

RESEARCH OF EMOTIONAL WELL-BEING AND JOB BURNOUT OF PRISON STAFF

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ABSTRACT

Insufficiency of empirical data as regarding staff in Croatian penal system resulted in conducting the scientific project involving wide spectrum of its characteristics, ranging from emotional well-being connected to job to consequences of caused stress like job burnout. This project will take into account emotional, contemplative, and behavioral components related to work, as well as some objective facts resulting from socio-demographic status. Varied aspects of human actualization on working posts will be investigated, with highlight on autonomy, personal development, skills, and positive relationships. As for subjective well-being related to work, the project will focus on satisfaction with work, as well as positive and negative uncontrolled emotions.

The goals of this project will be to scrutinize correlation between aspects of human actualization and subjective well-being, as well as differences in assessment of well-being of prison staff given the socio-demographic variables, organizational units where they work and job positions they hold. The instruments used in this study were: Work Locus of Control Scale (Spector, 1988), Job Satisfaction Survey (Spector, 1985), Factual Autonomy Scale (Spector, and Fox, 2003), Organizational Constraints Scale (Spector and Jex, 1998), Physical Symptoms Inventory (Spector, Jex, 1998), Job-related Affective Well-being Scale (Van Katwyk, Fox, Spector, and Kelloway, 2000), Maslach Burnout Inventory (Maslach, and Jackson, 1981), Counterproductive Work Behavior (Spector, Fox, Penney, Bruursema, Goh, and Kessler, 2003), Police Stress Questionnaire (McCreary, et al. 2006), Lifestyle Stress Test (Walters, 1998), Fear Checklist (Walters 1998), Values Inventory (Walters, 1998) and Questionnaire on Socio-Demographic Features and Dome Characteristics of Work (Novak, Mikšaj-Todorović, and Josipović, 2007).

As a pre-test of the project, a pilot study was conducted on employees of Croatian academic institutions in 2007. The total number of subjects was 149. The pilot study confirmed applicability of all the instruments scheduled to be used in the main project.

Key words: emotional well-being, staff, job, stress, burnout.

INTRODUCTION

The development of criminology commenced at the end of 19th and at the beginning of 20th century by fundamental question "why does man commit criminal offences?" As a reaction to postulates of classic criminal jurisprudence, the analyses and studies were primarily oriented to criminal offenders in sense of researching the etiology of criminal behavior, and consequently, of criminal prosecution of perpetrators including the stage of enforcing criminal sanctions. The penological literature comprehensively exhausts ideological, theoretical, and practical aspects of enforcing criminal sanctions, and in most cases, this process has a starting point in role of criminal offender himself. Only in the last twenty years some more serious observa-

tions about position of staff having duty to enforce those sanctions have been made, with emphasize on prison staff. Given the general opinion that working in penal institutions is very stressful, this attitude does not surprise. Contemporary literature is trying to find empirical confirmation of this assumption/thesis.

The general term prison staff involves few major categories, dependent on organizational structure in various countries; administrative staff on level of prison system itself or in specific penal institutions; security staff; treatment staff; health-care staff; staff involved in vocational training, occupational activities and work of inmates; administrative and other staff in a wider sense. Therefore, the definition provided by Whitehead, Pollock and Braswell (1993) is

broad and describes "professionals who implement their skills in correctional (prison) environment".

Some studies refer to staff in penal institutions solely in relation to custodial staff, and some involve staff in general. Yet, some studies distinguish staff in two groups; the first one involves supervisors, security and treatment staff and classifies it as group for protection and control (English terminology - "custody oriented"). The second one relates to staff who provides other types of care for health and well-being of inmates and involves education, work, health-care, leisure time activities and alike (English terminology - "non-custody oriented").

PREVIOUS RESEARCH ACROSS THE WORLD

In past twenty years, numerous researches of staff in prison systems have been conducted in Europe, United States of America and in Australia. All of them in various ways analyze attitudes of prison staff to work, their emotions, opinions, values and behaviors related to job.

Researches directed to satisfaction of prison staff with work provide information about emotional/affective responses of employees. Such responses represent result of individual comparison of gains and expectations, needs, desires and assessment of fairness (Lambert and Associates, 2002).

In most cases, studies related to differences in satisfaction with work have been conducted with reference to: some personal characteristics (education, bringing-up models etc.), demographic identity (age, gender, race, and ethnicity and similar), personality characteristics (depressiveness, cynicism, ambiguous perception of role in working post and others), and social support (psychosocial conditions at work, support in home environment, marital relationships and similar). Results of the studies (Carlson, Anson and Thomas, 20003; Holmes, Norton 2003; Lambert, Paoline, Hogan and Baker, 2007) indicate no significant correlation between educational level, race, gender, marital status and satisfaction with work, while correlation between age and satisfaction with work provides contradictory results.

Research on the link between working environment and satisfaction with work shows numerous elements of working environment, which in most general sense, can be grouped in two categories. The first one is organizational structure (centralization, integration, legitimacy, promotion possibilities and similar) where the results of research-

ing satisfaction with work try to be used as for establishing model for successful organization of working environment (Lambert and Associates, 2002). The second group includes characteristics of work (characteristics of working tasks, required skills, clarity of role at work, expected knowledge, etc.) elaborated by authors like Griffith and McMahan (1994), Hackman and Lawler (1971), Hackman and Oldham (1976; according to Lambert and Associates 2002), as well as Welch (1998). The researchers looked at issues of safety at work, which the authors refer to as unfriendly working environment, danger of victimization etc. (Cullen, Link, Wolfen and Frank, 1985; Graf, 1986; Grossi and Berg, 1991). The research results show more satisfaction of prison staff in feeling significance of their contribution, having relative autonomy in decision making about implementation of skills and knowledge, having opportunity for promotion, and clearly defined working tasks. Dissatisfaction correlates with feelings of insufficient control in daily developments and sense of helplessness, whereas there are no differences among prison staff given the status and position they hold.

