months. Additionally, 13 people were away from work due to an administrative leave. Three COs reported being away from work on paid administrative leave for an average of 17.67 days in the last 3 months, while 10 COs reported being on unpaid administrative leave an average of approximately 4 days in the prior 3 months. Finally, 112 COs reported being away from work an average of almost 4 days in the prior 3 months due to stress, and 170 COs report taking an average of 2 ½ days in the prior 3 months for unspecified "mental health day".

Table 10. Absenteeism

In the last 3 months...	Percent reporting "yes"	Average number of days
have you been late for work?	10.4	1.45 (203)
have you left work early?	11.5	1.88 (219)
were you away from work due to personal illness?	42.3	4.46 (788)
were you away from work due to sick family member?	51.0	2.39 (886)
were you away from work due to taking care of an elderly parent?	4.8	2.31 (64)
were you away from work due to mental health day?	8.1	2.50 (120)
were you away from work due to work related injury?	4.8	19.00 (87)
were you away from work due to personal leave/emergency?	25.1	2.12 (404)
were you away from work due to planned vacation?	46.0	6.46 (734)
were you away from work due to stress?	8.3	3.72 (112)
were you away from work due to an administrative leave with pay?	0.4	17.67 (3)
were you away from work due to an administrative leave without pay?	0.6	3.90 (10)

Note. * Average numbers of days absent for the 3-months prior to the administration of the survey. The number of valid responses to each item is reported in parentheses.

Organizational Life

Table 11 (see Figures 10-14) is a summary of those measures intended to assess the condition of Organizational Life. In general, COs felt that their workload was manageable, although they seemed to be uncertain as to the amount of control they had with respect to getting their job done, and were also uncertain as to how competent, cooperative and helpful their co-workers were. The measure of perceived conflict with respect to the role of a corrections officer was below what would be expected, indicating that there was some conflict between what COs perceive they are expected to do and what has to be done. However, the COs indicated that there

was little ambiguity or lack of clarity surrounding the expectations of the role of correction officer in general.

Table 11. Organizational Life

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Work Load	7(1-5)	2156	3.21	.63	.77
Control	5(1-5)	2155	2.70	.68	.68
Respect	5(1-5)	2169	3.00	.74	.76
Role Conflict	7(1-5)	2169	3.16	.71	.72
Ambiguity	7(1-5)	2171	3.07	.73	.79

Note. *Ranges are in parentheses.

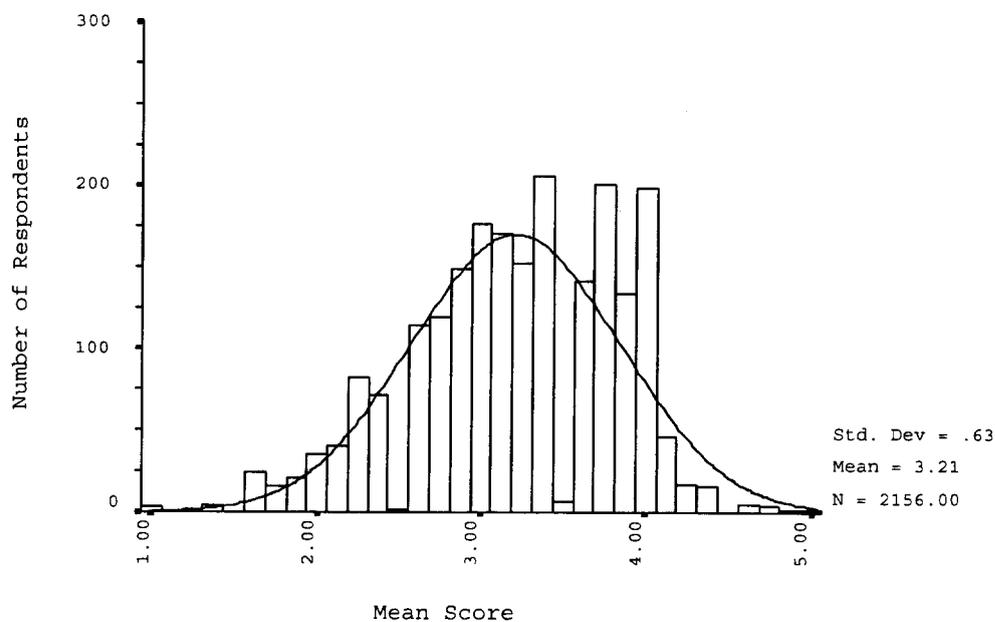


Figure 10. Histogram of the distribution of scores on the measure of Work Load.

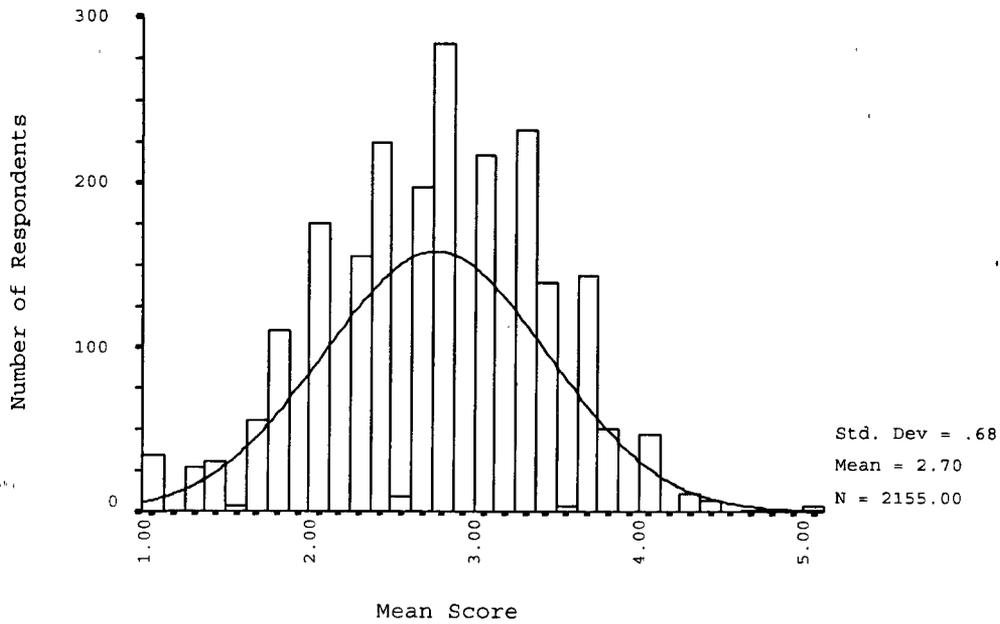


Figure 11. Histogram of the distribution of scores on the measure of Control.

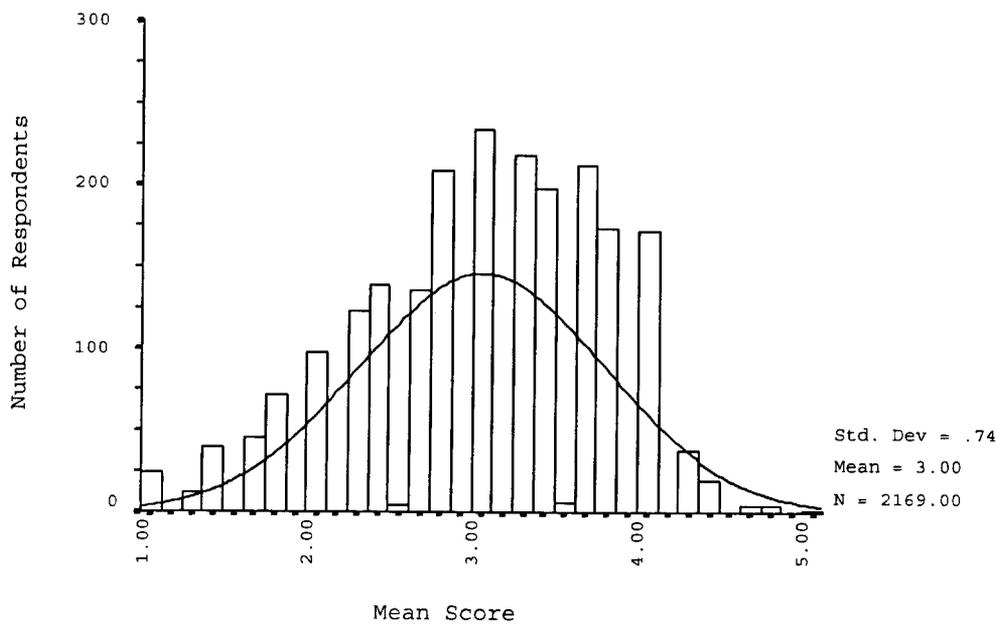


Figure 12. Histogram of the distribution of scores on the measure of Respect.

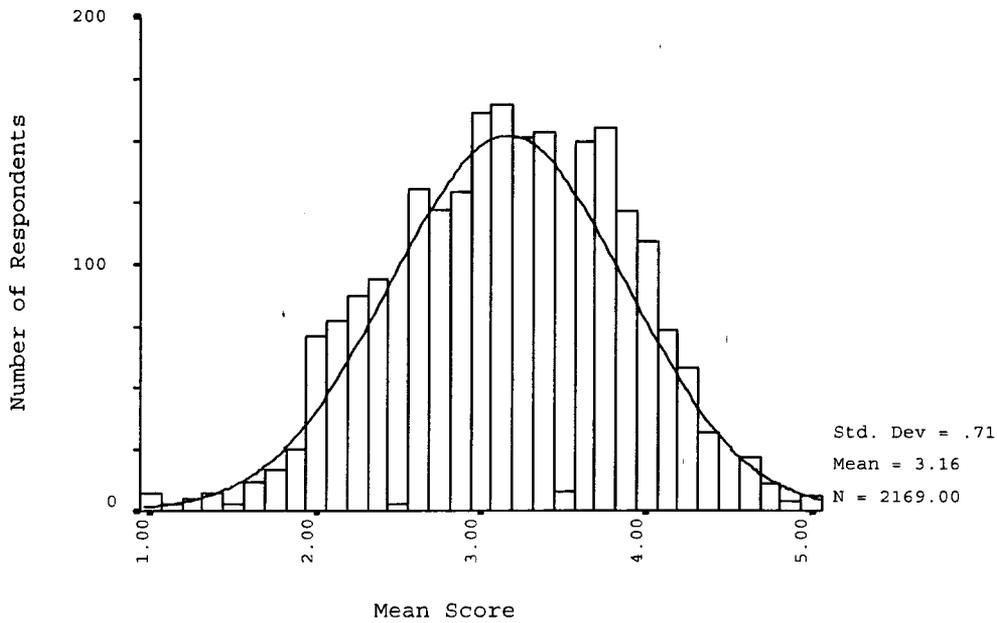


Figure 13. Histogram of the distribution of scores on the measure of Role Conflict.

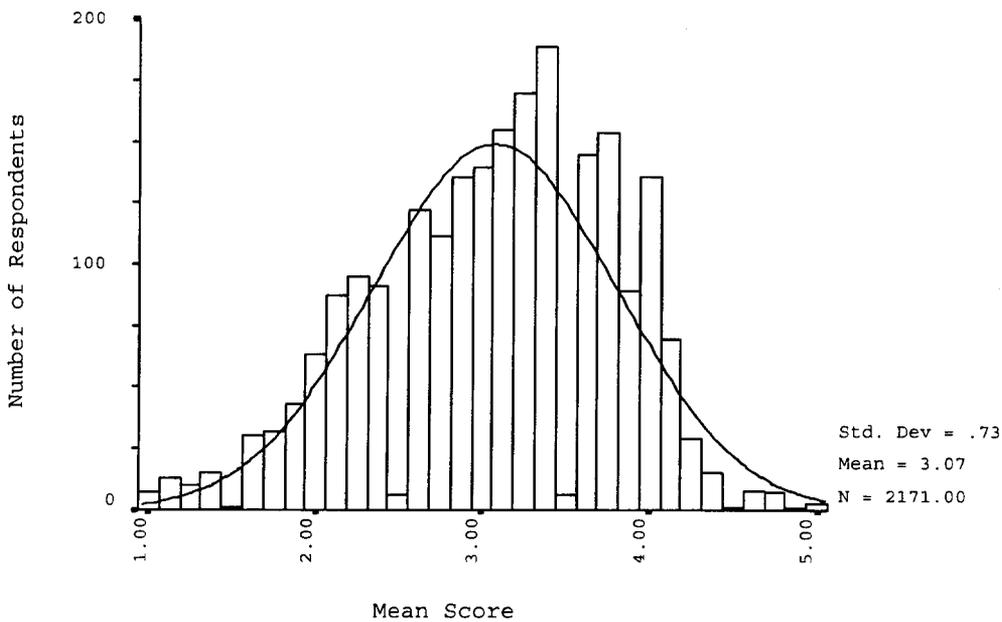


Figure 14. Histogram of the distribution of scores on the measure of Ambiguity.

Job Satisfaction

Job Satisfaction is summarized in Table 12 and Figures 15-20. On the single-item measures of Job Satisfaction, over 84% of the COs reported being somewhat to very satisfied with their job. Many of the COs reported that the job met their personal needs (Intrinsic values of work) and that work was convenient. The COs also tended to perceive that there were high levels of personal safety at work. However, there was a general uncertainty about the extrinsic value of their position and whether the rewards for their job were fair. These results tend to be confirmed by the distribution of scores shown in Figure 19, where almost 36% of the COs are at or above 3, indicating that they are considering or actively pursuing leaving corrections.

Table 12. Job Satisfaction

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Intrinsic Value of Work	16(1-5)	2171	3.14	.52	.88
Extrinsic Value of Work	9(1-5)	2171	2.99	.61	.74
Work Convenience	4(1-5)	2165	3.57	.69	.53
Reward	6(1-5)	2155	2.62	.82	.88
Intent to Leave	5(1-5)	2169	2.71	.63	.58
Safety at Work	6(1-5)	2169	3.79	.60	.64

Note. *Ranges are in parentheses.

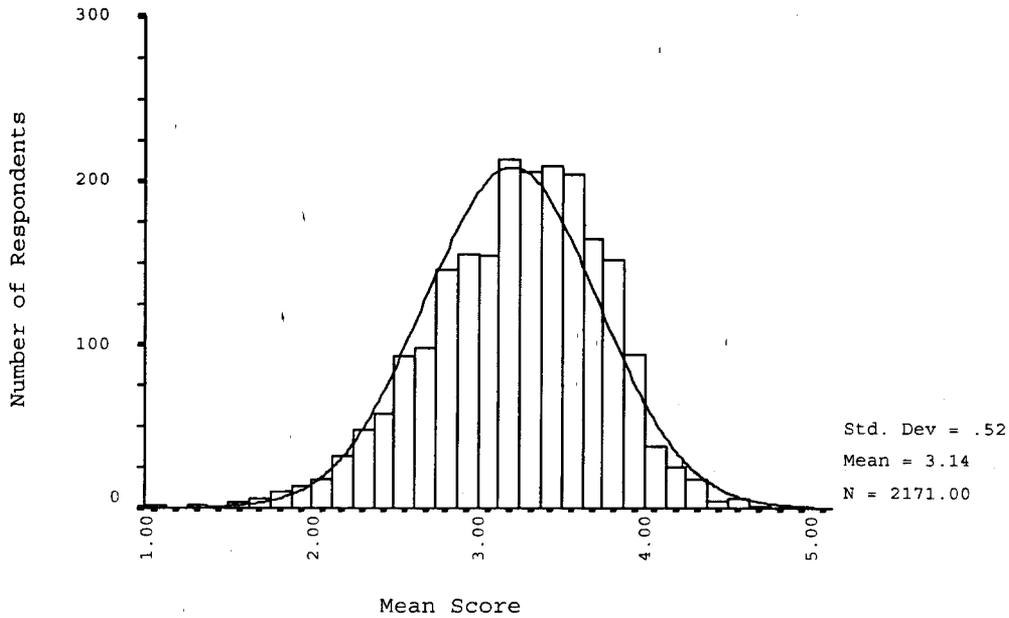


Figure 15. Histogram of the distribution of scores for the Intrinsic Value of Work measure.

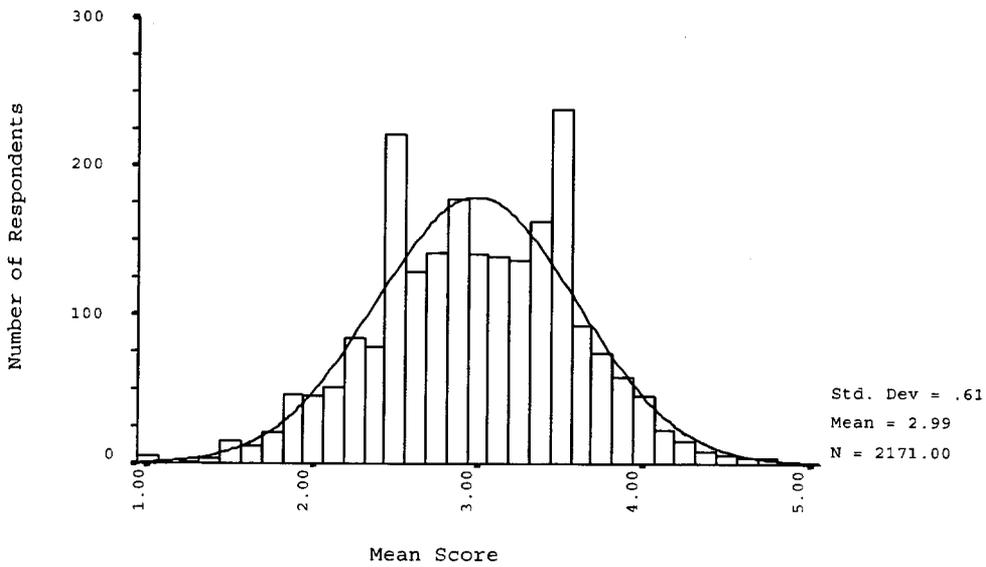


Figure 16. Histogram of the distribution of scores for the Extrinsic Value of Work measure.