Requirements of working position and environment confronted with abilities, desires and expectations of employees present a complex and dynamic interrelation. A coordinated interrelation resulted in sequence of opinions, behaviors and emotions that may be defined as satisfaction with work and facts contributing to efficiency and emotional well-being of employees. A lack of coordination among requirements of working environment and abilities as well as expectations of employees is defined as professional or job caused stresses.

Objective indicators of reasons for professional stress as listed in literature (e.g. Holt, 1982) are - physical features of working environment (noise, moisture, danger of physical violence and similar), temporal characteristics of work (short terms, changes of working hours, duration of working time and others), organizational characteristics of work (monotony, irrationality, low incomes and similar), degradation of working position and job loss. According to the same author, subjective indicators of reasons for professional stress are related to problems of roles at work (unclear requirements, role conflicts, high level of responsibility and similar), as well as problems of interpersonal relations (conflicts, isolation, noncooperation and other).

Research involved with possible origins and consequences of stress of prison staff try to define and empirically confirm most significant factors devel-

oping professional stress. Most frequently analyzed predictors of professional stress of prison staff are - influence of physical determinations of prison surroundings, overwork, monotony of job, role problems, social relations, insecurity, health and security risks and poor social status. For instance, O'Donnell and Stephens (2001), Launay and Fielding (1989), Härenstam and Palm (1988), Gerstein, Topp, and Correll (1987), Dignam, Barrera, and West (1986) report influence of physical determinations manifested as tension, discomfort, psychical anxiety and permanent vigilance. Daily tension and distress create negative impact on personal identity of employees, their autonomy and initiative (Fagan 2003, Tom Liou 1995, Cohn 1991, Walters 1991, Breen 1986) and they cause emotional distance (Savicki, Cooley, and Gjesvold 2003).

Heavy work schedule is caused by lack of staff (more extra working hours), high requirements, poor control and insufficient social support among colleagues (Kommer 1990; Huckabee 1992; Dolard and Winefield 1998), and it has been observed that employees who consider their work stressful due to heavy work schedule more frequently suffer of job burnout syndrome (Dignam, Barrera and West 1986).

Some studies report that custodial staff perceives their job as monotonous and routine-like (Philliber 1987; Kommer 1990), yet some other studies show that the unpredictability of possible situations at work is one of most significant factors of stress (Shamir and Drory 1982; Lombardo 1981; Cullen and associates 1990; Millson, 2001). According to these authors, the health and security risks perceived by prison staff as prevailing and most significant causes of stress are - possible conflict situations between inmates and custodial staff, potentially permanent danger of violence, risk of contracting AIDS, Hepatitis or other transmissible disease, lack of fresh air and natural light, drifts and humidity.

The other type of insecurity in this line of work is danger of job loss and uncertain opportunities for promotion. However, those two risks do not necessarily coincide (Kommer, 1990). For example, custodial staff in Germany, the Netherlands and in Sweden is highly protected from possibility of being fired. In exchange for this certainty, the employees work in very poor conditions some of which were referred to previously. However, in private institutions, the working conditions are much better, but the certainty of keeping the job is reduced. Almost one-half of employees in those countries consider their career improvement impossible. Low income, poor opportunities for promotion, uncertainty of

work (that may be intensely experienced almost as job loss) top the overall causes for professional stress of prison staff. At this point, it is necessary to add inter-relation with low social status of employees and daily coping with demanding social contacts (Philliber, 1987).

Authors like Shamir and Drory (1982), Cheek and Miller (1983), and Verhagen (1986) elaborate models of reacting to stress caused at work through discharge quotas and absence from work records as significant indicators of stress at work. Studies show that one third of custodial staff leaves work during the first 18 months. The same authors report that absence from work is tripled compared to national standard. Psychosomatic reactions to stress are significantly more frequent at prison staff than at traffic police, physicists or musicians (Cheek and Miller, 1983; Härenstam and Palm, 1988) and stress caused negative attitudes like cynicism, skepticism and pessimism are most visible among the treatment staff somewhere in middle of their professional career (Karasek and Theorell, 1990; Philliber, 1987).

As a severe reaction to stress expressed in physical and emotional exhaustion, and correlated to heavy working schedule, a syndrome of job burnout appears (in English literature "burnout" - suffer exhaustion, be used up; according to Bujas, 1999). In Croatian scientific and professional literature, commonly used terms are "burnout", "job-consumed" and "burn through" (Mejovšek, 2002, Škrinjar, 1996, Ajduković, 1996, Ljubotina and Družić, 1996).

Maslach and Jackson (1986, according to Kalliath, 2001) explain burnout as a syndrome incorporating three dimensions - emotional exhaustion, depersonalization and reduction of self-achievement. According to Mejovšek (2002), the emotional exhaustion is defined as long-lasting feeling of exhaustion and refusal to contact other people, while the term of depersonalization is related to state of reduced sensibility, sensitivity and numbness to other peoples' problems. Reduced personal achievement is related to reduction of sense of capability and successfulness of results, which can develop extreme sense of inadequacy and unsuccessfulness, loss of self-esteem and even depression.

The burnout has negative consequences on individual accomplishments at work and correlates with frequent absence from work, changes of vocational orientation, low efficiency, reduced satisfaction with and reduced dedication to work (Golembiewski,

Hilles and Daly, 1987; according to Angerer, 2003). Schaufeli, Maslach and Marek (1993; according to Büssing, Glaser 2000) elaborate that idealistic and highly-motivated employees who are very dedicated to work, most frequently burnout due to frustrations caused by the discrepancy between expectations and achievements. Manifestation of burnout is more likely to happen when an employee experiences loss of purpose and meaning of work, the risk of which increases on people having particular personality characteristics like lower sociability, increased sensitivity, neuroticism, and dissatisfaction with personal life in general. Holgate and Clegg (1991; according to Pucak, 2006) report that causes for burnout of younger people having employment in assisting vocations are increased sensitivity and conflict of roles, while older employees burnout because of dissatisfaction with their share in decision making processes, vagueness and confusion of working roles. Studies on burnout of prison staff (Lindquist and Whitehead, 1986) reveal that one third of staff express emotional exhaustion, one fifth has depersonalized relationship with inmates, and one-fourth uses negative self-assessment to express reduction of personal achievement. However, a review of literature conducted by Huckabee (1992) led the author to conclude that there were no significant statistical differentiations in manifestations of burnout in terms of age, gender, racial and ethnic affiliations.

Some studies conducted in the United States, provide only approximate indicators of prison staff burnout. For instance, 64% of employees in Kentucky institutions (Hurst and Hurst 1997; according to Garland 2004) one third of staff in Alabama (Whitehead 1986; according to Garland 2004), and 17% of teachers in penal institutions in Illinois (Belcastro, 1982; according to Garland 2004) show presence of burnout syndrome.

In Europe, one study on burnout of employees in institutions for children and juveniles with behavioral disorders was conducted in Slovenia, Horvat (2001; according to Mejovšek, 2001). This study reports the most significant causes for burnout. According to this study those are - heavy working schedule (too much of bureaucracy that restrains creativity and suppresses desire to work), conflict of professional roles, which leads to neglect of expertise, communication problems among coworkers and models of decision-making (explicitly distinct hierarchy of roles) and dissatisfaction with organizational conditions and cooperation with other institutions.

Recently, the approach to problem of burnout in most aforementioned studies has been the subject of criticism. Büssing and Glaser (2000) suggest new approach in researching the burnout and criticize so-called individual approach by designating it as static, and consequently approaching the burnout by analyzing the process of syndrome development as opposed to analyzing already existing state. This contemporary method takes into consideration significance of critical and disturbing events, factors of personal vulnerability and intensity of aim orientation (Burisch 1989; according to Büssing and Glaser 2000). Another modern method is so-called organizational approach, which has been trying to find elements significant for manifestation of burnout of employees in structure and organization of work by taking into consideration that burnout manifestation is not individual problem, but rather a problem of organizing the process of work (Büssing and Glaser 2000).

RESEARCH IN CROATIA

To date, few studies related to prison staff in Republic of Croatia have been conducted. Between 1987 and 1989, a group of scientists from Zagreb conducted research entitled "Influence of psychosocial climate and working conditions on staff in closed correctional institution", which took place in the former correctional institution in Zenica. Results showed that prison staff (treatment personnel, custodial staff and employees in charge with work and vocational training of inmates) having more favorable constellation of conative characteristics also had advantageous constellation of social values (Žakman-Ban and associates, 1990). It was reported that the refusal of desirable social values generated negative impact (Uzelac and associates, 1990), whereas more favorable personality constellations resulted in positive (Mejovšek and associates, 1990) attitudes towards work, coworkers, inmates, administrative staff and unions, usage of leisure time, family and acceptance in wider social surrounding. All the authors concluded that the analyzed features of prison staff had been unfavorable and that it was necessary to come up with more efficient procedures for their recruitment and employment.

Budanovac (1991) analyzed social values, motivation for job choice and conative dimensions of staff in closed correctional institution (former Correctional Institution in Lepoglava) in order to look for differences among treatment personnel,

custodial staff and employees in charge with work and vocational education of inmates. The results obtained showed that treatment personnel, when compared to other two groups, indicated, in relative terms, the lowest conformism in structure of values, relatively weak humanistic orientation; that the advantages and benefits inherent to this line of work are relatively insignificant to choice of work, whilst the self-actualization component prevails. The humane and professional aims had no significant role in this choice making. In respect of conative area, this group showed, again in relative terms, the lowest rate of regulative systems disorders.

On the contrary, custodial staff represented the group with most expressed conformism of values, and with lowest indication of humanistic orientation. In process of choosing vocation, this group had been prevalingly motivated by benefits and advantages of job, and some significance, only a bit reduced in comparison with treatment personnel, had the motive of self-actualization, although the follow-up analysis showed that the term self-actualization had had different meaning for those two groups; the custodial staff considered it realization of need for having authority and social respect. Scrutiny of the conative area showed that the group involving custodial staff, as compared to other two groups, had had most distinct disorders of regulative systems and of regulators to reactions to assaults and systems for coordination of regulative systems in particular.

The system of social values related to group of employees in charge with work and vocational training of inmates indicated existence of certain level of conformism and, speaking in relative terms, most expressed humanistic orientation. The prevailing factors in motivational structure for job choosing had been advantages and benefits inherent to work (economical safety, advantages of working schedule and vicinity of working posts), whereas the self-actualization component was of significantly lower importance. Scrutiny of conative dimensions showed no significant deviations when compared to other two groups.

The author concludes that as regards the realization of rehabilitation aims, as well as in correlation to structure of analyzed personality domains, the characteristics of examinees had been relatively unfavorable, which particularly relates to custodial

staff. Thence, the author urges the improvement of recruitment procedures in employment.