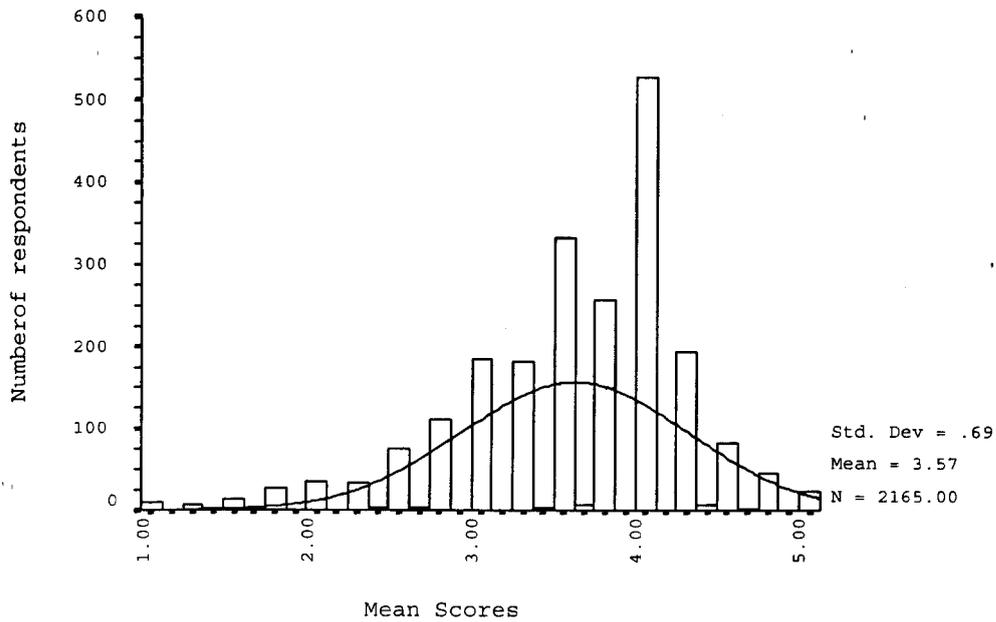


Figure 17. Histogram of the distribution of scores on the measure of Work Convenience.

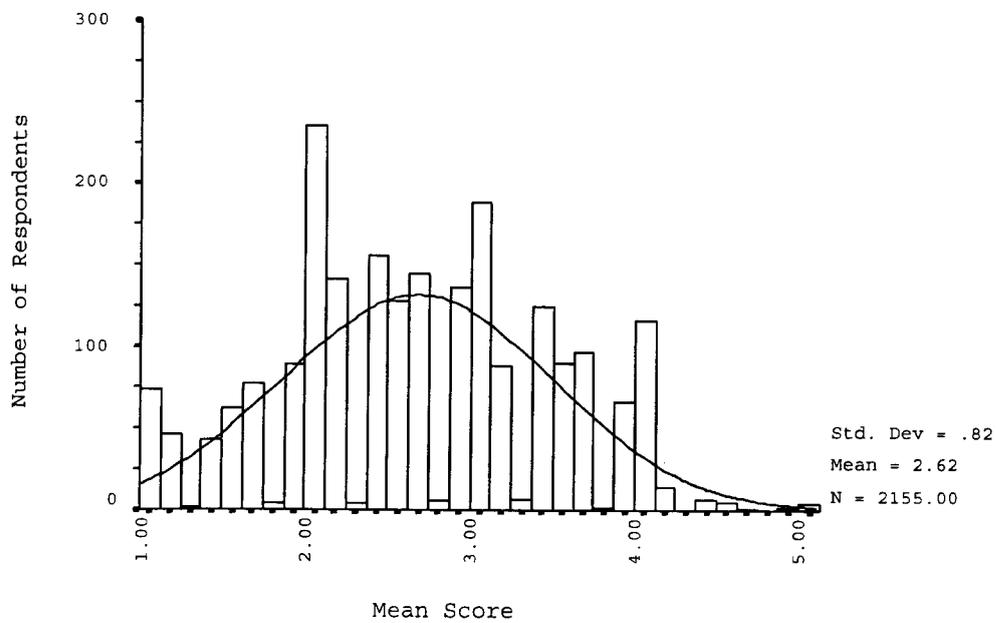


Figure 18. Histogram of the distribution of scores on the measure of Reward.

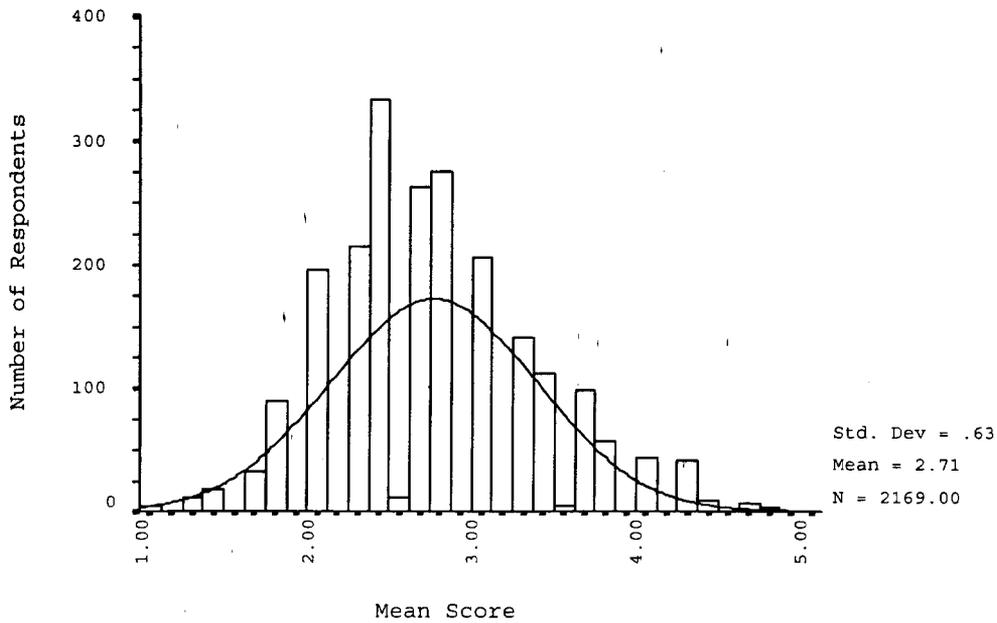


Figure 19. Histogram of the distribution of scores on the measure of the Intent to Leave.

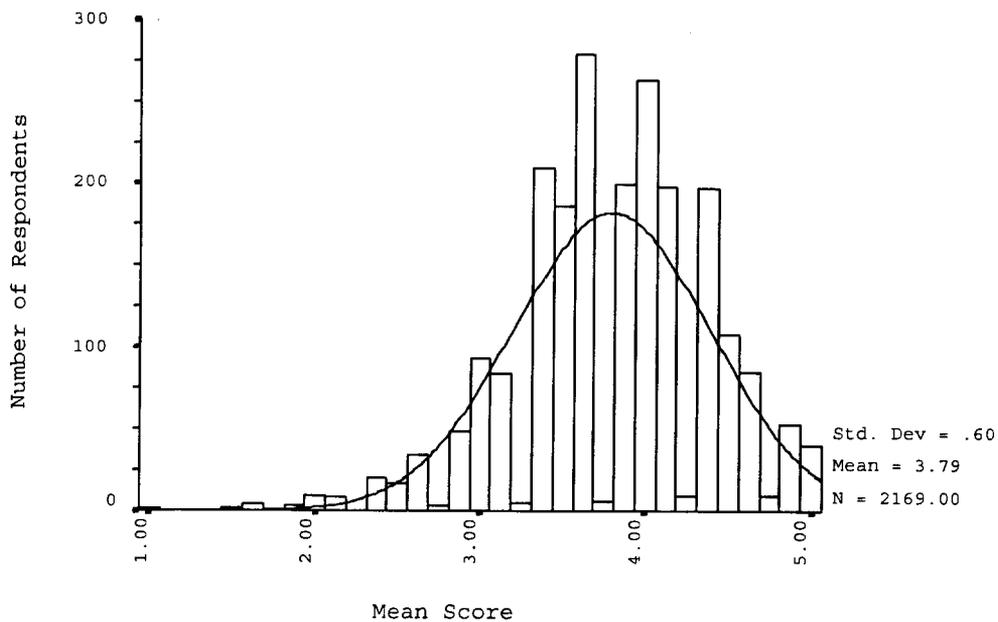


Figure 20. Histogram of the distribution of scores on the measure of the Safety of CO at work.

Job Enrichment

Table 13 (Figures 21-23) summarizes Job Enrichment. The reliabilities for these measures (Interest in Rehabilitation, Compassion, and Keeping a distance between inmates and COs) were generally low ranging from .46 to .66. In general, COs indicated that they were uncertain about their role with respect to rehabilitation of inmates. This was also true with respect to having compassion for inmates. That is, COs tended to be uncertain about whether they should be compassionate about the plight of the inmates. However, there was general agreement with the idea that COs should keep a distance between themselves and the inmates.

Table 13. Job Enrichment

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Interest in Rehabilitation	6(1-5)	2156	2.99	.65	.66
Compassion for Inmates	5(1-5)	2155	2.80	.61	.56
Keeping a Distance	4(1-5)	2155	3.53	.65	.46

Note. Ranges are in parentheses.

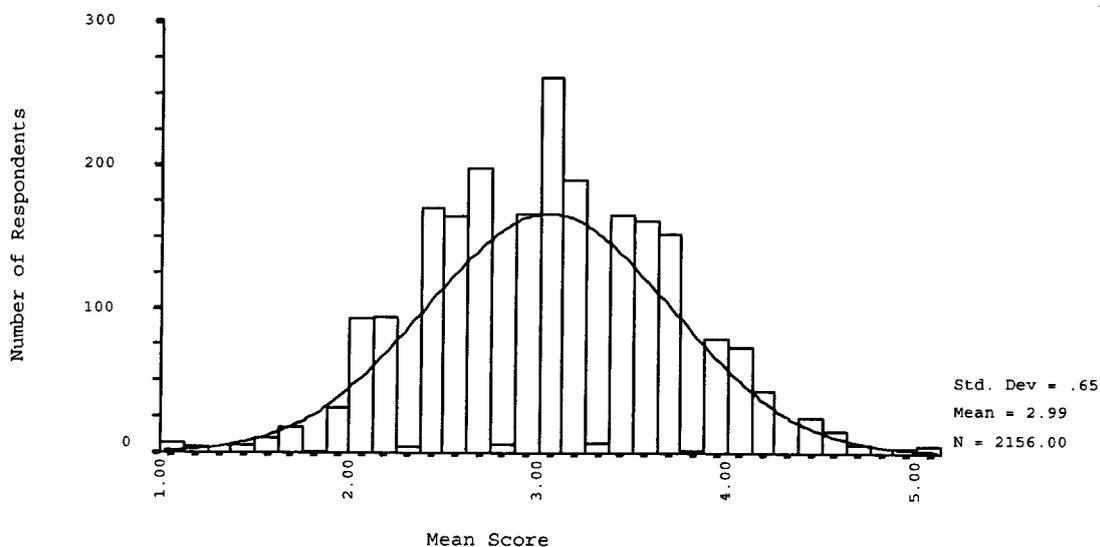


Figure 21. Histogram of the distribution of scores on the measure of Interest in Rehabilitation of Inmates.

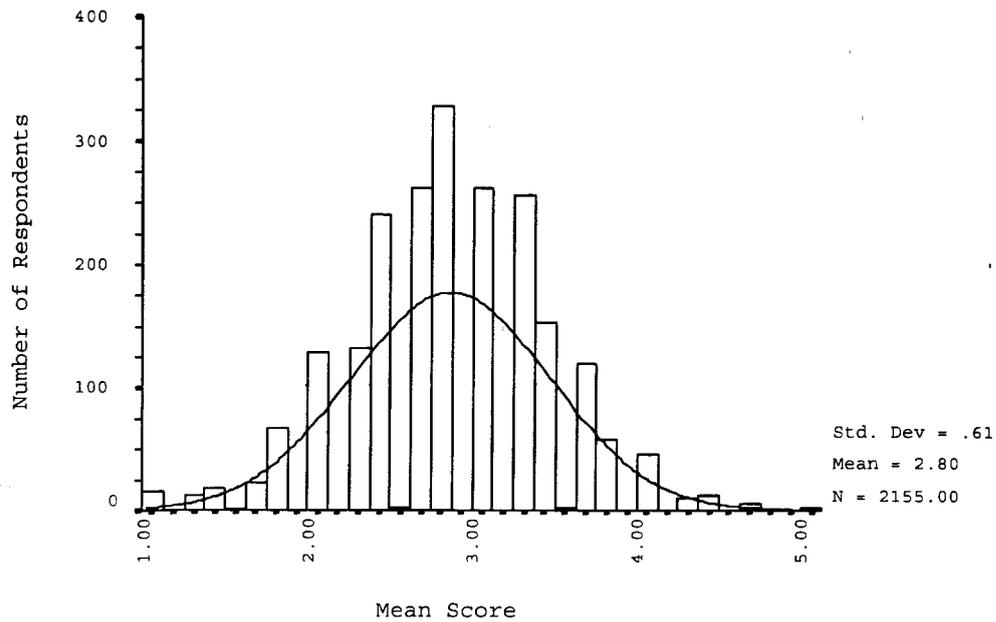


Figure 22. Histogram of the distribution of scores on the measure of having compassion for the inmates.

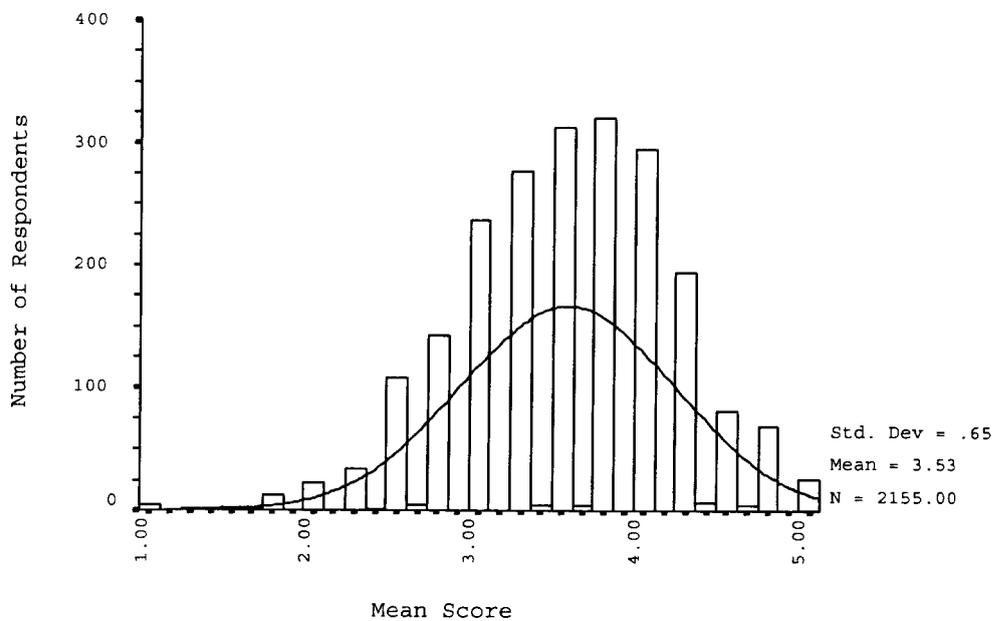


Figure 23. Histogram of the distribution of scores on the measure of keeping a distance from the inmates.

Condition of the Correction Officer's Life

The measures of satisfaction with life and relationships in general were each assessed using a single question asking about overall level of satisfaction. Ninety three percent (93%) of the responding COs indicated that they were somewhat to very satisfied with their lives, and 89% report being satisfied with their present relationship. Other indicators of Life and Family Satisfaction are summarized in Table 14 (Figures 24-26).

The reliabilities of the measures in Table 14 range from a low of .63 (Overall Life Satisfaction) to a high of .83 (Finances). The scores indicate that overall COs are satisfied with the lives, moderately concerned with the safety of their families (related to their jobs), but not overly concerned about their personal finances present or future. However, further inspection of Figure 26 indicates that there is a large variation among COs with respect to their concern over their finances.

Table 14. Life and family satisfaction

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Overall Life Satisfaction	5(1-5)	2171	3.16	.65	.63
Safety of Family	5(1-5)	2171	3.08	.92	.81
Finances	5(0-5)	2056	1.89	1.42	.83

Note. Ranges are in parentheses.