An internal research on prison staff in Prison Administration's Head Office conducted was conducted by Šarić (2007). Although the data obtained has not been evaluated and interpreted yet, the preliminary analysis targeted to getting answers on question about the extent in which female custodial staff (judicial police) employed within prison system face problems in daily work, indicated relatively favorable assessment of their job and its organization, as well as understanding and support provided by superior officer in particular. A relative dissatisfaction was observed regarding their perception of promotion opportunities and salaries. The conclusion of this part of the study was that the Ministry of Justice will separately analyze responses of female custodial staff and take into account the penal institution in which they work and the jobs they carry out in order to improve organization and modus of work, as well as working conditions, so as to enhance satisfaction of female custodial staff in prison system.

It is apparent thereof that studies of prison staff conducted in USA and in developed European countries was numerous and primarily focused on satisfaction with work, as well as on stress and job burnout. The final aim of those studies was to identify capital problems in order to provide support and assistance for employees or to improve recruitment procedures in employment of newcomers. On the other hand, the two older dated studies were involved with characteristics of prison staff in sense of their capability to well job performing. The analysis obtained by Ministry of Justice about status of female custodial staff in prison system had been carried out in order to improve their satisfaction with job.

THEORETICAL FOUNDATION FOR THE PROJECT - "EMOTIONAL WELL-BEING AND JOB BUTN-OUT OF PRISON STAFF IN CROATIA"

Despite differentiations in initial conceptualization (Diener, 1984, Ryff, 1995, Ryan, Deci, 2001), the key word "well-being" appeared appropriate for describing numerous aspects, which served as starting points for this project. According to type of research, we currently speak of two perspectives of well-being; psychological and subjective (eude-

monic and hedonistic) both of which succeeded from the two philosophies; eudemonism and hedonism that are relatively different, but also overlap (Ryan, Deci, 2001). Although both involve human life and acting in whole, it is possible to apply them on specific types of human activities, like on line of work as case may be, but bearing in mind that different scopes are strongly interrelated.

Eudemonic perspective refers to realization of personal "daemon" or true nature, and the eudemonia occurs when one's life activities become congruent to deeply rooted values that are completely included (Waterman, 193). Within this scope, Ryff, Keys (1995), and Ryff, Singer (1998, 2000) developed so called life-span theory of human success, and thence describe well-being as "desire for perfection representing realization of one's true potential (Ryff, 1995:100). In addition, they provided presentation of multidimensional approach for measuring psychological well-being which is, according to authors, constituted of six different aspects of human self-actualization that are: autonomy, personal development, self-acceptance, purpose of life, skills and positive interactions.

The hedonistic perspective appears in numerous forms differing from relatively narrow focusing on physical pleasures to broadly focused self-interest and coveting (Ryan, Deci, 2001). Presently, it involves a very broad conception of hedonism and includes the whole spectrum of preferences and satisfactions of mind, as well as of body (Kubovy, 1999), and accordingly to Kahneman, Diener and Schwartz (1999) the whole spectrum of affective (pleasure, pain, joy, grief and similar), biological and social aspects. The key phenomenon within hedonistic tradition is "subjective well-being" related to cognitive and affective evaluation of human life, and in most cases, it involves the three relatively separated components: pleasure of life, positive affections and negative affections (Diener, Schwartz, 1984). This project has starting point in both perspectives of well-being of prison staff, yet within one domain of its conduct - the line of work.

In compliance with eudemonic perspective, the project was intended to cover all aspects of human actualization arising in line of work, and the chosen instruments specifically well serve for exploring autonomy, personal development, skills and positive inter-actions. Satisfaction with work is analyzed in accordance with hedonistic perspective applied on domain of work and within frame and scope of subjective well-being in particular (fol-

lowed by assessment of pleasure in life), as well as positive and negative affections.

Satisfaction with specific domains is related to individual experience of satisfaction with domains like job, partner, friend and others. Thence, the work becomes integral and defining aspect of adult life and significantly correlates with subjective well-being in general, or in other words, it has strong links with feeling of happiness in life of adults. This statement is best illustrated by research results (Campbell and Associates 1976, Bjorklund, Erikson, 1988) indicating the unemployment as significant obstacle for highly graded assessment of subjective well-being, and identifying unemployed persons as group of most unhappy people, even when the variables related to differences in incomes were controlled. Otherwise, the very correlations between incomes and subjective well-being are minor, thus this area should sustain further research.

The satisfaction with work is frequently observed within terms of intrinsic (like opportunities for promotion and personal development) and extrinsic (like salary) factors. Tait, Padget and Baldwin (1989) reviewed thirty-four studies and reported the average correlation between pleasure with life and satisfaction with work of .44.

Numerous studies showed satisfaction with work as related to level of education (for review please see Ganzach, 2003), yet the results obtained remained unclear to some extent in positive and in negative direction of satisfaction with work.

Although the project analyzes various aspects of human actualization and subjective well-being within domain of work, the interpretation of their possible and expected correlation would remain significantly frivolous unless subjective well-being is submitted to generating through complex procedures. This provides for two theoretical viewpoints for observing type of generating subjective well-being: "bottom-up" and "top-down".

The "bottom-up" approach claims the subjective well-being to be determined by balance of pleasant and unpleasant experiences in various domains of life. Accordingly, a person would show high level of general subjective well-being if one is pleased with most of main life domains (family, job and others). To the contrary, the "top-down" approach considers levels of subjective well-being widely derived from stable personality characteristics (Diener, 1984). Consequently, the "constitutionally" happy person is generally inclined to positive experiencing

of events even in adverse circumstances (Costa, McCrae, Norris, 1981). Given that work is only one domain in life of prison staff, links among aspects of human actualization and subjective well-being at work will be analyzed with due caution. The comprehensive instrumentalism applied in project allows partial insight to several other domains of life so to enable better understanding and interpretation of subjective well-being in domain of work within context of indicated theories.