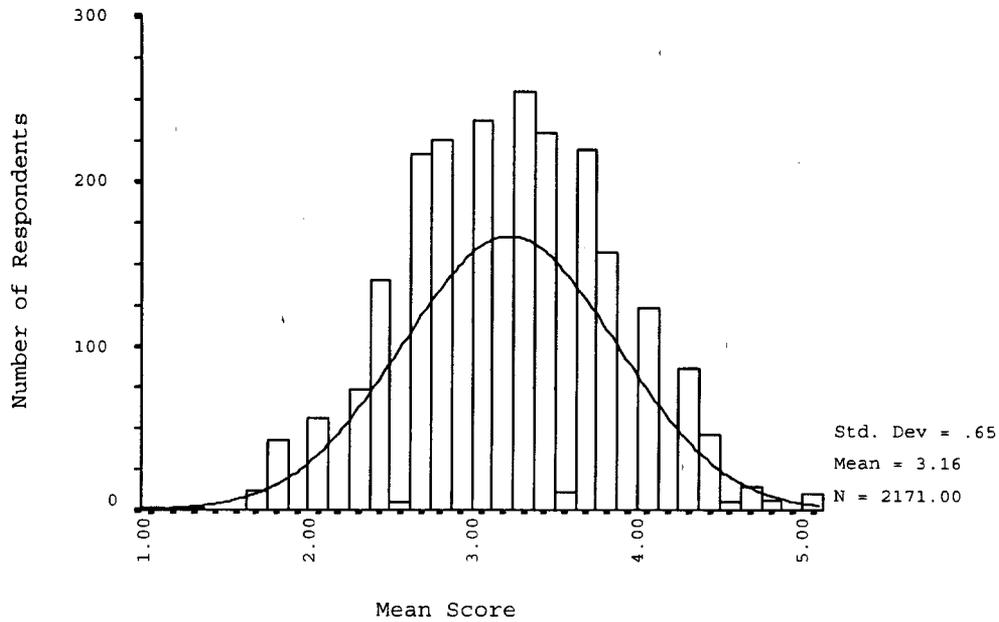


Figure 24. Histogram of the distribution of scores on the measure of Life Satisfaction.

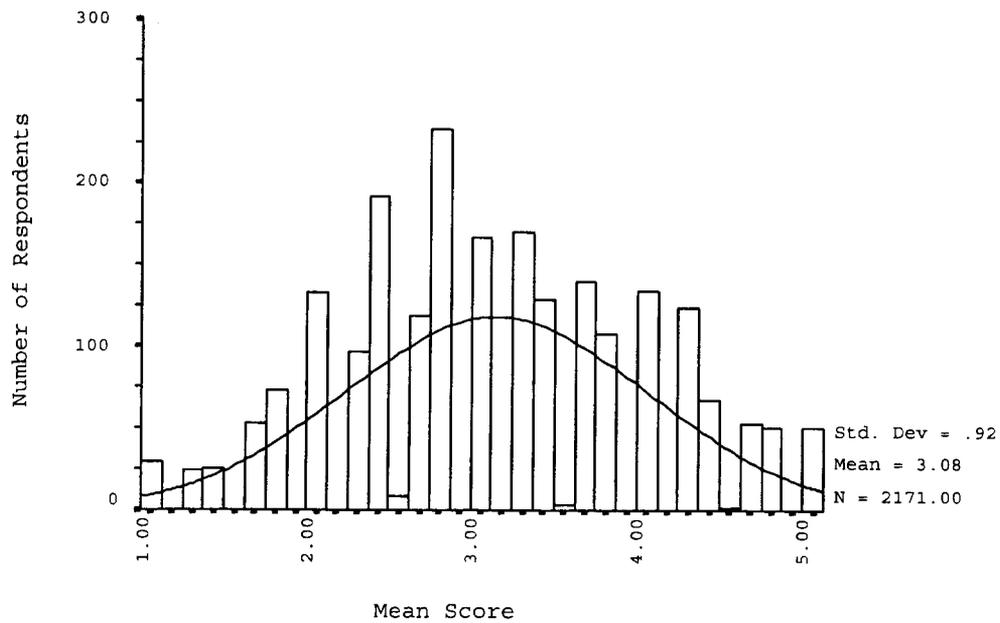


Figure 25. Histogram of the distribution of scores on the measure of Family Safety.

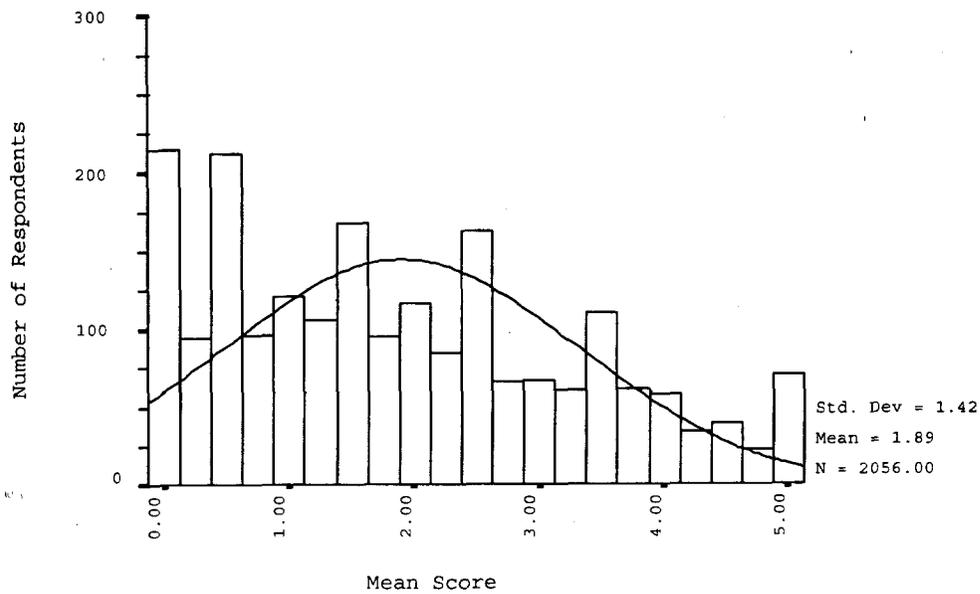


Figure 26. Histogram of the distribution of scores on the measure of Finances.

Table 15 describes the statistics for the measure of the level of inter-role conflict in the COs life, including conflict in relationships, work to family conflict, and family to work conflict. Respondents reported little overall conflict with their relationships (See Figure 27). On the Work to Family Conflict measure (See Figure 28), COs indicated that the demands created by their jobs tended not to interfere with performing family-related responsibilities. The only area of concern raised by over 65% of the respondents, was that because of work responsibilities family plans have to be changed. Little conflict is reported with respect to the Family-Work Conflict scale. In general, COs do not feel that their family life interferes with their ability to do their jobs (See Figure 29).

Table 15. Inter-role Conflict

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Relationship Conflict	8(1-5)	2169	2.79	.72	.78
WFC	6(1-5)	2171	2.83	.82	.79
FWC	5(1-5)	2170	2.05	.66	.73

Note. *Ranges are in parentheses.

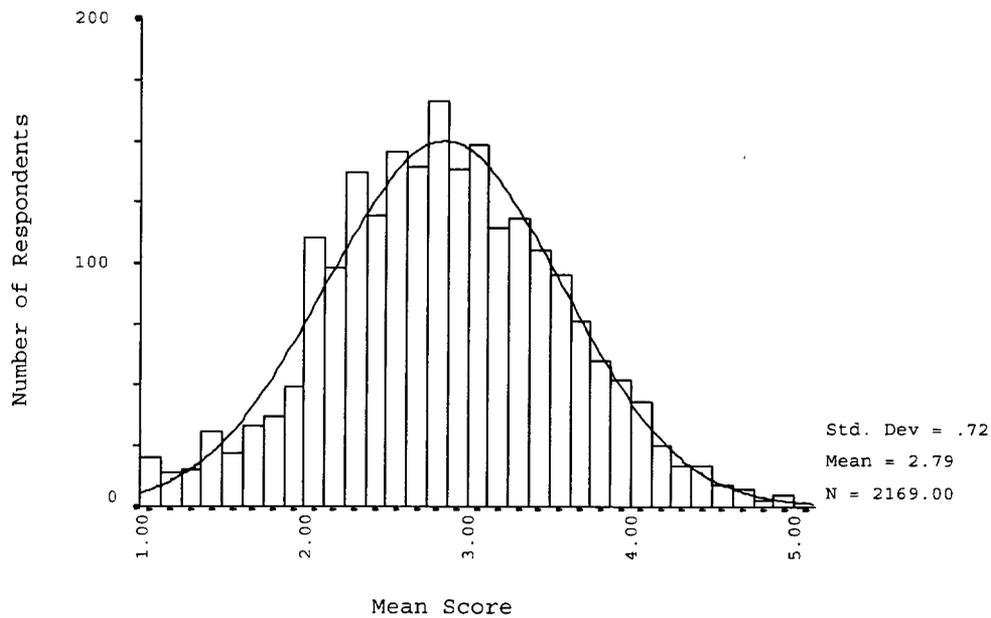


Figure 27. Histogram of the distribution of scores on the measure of Relationship Conflict.