PURPOSE, AIMS AND HYPOTHESES

The lack of empirical data on staff in Croatian penal system caused the necessity of initiating the scientific project that would involve the wide spectrum of its features ranging from emotional well-being in wide and narrow meaning (the latter as related to work); to consequences of stress like is the job burnout. The assessments will take into account emotional, contemplative and behavioral components, and those linked to line of work in specific, as well as some of objective facts arising from scope of socio-demographic status. The results obtained will be reviewed subsequent to certain characteristics of status of correctional staff in Croatia, which differentiates or equals them with their colleagues in other countries. For example, a significance of Croatian prison System in past few years is shortage of staff (Ministry of Justice, - Head Office of Prison Administration, 2006:3). Many other authors registered the same problem in developed countries (Kommer, 1990 according to Wilmar, Schaufeli and Peeters, 2000) and placed this fact among capital explanations for dissatisfaction with work, for stress and job-burnout of prison staff. However, the existing international studies have no references to characteristic that may explain numerous problems faced by prison staff within Croatian penal system, and in closed conditions of enforcing prison sentence and remand in custody in particular. This feature is less apparent in semi-open and in open conditions and is related to the fact that prisoners significantly outnumber legally adopted capacities for their accommodation (Ministry of Justice, Head Office of Prison Administration, 2006:6).

In addition to previously listed examples, there is number of other characteristics distinctively depicting either working environment or the employees of prison system, what makes parts of jigsaw puzzle for assessing their emotional well-being with emphasize on professional stress and job-burnout.

The main aim of project is to explore emotional well-being of prison staff in specific domain of work, whereas a number of aspects of human actualization at work have been covered, and autonomy, personal development, skills and positive interactions targeted. Within framework of subjective well-being applied on domain of work, the satisfaction with line of work was analyzed (together with indirect assessment of pleasure with life), as well as positive and negative affections. The further aims are to explore connectivity between aspects of human actualization and subjective well-being, as well as differences in evaluation among prison staff with regard to socio-demographic variables, organizational units where they work and positions they hold on work. In view of results obtained in current research of this problematic that prevalingly came out of smaller studies involving for example only custodial or treatment staff and covering more narrow segments of this problematic, it is impossible to set forth clear fundamental hypothesizes, which may define this research as explorative.

It only makes sense to expect that different aspects of self-actualization and subjective well-being related to work will be statistically significant and positively linked.

The practical purpose of project is to, through obtained results on one side and experiences in developed countries from another, propose programs directed either to specific groups of prison staff and/or to organization of work in penal institutions, so to enhance their well-being in domain of work.

The project had been designed throughout consultations held with number of researchers from Europe and the USA. The starting point for all the researchers was the Job Affective Well-Being Scale (JAWS) as named by authors Van Katwyk, Fox, Spector, Kelloway, 2000) and applied on prison staff. Only after the research will be completed in all countries, the common aim will be to compare results. In addition, the researchers on University in Maribor (Slovenia) and those on University in Uludag (Turkey) have already published some results (Bondy and Associates, 2006), and there is an ongoing research within this project in Croatia. Some American universities plan to commence the research in middle of 2008. The comparison of results obtained in Turkey and Slovenia (Bondy and Associates, 2006) indicate, among other issues, that in both countries prison staff have no difficulties in carrying out their tasks and that they are, more or less, able to influence outcomes of work.

Prison staff in Slovenia expressed higher level of autonomy and in Turkey less overload and higher degree of satisfaction with work.

METHODS

The Subjects

Given that the main research is ongoing, it is expected that the sample of subjects, i.e. employees in penal institutions will be representative. The representative quality will be provided by involvement of 476 examinees at the least, while taking into consideration representativeness of examinees by age and gender criteria (73,1% men in average age of 44,6 years and 26,9 % women in average age of 41,7 years), as well as by criteria of organizational units in which they work (Legal Department by 11,4%, Accounting Department by 5,3%, Treatment Department by 8,8%, Security Department by 57,4 %, Department for Education and Vocational Training by 11,6%, Health-Care Department by 2,3% and the 3,3% of examinees outside listed organizational units).

As a pre-test of the main project, a pilot study on employees of Croatian academic institutions was conducted in 2007. The total number of subjects in the pilot study was 149. The administrators (Deans) of several faculties across Croatia approved the pilot study. For our purpose in this pilot study, eight faculties were randomly chosen. They were - the Faculty of Liberal Arts in Rijeka, the faculty at the Teachers Training College in Rijeka, the Faculty of Law in Rijeka, the Faculty of Liberal Arts in Pula, the Faculty at the Teachers Training College in Petrinja, the faculty at the University of Dubrovnik, the Faculty at the Police Training Institution in Zagreb, and the Faculty of Educational and Rehabilitation Sciences at the University of Zagreb. The pilot study subjects included those employees who voluntarily participated. Confidentiality of the subjects was maintained. The purpose of the pilot study was to explore the measuring characteristics of the data collection instruments.

Instruments

The main project will use the battery compiling dozen of scales that have been applied in worldwide conducted researches, and the needs of project resulted with structuring of a Questionnaire on Socio-Demographic Characteristics and certain Characteristics of Work.

The following is a brief description of all instrumentalities used in project of "Emotional well-being and job burnout of prison staff".

Work Locus on Control Scale (Spector, 1988)

The **WLCS** is an instrument comprising sixteen particles intended to assess individual perception of basic background reasons for events at work, or to simplify, to assess beliefs that events on work are controlled by the very person or by an outside force like destiny, luck or other more powerful accomplices.

The scale of responses involves: 1) I do not agree at all; 2) I do not agree in most cases; 3) I am not sure; 4) I agree in most cases and 5) I completely agree. The internal consistency (the Alpha Coefficient) ranges from 0.80 to 0.85 (Spector, 1988 Bond, Bunce 2003, Moyle 1995, Spector 1992; Novak, Čulig, Mikšaj-Todorović, Buđanovac, 2007), and 0, 58 in cross-cultural study (Bondy and Associates, 2006).

Job Satisfaction Survey (Spector, 1985)

The **JSS** is a scale consisting of thirty-six particles to assess the attitude an employee has towards work through nine viewpoints: salary, promotion, supervision, other benefits, bonuses, rules and procedures, cooperation, communication and nature of work.

The possibilities for responses are on scale from one to six and vary between "I totally disagree" to "I completely agree". The internal scale consistency (the Alpha Coefficient) is 0.91 (Spector, 1985), 0.87 (Novak, Čulig, Mikšaj-Todorović, Buđanovac, 2007).

Factual Autonomy Scale (Spector, Fox, 2003)

The **FAS** minimizes the subjectivity in assessing autonomy on working post by using items inquiring specific situations like having a break, earlier leaving of working premises and similar, as opposed to general conclusions regarding autonomy that have been used by some other scales. The scale contains ten items and seven of them pose a question "how often do you need to ask permission for ... on current working post?", while the remaining three ask -- "How often are you in situation that someone should ...?" The scale of responses is -- never, rarely, sometimes, often, and very often.

The internal scale consistency (the Alpha Coefficient) on different groups of examinees is 0.81 to 0.87 (Spector, Fox, 2003); 0.88 (Novak, Čulig, Mikšaj-Todorović, Buđanovac, 2007), and 0.88 in cross-cultural research (Bondy and Associates, 2006).

Organizational Constraint Scale (Spector, Jex, 1998)

The OCS is a scale compiled of eleven particles referring to organizational difficulties in carrying out working tasks. The subjects are questioned about the frequency of considering difficult or impossible to carry out their work due to insufficiencies in organization or in material conditions. Each particle represents different segment of possible obstacles (equipment, supply, supervision, directions, cooperation and others). The scale was developed upon theory created by authors Peters and O'Connor (1980) who anticipated eleven areas of limitations at work. The scale of responses is -- never, rarely, sometimes, often, and almost constantly.

Physical Symptoms Inventory (Spector, Jex, 1998)

The PSI assesses physical, somatic symptoms related to psychological stress (for example, sleeping problems, chest ache, skin itching and alike). The scale consists of eighteen particles. The subjects are asked about assessment of each symptom, whether they have it or not, and whether they visited a physician about it in last thirty days. The scales OCS and PSI are indicators scales, thus the Alpha Coefficient is irrelevant.

Job-Related Affective Well-Being Scale (Van Katwyk, Fox, Spector, Kelloway, 2000)

The JAWS consists of thirty particles (twenty of which have shortened form) for evaluation of affective responses, meaning reactions to work. Each particle represents an emotion, and the subjects are asked about the frequency of such feelings they experienced at work in last thirty days. The JAWS scale consists of positive and negative emotions of varied intensity that are divided in four subscales. The subscales are result of interaction of two relationships: (dis)satisfaction and intensity. The subscales compile for groups of emotions thereof:

- Satisfaction, expressed intensity,
- Satisfaction, weak intensity,
- Dissatisfaction, weak intensity,
- Dissatisfaction, expressed intensity.

The responses are on a scale having five options: never, rarely, sometimes, often, and almost always. The internal consistency (the Alpha Coefficient) on different samples varies in range from 0.92 to 0.95 (Bruk-Lee, Spector in edition; Spector, Fox, Goh, Brursema, 2003; Van Katwyk and Associates, 2000; Novak, Čulig, Mikšaj-Todorović, Budanovac,

2007), and 0.90 in cross-cultural study (Bondy and Associates, 2006).

Maslach Burnout Inventory (Maslach, Jackson, 1981)

This is the most frequently used scale for measuring job-burnout of people employed in providing assistance, support, therapy and similar. The author of MBI defines job-burnout as a three-dimensional syndrome --

Of emotional exhaustion (feeling of emotional worn-out in contacts with others)

Of depersonalization (negative feelings, cynical attitudes towards clients)

Of reduction of personal achievements (negative evaluation of one's own work)

The scale compiles twenty-two particles in form of statements related to one's own feelings and behavior at work. The subjects are asked about the frequency of experiencing feelings of exhaustion, frustration, emotionless towards others and similar as result of work. The scale of responses is -- a) never, b) few times in year, c) once a month or even rarely, d) few times in a month, e) once a week, f) few times in a week, and g) every day.

The internal consistency (the Alpha Coefficient) of the scale on different groups of examinees was from 0.77 to 0.81 (Maslach, Jackson, 1981), from 0.63 to 0.85 (Fimian and Associates, 2006), then 0.92 (Siebert, 2005), 0.85 for emotional (affective) exhaustion, 0.58 for depersonalization, and 0.71 for reduction of personal achievement (Gil-Monte, 2005).

8) Counterproductive Work Behavior (Spector, Fox, Penney, Bruursema, Goh, Kessler, 2003)

The CWB consists of items that describe ways or intentions of causing damage to organization or co-workers. Behaviors and intentions involved in the scale are divided in five subscales --

- harmful and bad behavior towards other people,
- intentional misconduct of work
- sabotage (physical destruction of working area)
- theft
- avoidance of work (coming late to work, avoidance of job, earlier leaving from work)

The scale contains forty-five particles that differentiate as regards to whom the behavior or the intention is directed - towards organization or towards an individual and involve physical and verbal brutality,

sabotage, theft and fraud. The scale of responses consists of -- a) never, b) rarely, c) sometimes, d) often, d) almost every day.