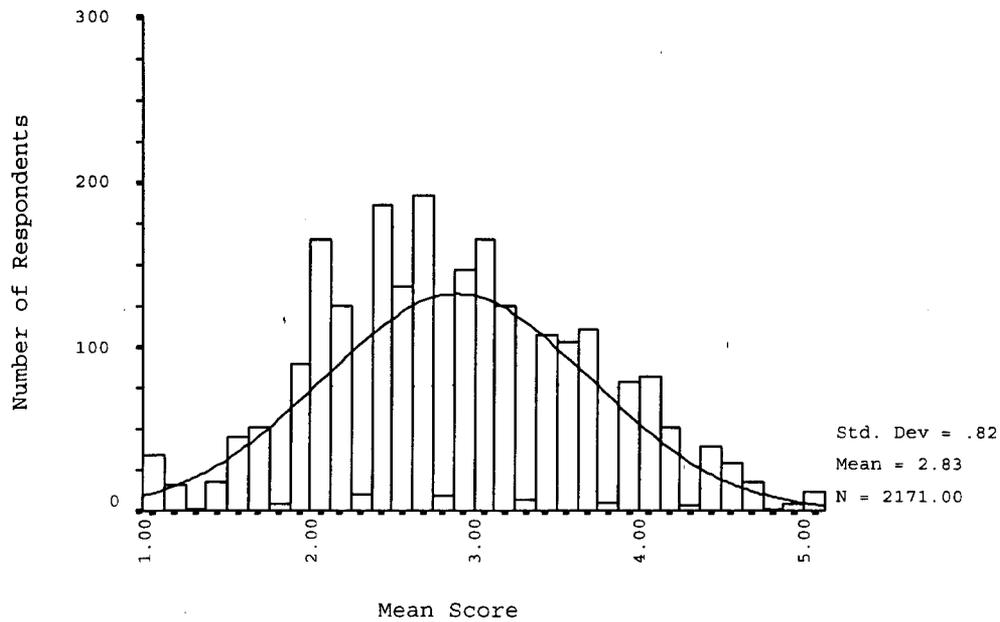


Figure 28. Histogram of the distribution of scores on the measure of Work to Family Conflict.

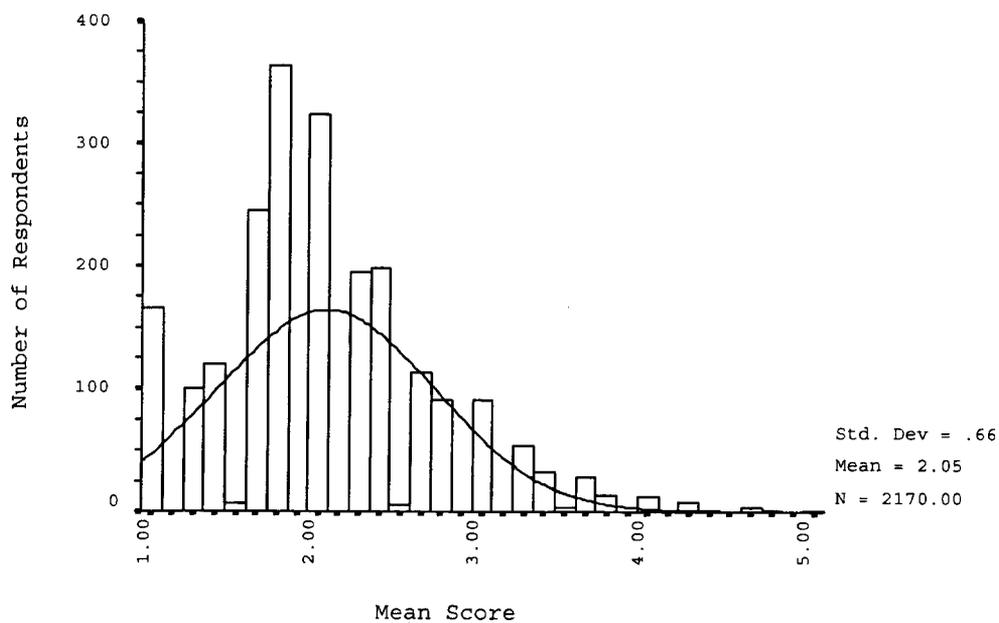


Figure 29. Histogram of the distribution of scores on the measure of Family to Work Conflict.

Health and Well-Being

Table 16 is a summary of the frequency of self-reported medical conditions. Over 15% of the respondents reported that they experience chronic low back pain, and over 86% of those COs report that they developed the low back pain after they were hired as a correction officer. Almost 3% of the COs reported that they were presently taking medication for depression. However 4.6% of the COs reported having been diagnosed with clinical depression, of those, 95% reported that they were diagnosed after being hired. High blood pressure has reportedly been diagnosed in over 17% of the respondents, almost 80% of those COs reportedly diagnosed after hire. In addition, 23% reported that they smoke cigarettes; with the average being 1.28 packs per day.

Table 16. Self-reported medical conditions

Have you ever been diagnosed as having:	Number reporting having the specific condition		Number reporting having the condition diagnosed before being hired?	
	Yes	Total	Yes	%
Diabetes?	78 (3.74)	2088	12	15.38
Chronic low back pain?	323 (15.37)	2095	43	13.31
Clinical depression?	95 (4.59)	2069	5	5.26
High blood pressure?	369 (17.36)	2125	72	19.51
Liver disease?	22 (1.06)	2076	6	27.27
Heart disease?	26 (1.25)	2076	4	15.38

Note. The numbers in parentheses are percents.

Table 17 is a summary of the self-report of how often COs consumed alcohol (beer, wine, mixed drinks, and straight liquor). Approximately 40% of the COs reported that they drink beer

at least 1-2 times per week, 13% report they consume mixed drinks, and almost 7% report drinking straight liquor at least 1-2 times per week. It would appear from the results that approximately 4% of those responding reportedly drink some alcohol daily. In the six months prior to the administration of the survey, approximately 13.5% of the COs reported that they had increased their alcohol intake.

Table 17. Alcohol use

Item Stem	Percentage at each point				
	1	2	3	4	5
How often do you drink Beer?	29.34	30.14	25.05	12.26	3.21
How often do you drink Wine?	64.40	27.29	5.98	1.90	0.44
How often do you drink Mixed liquor drinks?	52.51	33.72	10.43	2.71	0.63
How often do you drink Straight liquor?	79.80	13.25	4.50	1.66	0.78

Note. 1 =Never, 2=1 to 2 times per month, 3=1 to 2 times per week, 4=3 to 4 times per week, 5=Daily.

Table 18 shows the types of relaxation activities and the amount of time engaged in the activity reported. More than 85% of the respondents report watching television, visiting with family or friends, working around the house, or reading at least once a week. Approximately 50% of the COs reportedly participate in some type of sport (baseball, basketball, volleyball, golf, bowling), work out at a gym or at home, or engaged in some other type of physical activity (such as walking, running, jogging, swimming, and/or hiking) at least once a week. Forty-six percent (46%) of the respondents reported to have dined at least weekly in the prior six months. More than 45% of the respondents also reported using a computer at least once a week, and more than 20% reported using a computer daily.

Table 18. Relaxation

In the past 6 months, how often have you:	Percentage at each point					
	1	2	3	4	5	6
watched television?	1.02	0.68	4.09	3.99	23.55	66.67
read a newspaper, magazine, or a book?	1.75	1.65	5.11	6.03	26.33	59.12
visited with family, friends, or neighbors?	1.32	3.86	14.86	19.21	34.31	26.44
played sports (baseball, basketball, volleyball, golf, bowling, etc.)?	16.21	13.63	19.86	15.48	22.35	12.46
worked on hobbies?	20.74	10.93	20.50	14.98	19.28	13.57
worked around the house?	2.70	2.95	10.85	15.27	30.58	37.65
dined out at a restaurant?	2.77	12.55	38.42	28.89	15.03	2.33
gone to the movies?	20.18	40.35	29.58	6.43	2.63	0.83
gone to a party/dancing?	23.83	38.38	27.49	5.81	3.71	0.78
gone to a nightclub or bar?	34.11	28.36	22.89	7.17	6.34	1.12
gone bike or motorcycle riding?	49.95	18.66	13.61	5.75	8.30	3.73
gone walking, running, jogging, swimming, and/or hiking?	12.91	14.14	24.64	13.50	22.83	11.98
gambled at a casino or on a sports event?	54.01	31.56	9.00	2.20	1.86	1.37
worked out at home or a gym?	24.73	11.80	16.83	7.51	22.10	17.02
gone fishing/hunting?	58.57	16.99	12.95	4.67	5.21	1.61
used a computer?	27.32	13.81	13.81	7.49	16.58	21.00

Note. 1 = Never, 2 = Once in 6 months, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Daily.