Police Stress Questionnaire (McCreary, Thompson, MM, 2006)

The scale for assessing stress at work was initially constructed for police officers. The particles were created upon core groups in which police officers expressed problems they face daily at work and that they consider causes of professional stress.

Operational Police Stress Questionnaire

The **PSQ-Op** is a scale involving total of twenty particle aimed to measure how stressful individual aspects of work are throughout working tasks like working night-shifts, injury risks, traumatic events, non-understanding of family for work and similar. The subjects are asked to assess stressfulness of each individual aspect of work on scale ranging seven responses from non-stressful whatsoever to extremely stressful.

The internal consistency (the Alpha Coefficient) on various samples for this scale was 0.90 (McCreary, Thompson, MM, 2006).

Organizational Police Stress Questionnaire

PSQ-Org compiles twenty particles trying to measure organizational difficulties of work that make work stressful, like shortage of staff, excessive administrative work, insufficiency of working equipment, problems with associates, bureaucracy problems and other. The examinees have been required to assess stressfulness of each organizational aspect of work on scale offering seven responses ranging from non-stressful whatsoever to extremely stressful.

The internal consistency (the Alpha Coefficient) on various samples was 0.90 (McCreary, Thompson, MM, 2006).

Lifestyle Stress Test (Walters, 1998)

The Lifestyle Stress Test (**LST**) compiles twenty particles measuring personal and interpersonal origins of stress, or in other words, sources of stress related to a particular person and surroundings. The subjects are asked to assess the frequency of experiencing listed stressful situations on a scale offering responses ranging from "never" (0) to "daily" (3), throughout last 30 days.

The internal consistency (the Alpha Coefficient) of scale was 0.83 (Walters, 1998), and for modified

version without time limitations for completing assessment it was 0.81 (Budanovac, Jandrić, 2007).

Fear Checklist (Walters, 1998)

The **FC** is a scale involving eighteen particles measuring the intensity in which aspects of life in general (like devotion, unsuccessfulness, disapproval from others and similar) represent concern and suspense for examinees. The subjects are asked to assess each particle on the following scale -- a) not at all, b) to some extent, c) I am not sure, d) yes, in most cases, and e) very much.

The scale involves three subscales and each includes six particles:

- the social subscale (for example intimacy, integrity, devotion)
- the control subscale (for example helplessness, refusal, vulnerability)
- the status subscale (for example unsuccessfulness, insignificance, autonomy)

The internal consistency (the Alpha Coefficient) on different samples was from 0.79 to 0.85 (Walters, 1998), 0.91 (Novak, Čulig, Mikšaj-Todorović, Budanovac, 2007).

Values Inventory (Walters, 1988)

The Questionnaire **VI** compiles twenty variables that are values grouped in the four clusters: cluster of social values (values of interpersonal relationships); cluster of working values (values of integrity of work and achievements); cluster of visceral values (coveting for sensory experiences like excitement, power and alike), cluster of intellectual values (interest for education, truth, knowledge). The questionnaire assesses values adopted in past, present and future.

The questionnaire had been modified to serve needs of research within the project, and it assesses only values adopted in past and in present time. The internal consistency (the Alpha Coefficient) of scale was 0.79 for values adopted in past and 0.84 for values adopted in present time (Walters, 1998). In research conducted by Jandrić (2007), only the present situation was assessed, and the Alpha Coefficient was 0.90.

Questionnaire on Socio-Demographic Features and Some Characteristics of Work (Novak, Mikšaj-Todorović, Josipović, 2007)

This Questionnaire compiles sixty-five items together with commonly used variables (like age, gender, family and educational status); it involves forty variables related to health condition and some

conditions of work that are, from the author's viewpoint specific for prison system and have not been well, or have not been at all involved in previously described battery of instruments.

The plan is to produce a discussion manual for research based upon qualitative method and on technique of core groups, and its final cut depends upon needs developed by results of research that used the quantitative method. Such combined approach (from two different researches perspectives) will enable mutual fulfillment of results for study areas having particular importance.

Data Collection for the Pilot Study

Following choice making and translating the listed scales on Croatian language, as well as finalization of the Questionnaire on Socio-Demographic Features and Some Characteristic of Work, a pilot study was conducted on a sample of academic institution staff. The data were collected from the beginning of April to the end of June 2007. The purpose of the study was to explore the applicability of instruments. The sample used in the pilot study consisted of 149 subjects employed at academic institutions (mentioned earlier) across Croatia.

After the completion of the pilot research, the data collection instruments (for the main project) were linguistically corrected, and some scales were slightly modified, while the Questionnaire on Socio-Demographic Features and Some Characteristic of Work sustained thorough changes. Consequently, the final version of all the instruments was sent to all penal institutions - prisons, penitentiaries and juvenile correctional and educational institutions in cooperation with Croatian Ministry of Justice - Head Office of Prison Administration. Each Questionnaire had an attachment explaining the purpose of research and involving instructions for responding having aim in protection of identity of examinees and emphasizing the principle of voluntary participation.

Data Processing for the Main Project

The data obtained for the main research will be processed by using descriptive statistical methods as well as multi-variant methods for data analysis offered by program SPSS for Windows 10.0.

The statistics program rtt7 obtained in program package IR will serve for checking up the measuring characteristics of instrumentalities, and the fac-

Table 1

Scale	Internal consistency of former researches	Internal consistency of the pilot research within project of "Emotional well-being and job-burnout of prison staff"
Work Locus of Control Scale- WLCS (Spector, 1988)	.80 - .85 (Spector, 1988; Bond, Bunce, 2003; Moyle, 1995; Spector 1992) .58 in cross-cultural study (Bondy and Associates, 2006)	.80
Job Satisfaction Survey- JSS (Spector, 1985)	.91 (Spector, 1985)	.87
Factual Autonomy Scale - FAS (Spector, Fox, 2003)	.81 - .87 (Spector, Fox, 2003) .88 in cross-cultural research (Bondy and Associates, 2006)	.88
Job-related Affective Well-being Scale - JAWS (Van Katwyk, Fox, Spector, Kelloway, 2000)	.92 - .95 (bruk-Lee, Spector, in edition; Spector, Fox, Goh and Bruursema, 2003; Van Katwyk and Associates, 2000; .90 in cross-cultural research (Bondy and Associates, 2006)	.95
Values Inventory- VI (Walters, 1998)	.79 for values from past, and .84 for present values (Walters, 1998) .90 for present values (Jandrić, 2007)	.85 for values from past, .86 for present values
Lifestyle-Stress Test - LST (Walters, 1998)	.83 (Walters, 1998), .81 for modified version without time limitations for assessment (Buđanovac, Jandrić, 2007)	.86 for scale of frequency, .89 for scale of problematic
Fear Checklist - FC (Walters, 1998)	.79 - .85 (Walters, 1998)	.91

Table 2

Job-related Affective Well-being Scale (VanKatwyk, Fox, Spector, Kelloway, 2000)	Internal consistency of previous researches (Bruk-Lee, Spector, in editions; Spector, Fox, Goh, Bruursema, 2003; VanKatwyk et al., 2000)	Internal consistency of pilot research within project of "Emotional well-being and job-burnout of prison staff"
JAWS (30 particles)	.95	.94
Scale of negative emotions (15 particles)	.92	.89
Scale of positive emotions (15 particles)	.94	.91
JAWS - shortened version (20 particles)	/	.90
Scale of negative emotions (10 particles)	.88	.84
Scale of positive emotions (10 particles)	.90	.86

torial structure of questionnaire will be checked by program pcompa_n.

The data obtained by using techniques of qualitative methodology will be analyzed through NVivo program and through appropriate procedures of compiling, structuring and respective coding in accordance with principles of Glasser, Strauss (1967), Mesec, (1998), Mason, (2002), Bazeley, Richards, (2000).

Results from the Pilot Study:

The results from the analyses of the pilot study data have been related to internal consistency (the Alpha Coefficient) of JAWS, FAS, WLCS, JSS, LST, FC and VI scales. The pilot research (as a pre-test of the main project) provided the alpha values of listed scales involved in instrumentalities of the pilot research.

As is presented in Table 1, the results of internal consistency of scales conducted by other authors in previous researches were compared with results of the pilot study.

The internal consistencies of the listed scales are very similar to those obtained in various foreign and some domestic researches and are expressively high; hence, they will be applied in the main project on prison staff.

The scale Counterproductive Work Behavior - CWB indicated poor distribution of responses (involving responses of "Never" and "Very seldom", thus this scale will not be taken into account in further analysis.

The Organizational Constraint Scale- OCS (Spector, Jex, 1998) and Physical Symptoms Inventory - PSY (Spector, Jex, 1998) are scales of indicators, and the Alpha Coefficient is irrelevant thereof.

The scales Maslach Burnout Inventory - MBI (Maslach, Jackson, 1981) and Police Stress Questionnaire - PSQ (McCreary, Thompson, MM, 2006) have not been tested in the pilot research because they measure specific aspects of professional stress that is not to be found in population involved in the pilot research.

The authors of JAWS instrumentalities (Van Katwyk, Fox, Spector, Kelloway, 2000) produced an extended and a shortened version. The internal consistency (the Alpha Coefficient) was calculated within pilot research for both versions, as well as for two subscales (positive and negative affections) which compile the JAWS in both versions. Those results were compared with results obtained in previous researches conducted by foreign authors as is indicated in the Table 2.

The internal consistencies of both versions, as well as of the subscales have been very similar to those obtained in various foreign researches and have been high. Due to better internal consistency and based upon results obtained, a longer version of JAWS will be used for the main project on prison staff.

The original version of JAWS Questionnaire explores affective experiences related to work in period of last thirty days, yet authors gave up the time limitations of such assessment in this project due to specific line of work immanent to prison staff or to employees having direct contact with inmates in specific, this being the major share of sample. In other words, one of specifics of this job is unpredictability of events and numerous interventions that staff consequently carries out (Fagan, 2003; Tom Liou, 1995; Cohn, 1991; Walters, 1991). The time limitations on past thirty days might distort picture of general affection experience related to work. Thence, the JAWS Scale applied on pilot sample had no time limitations and indicated extremely high reliability.

Throughout previous work on the pilot sample (Novak, Budanovac, Mikšaj-Todorović, Čulig, 2007) an exploratory factorial analysis of capital components of shortened version of the JAWS was produced, thus the four main components had been extracted and rotated in oblimin position and exhausted 63,1 % of variances. The first two factors mostly correspond to predicted dimensions measured by Questionnaire, yet the third and fourth one were not well enough defined, thence suggesting the two-dimensional model. However, the main research plans to involve both, exploratory and con-

firmary analysis of main components, and apply them on both versions of questionnaire in order to verify originally foreseen dimensions measured by the JAWS instrumentalities.

To conclude, it may be stated that the pilot study within project of "Emotional well-being and job-burnout of prison staff" confirmed applicability of all, save one planned instrument, on the main research, thence enabling adjustment of one part of instrumentalities in accordance with specifics of problematic explored in project.

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