Table 19 reports the percentage of COs reporting physiological symptoms that may be associated with stress, anxiety, depression, or other emotional or physical ailments.

Approximately 57% report no problems with sleep. Which translates to more than 40% reporting either trouble falling asleep or staying asleep more than once a month, with approximately 35% reporting trouble with sleep more than a few times a month (almost 20%

daily). In line with these figures, almost 50% report that they have no energy or are excessively tired at least once a month, (21% more than once a week), and/or have difficulty getting up in the morning. Frequent headaches were reported by 44% of the respondents. More than 16% report headaches at least a few times per month, approximately 13% report at least weekly headaches, and almost 4% report daily headaches. Almost 12% of the respondents report migraines at least once a month (almost 4% report migraines at least a few times per week or daily).

The percent of other symptoms that were reported to occur frequently (more than once a month) included a lack of emotional responsiveness (25%), an inability to find pleasure in anything (approximately 20%), a feeling of hopelessness and/or worthlessness (approximately 13%), and a feeling that either something bad was going to happen (17%) and/or that everything that goes wrong is your fault (12%). Approximately 16% reported having trouble catching their breath or shortness of breath at least once a month with approximately 4% more reporting these same symptoms occurring a few times a week to daily. Over 4% of the respondents report taking prescription drugs to relieve stress and/or anxiety at least a few times a week. Almost 20% of the COs reported that they felt blue or depressed at least once to a few times a month. An additional 10% report these feelings a few times a week to daily. An alarming 3% of the respondents reported thoughts of ending their lives at least once a month, and an additional 6% report such thoughts 1-2 times in the past six months.

Additional physiological symptoms included almost 30% have experienced a change in their appetites, and feeling nervous or fidgety. Back or spine pain was reported at least once a month by approximately 32% of the COs. Approximately 30% of the respondents reported a loss of sexual interest in the past six months, and 40% report a feeling of being trapped and experiencing pains or pounding in their chest.

Table 20 summarizes items relating to depressive thoughts and actions that were rated using a 5-point disagreement/agreement Likert scale. Approximately 8% of the COs responded that they agree or strongly agree that they have difficulty with making decisions, or feel confused most of the time. An additional 12% were undecided. Two items addressed the COs perception of their ability to cope, approximately 23-35% of the respondents were either undecided, agreed, or strongly agreed that their ability to cope has diminished. Approximately 30% of the COs felt that things that use to slide right off their backs, now really irritated them, and the same percentage felt that things that they use to find enjoyable don't interest them anymore.

Table 21 summarizes how often COs have experienced feelings of blame, loss of feelings, mood swings, and guilt. Approximately 5% of the COs reported that at least once a week they blamed themselves and felt guilty for things that were not under their control, or that had gone. More than 8% reported that at least once a week they experienced a loss of feelings for family and friends. Fifteen percent (15%) reported having mood swings at least once a week.

Tables 22-25 summarize stressful events that may have been experienced on the job or in the COs personal lives. Outlets and/or resources utilized, and how COs may have responded to stressful events are also summarized. Table 22 investigates work related stressful events. Seventeen percent (17%; N = 353) report having experienced the death of an inmate. Forty-three percent (43%; N = 886) report trouble with a co-worker, and over 28% (N = 587) report experiencing trouble with a supervisor. It was also reported that 267 COs were accused of abuse by inmates, and 277 COs report being involved in a disciplinary action. Over sixteen percent (16.4%) of the COs report assignment changes, and 2.0% of report involuntary transfers.

Table 19. Physiological Stress Index

How often have you experienced the following:	Percentage at each score point						
	0	1	2	3	4	5	6
Pains or pounding in your chest	61.06	21.47	3.96	8.06	1.72	2.47	1.26
Faintness or dizziness	69.45	18.98	3.54	4.38	1.17	1.91	0.56
Loss of sexual interest	70.59	9.99	4.55	8.07	1.22	6.71	1.88
A feeling of no energy or excessive tiredness	21.51	20.86	11.34	18.39	7.05	14.42	6.44
Thoughts of ending your life	91.30	5.96	0.51	1.26	0.19	0.28	0.51
Feelings of being trapped	62.61	16.29	5.88	6.12	2.24	2.71	4.15
Headaches or pressure in your head	32.21	23.84	10.57	16.57	5.52	7.81	3.65
Feeling blue or depressed	41.35	26.39	9.70	10.54	3.64	6.06	2.33
Trouble catching your breath or shortness of breath	70.08	14.12	3.96	6.06	1.58	3.17	1.03
Nausea, upset stomach, or stomach pains	49.00	26.62	7.68	8.75	2.61	3.77	1.58
Sudden feelings of fear or panic	73.63	16.08	3.31	3.63	1.54	0.79	1.03
A feeling that something bad was going to happen to you	56.76	26.58	5.94	5.90	1.78	1.31	1.73
Feeling that everything that goes wrong is your fault	73.09	15.04	4.00	4.05	1.26	1.40	1.16
Migraines	69.26	15.11	4.76	5.32	1.87	2.38	1.31
Pains in your back or spine	48.27	19.59	7.28	9.84	4.06	5.55	5.41
Reoccurring bouts of the flu	68.22	25.65	2.71	2.06	0.46	0.23	0.65
Trouble getting to sleep	38.00	18.83	8.21	12.73	4.76	10.54	6.95
Trouble staying asleep	41.50	15.36	7.19	12.09	4.62	11.11	8.12
Finding it difficult to get up in the morning	32.24	16.99	8.59	14.37	5.93	11.62	10.27
Sweaty or damp and clammy hands	70.89	12.48	4.11	4.86	1.92	3.69	2.06
Feeling nervous or fidgety	55.07	19.62	7.52	7.66	3.36	4.48	2.29
A change in appetite	50.49	20.81	7.00	10.59	3.03	4.57	3.50
Taking prescription drugs to relieve stress and/or anxiety	90.39	3.59	0.51	0.93	0.47	0.61	3.50
Crying spells	87.63	7.09	1.68	1.73	0.70	0.75	0.42
Lack of emotional responsiveness	58.73	16.90	5.74	7.10	3.27	4.90	3.36
Inability to find pleasure in anything	63.87	16.20	6.10	6.10	2.00	3.68	2.05
Feeling of hopelessness	73.00	13.04	3.82	4.61	1.58	2.42	1.54
Feeling of worthlessness	76.02	11.80	3.76	2.88	1.86	2.14	1.53

Note. 0 = Never, 1 = 1 to 2 times in the last 6 months, 2 = Once a month, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Daily.

Table 20. Depressive thoughts and actions scale

Item Stem	Percentage at each score point				
	SD	D	U	A	SA
I just don't seem to be able to make important decisions any more	35.84	44.29	11.93	5.99	1.95
Lately, I feel confused most of the time	35.41	44.83	11.37	6.62	1.77
Lately, my ability to cope on a daily basis has been really reduced	18.55	45.90	18.31	14.77	2.47
Lately, things that I use to find enjoyable don't interest me	14.13	43.36	14.13	23.56	4.83
I'm finding it harder and harder to cope on a daily basis	25.92	50.26	11.96	10.10	1.77
I generally want to be left alone	5.40	33.63	11.74	37.63	11.60
Things that use to slide right off my back, now really irritate me	9.08	43.18	17.23	25.76	4.75
I just can't seem to remember things any more	17.41	49.42	13.77	16.85	2.57

Note. SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree.

Table 21. Emotional Depression

How often have you-	Percentage at each score point					
	1	2	3	4	5	6
blamed yourself for things that are not under your control?	67.53	17.19	9.86	2.54	2.05	0.83
had a loss of any feelings for family and friends?	60.26	18.67	12.51	2.83	3.42	2.30
experienced mood swings?	29.39	20.88	26.11	8.12	9.49	6.01
felt guilty about everything that went wrong?	58.75	19.60	12.51	4.01	3.42	1.71

Note. 1 = Never, 2 = Once in 6 months, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Daily.

Table 22. The number and percent reporting experiencing work related stressful events

During the past year, have you or anyone in your immediate family experienced the following?	Number Reporting Yes	Percent
The death of an inmate?	353	17.19
Trouble with a co-worker?	882	42.92
Inmates accuse you of abuse?	270	13.14
A change in work location?	408	19.85
Trouble with a supervisor?	584	28.43
An involuntary transfer	44	2.14
A change in shift assignment?	339	16.50
A disciplinary action?	279	13.58

Table 23 outlines Family Related Stressful Events that included 22.8% of the respondents experiencing a marriage in the past year, while 13.3% report being involved in a divorce (18.2% involved in a marital separation). Almost one third of the COs reported a pregnancy/birth or adoption in their family. Almost 18% of the COs report being involved in legal problems. More than 30% of the COs report the death of an immediate family member, and more than 40% report the death of a close friend or co-worker. Within the past year, 14.4% (N = 298) of COs report having been diagnosed with a life threatening illness and 26% report a prolonged period of sickness of an immediate member of their family. It was also noteworthy that almost 20% report having to care for an elderly relative.

Table 23. The number and percent reporting experiencing family related stressful events

During the past year, have you or anyone in your immediate family experienced the following?	Number Reporting	
	Yes	Percent
A marriage	473	22.98
A divorce	277	13.46
Marital separation	375	18.24
A pregnancy/birth/adoption	626	30.48
The death of an immediate family member	581	28.29
The death of a close friend or co-worker	846	41.15
Being diagnosed with a life threatening illness	298	14.47
A prolonged period of sickness of an immediate member of your family	541	26.26
Legal problems	366	17.82
An inmate threatened you or your family	413	20.08
Having to take care of an elderly relative	393	19.12
A decrease in your income of more than 20%	322	15.65

How COs respond to stress is summarized in Table 24. Less than 25% report that they respond to stress by shouting or yelling, or become argumentative more than a few times a month. Although less than 10% report kicking or slamming their fist against something in times of stress, 7.3% report striking out at the source of stress, and 2% report using physical force to end the situation.

Table 25 summaries how COs report they cope with a stressful situation. After a stressful situation, approximately 25% of COs report that they frequently (at least once a week) draw on past experiences from similar situations, seek advice from a friend or relative (spouse/significant other). Almost half (47.6%) report that they exercise weekly to relieve stress. While over 16%

frequently seek the advice of a senior officer, less than 2%, report they seek professional help (e.g. EAP), and almost 90% report having never sought out professional help to deal with stress.

Table 24. Responding to a stressful situation

During a stressful situation, how often did you...	Percentage at each score point					
	1	2	3	4	5	6
respond to the source of stress by shouting/yelling?	27.48	26.75	22.42	7.49	10.41	5.45
become argumentative?	26.22	27.09	24.66	8.46	9.34	4.23
kick or slam your fist against something?	65.69	17.81	7.59	4.14	3.31	1.46
strike out at the source of the stress?	70.32	14.91	7.41	2.83	2.92	1.61
use physical force to end the situation?	83.96	11.62	2.33	0.73	0.68	0.68

Note. 1 = Never, 2 = Once in 6 months, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Daily.

Table 25. Coping with a stressful situation

After a stressful situation:	Percentage at each score point					
	1	2	3	4	5	6
how often did you draw on past experiences from similar situations?	24.45	29.28	21.00	7.84	6.26	11.19
how often did you seek advice from a senior officer?	31.93	31.39	20.11	5.93	5.84	4.81
how often did you want to be left alone?	29.55	19.81	18.34	7.67	10.32	14.31
how often did you seek advice from a friend or relative?	29.77	27.91	21.53	8.48	6.92	5.39
how often did you seek advice from your spouse/significant other	31.20	20.54	19.20	9.08	8.53	11.46
how often did you exercise to relieve the stress?	24.95	12.11	15.44	8.28	21.52	17.70
how often did you seek professional help (for example EAP)?	89.71	6.86	1.76	0.59	0.39	0.69

Note. 1 = Never, 2 = Once in 6 months, 3 = A few times a month, 4 = Once a week, 5 = A few times a week, 6 = Daily.

Self Evaluation

Self-efficacy and self-ratings are summarized in Table 26 – Self Evaluation. Correction Officers were asked how confident they were about dealing with resolving issues and defusing dangerous situations, assessing or responding to dangerous situations (or medical emergencies), and evaluating and/or implementing emergency procedures. The mean score for self-efficacy was 4.10. Figure 30 shows that the distribution of scores were negatively skewed indicating that most COs were either confident or very confident about their ability to perform in an emergency and fulfill their job requirements. The mean score for the self-rating of COs ability to reach their goals, handle a crisis situation, overall performance, and their knowledge of the rules and procedures in their facility was 3.00. That is, COs rated themselves as “Good” to “Excellent” with respect to their perceived abilities. Figure 31 illustrates the distribution of scores on the self-rating.

Table 26. Self Evaluation

Scale	Number of Items*	Number of Respondents	Mean	Standard Deviation	Alpha Reliability
Self-Efficacy	11(1-5)	2162	4.10	.48	.86
Self-Rating	4(1-4)	2059	3.00	.56	.79

Note. *Ranges are in parentheses.

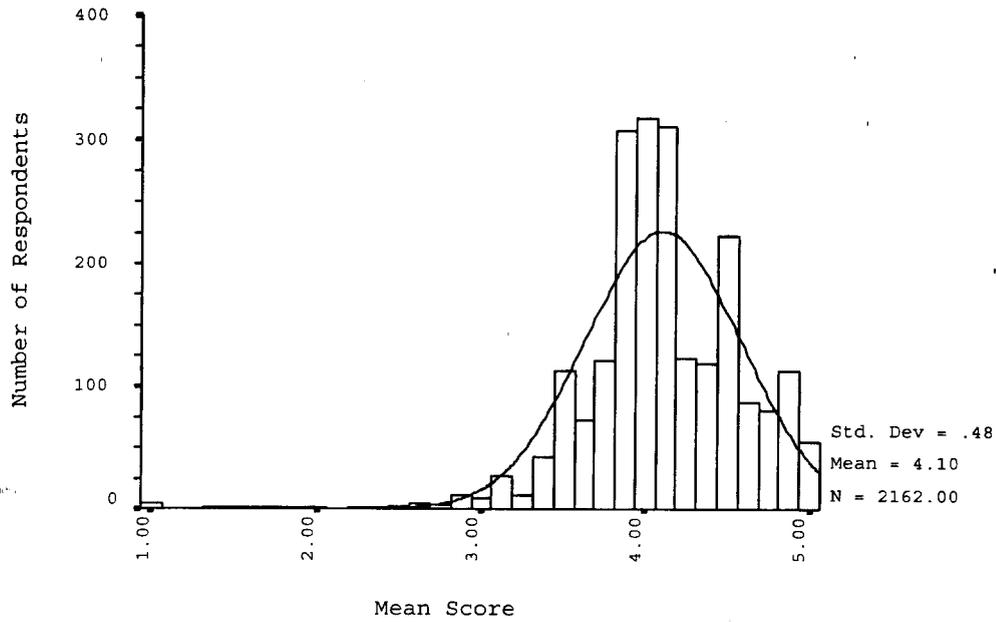


Figure 30. Histogram of the distribution of scores on the measure of Self-Efficacy.

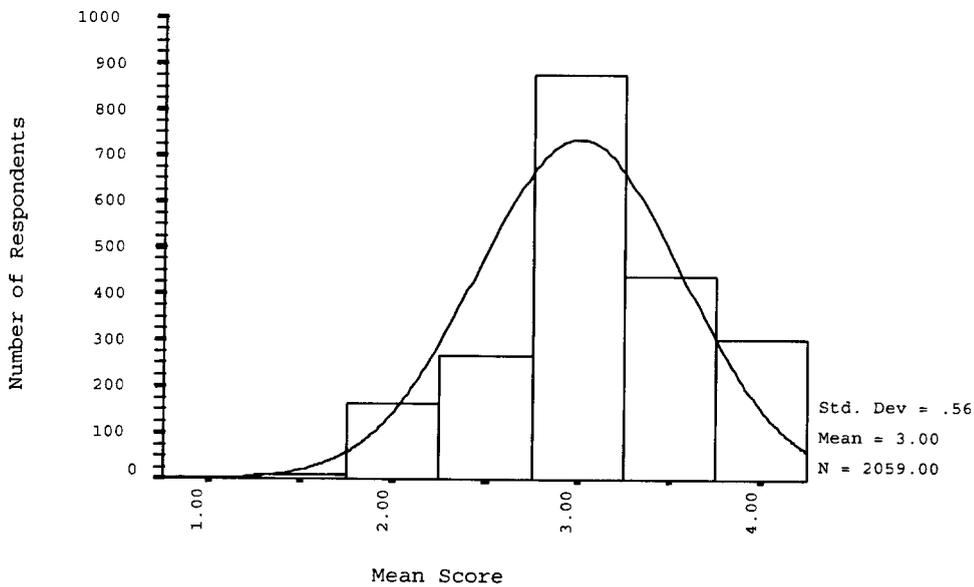


Figure 31. Histogram of the distribution of scores on the measure of Self-Rating.

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