

THE JOB SATISFACTION, OCCUPATIONAL SENTIMENTS, AND WORK-  
RELATED STRESS OF PRISON WARDENS: RESULTS FROM A NATIONAL  
SURVEY

by

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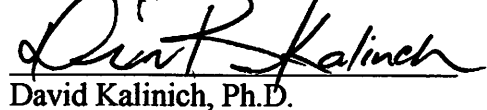
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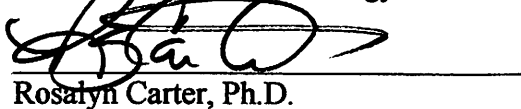
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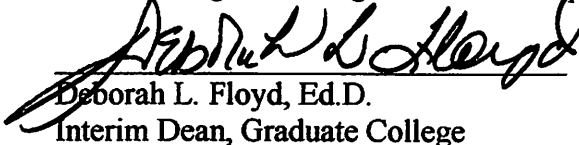
  
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## ABSTRACT

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This study examined the results of the National Prison Wardens' Survey to ascertain the levels of job satisfaction, occupational sentiments, and work-related stress among prison wardens and to establish whether these variables differed between male and female respondents. The findings indicated that wardens generally experience high levels of job satisfaction, reflect positive occupational sentiments, and report low levels of work-related stress. Additionally, results from the Chi-square tests and Lambda measures of association indicated that little to no relationship existed between gender and any of the explored variables.

## DEDICATION

This manuscript is dedicated to my incredible parents, Romeo and Agnes DaSilva, whose constant urging, encouragement, prayer, love, and support have helped me make every dream an accomplishment.

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## I. INTRODUCTION

### **The Changing Corrections Environment**

The administrators of the United States corrections system have experienced a vast number of changes in recent decades ranging from the entry of women into the prison warden position to the increased involvement of the courts and, most recently, the impact of the national economic recession. Especially within the past forty years, social, economic, and political events have all had a hand in forming the current state of correctional administration. According to Flanagan, Johnson, and Bennett (1996), a particularly strong influence for changing the corrections system came from the civil rights movement of the 1960s, prior to which corrections executives were able to run their prisons “as they saw fit” (Flanagan et al., 1996, p. 385). The civil rights movement, however, ushered in an era of increased scrutiny of correctional policy from the judicial system. Over time, this scrutiny developed into unimpeded judicial oversight of the daily activities of America’s prisons. Correctional policies changed in response to oversight and regulation from the federal courts, and wardens and superintendents were consequently expected to comply with the new standards in managing their facilities and inmates (Flanagan et al., 1996).

Compliance from prison wardens came with its challenges, however. A plethora of different issues arose for prison wardens across the country, including adapting to new standards set by the courts, managing decreasing annual revenues, leading effectively

when dealing with diverse correctional personnel, combating negative public opinions, and maintaining order in volatile environments, among others. These numerous factors greatly influenced the manner in which the prison warden role evolved in terms of its administrative characteristics (Harriman & Straussman, 1983; Atkin-Plunk & Armstrong, 2013; Ruddell & Norris, 2008). As a result, today's wardens must function in a number of different capacities and be able to adapt to the fluctuating environment of the field of corrections in order to successfully fulfill their roles (Ruddell & Norris, 2008).

The social, economic, and political changes occurring in the U.S. in recent years have also had the effect of creating more career opportunities for women in corrections. For instance, following federal legislation ensuring equal opportunity in employment, a growing number of women were finally able to pursue careers which were traditionally dominated by males, such as prison wardens, whereas, previously, only roles as caretakers and reformers were available for women in corrections (Kim, DeValve, DeValve, & Johnson, 2003). The introduction of female wardens into today's corrections landscape creates an opportunity to study the nuances between male and female wardens which did not exist in the past.

### **Research Questions: Impact of the Job on Prison Wardens**

In the modern corrections system, there is a great amount of responsibility thrust daily upon the shoulders of prison wardens and superintendents across the United States. In spite of this fact, there exists a limited understanding of how these responsibilities affect wardens –or more accurately stated, how wardens respond to these responsibilities. From looking at the occupational features of the role of wardens, it can be reasonably concluded that the various challenges wardens and superintendents must face daily may

have some effect on the way they react to or feel about their work. These effects may become evident in their levels of job satisfaction, occupational sentiments, and work-related stress. Past research has indicated that these three elements –especially those of job satisfaction and work-related stress—can negatively impact many aspects of the working environment, including but not limited to everything from agency expenditures to employee performance, productivity, and morale (Finn, 2000). Taking these facts into consideration, one realizes the value in studying these variables as they relate to the modern prison warden.

Furthermore, as more women have taken on the role of warden over time, the stereotype of prison wardens is beginning to change fundamentally. This change introduces the opportunity to explore any differences which may exist between how male and female wardens experience job satisfaction, occupational sentiments, and work-related stress. Questions of how much satisfaction wardens receive from their work, what general sentiments they hold regarding their roles as wardens, and how much stress they feel as a result of their job –and whether there are variations in male and female responses to these questions– become significant avenues for exploration. To this end, six research questions have been developed for this study:

- *Research Question 1:* Are prison wardens generally satisfied with their working roles?
- *Research Question 2:* Does the gender of prison wardens influence feelings of job satisfaction?
- *Research Question 3:* Do prison wardens generally have positive or negative sentiments in regard to their working roles?

- *Research Question 4:* Does the gender of prison wardens influence wardens' occupational sentiments?
- *Research Question 5:* Are prison wardens generally stressed as a result of their working roles?
- *Research Question 6:* Does the gender of prison wardens influence feelings of work-related stress?

## **Definitions**

This thesis will explore the answers to these questions using information gathered from the 2013 National Prison Wardens' Survey. It will develop a clear picture of the current state of job satisfaction, occupational sentiments, and work-related stress from the perspective of wardens across the nation, and it will compare these three variables on the basis of gender. Before continuing, however, it is important to define the variables in question and to demonstrate their relevance to the field of corrections. Following these definitions, each of these issues will be more thoroughly explained in the literature review.

**Job Satisfaction.** According to Griffin (2001), a universally accepted definition for the term "job satisfaction" is more or less lacking; neither is that term clearly separated from the concept of organizational climate in the literature. However, Griffin contends that these two concepts are fundamentally different. She states that, while organizational climate refers to the "direct perceptions of the work environment," job satisfaction refers more to the "attitudinal or emotional evaluation of the job situation" (Griffin, 2001, p. 221). The author goes on to give a succinct definition of job satisfaction, stating that it is "a worker's affective response to or evaluation of the

organization, and as such is not a measure of the work environment or climate” (Griffin, 2001, p. 221).

**Occupational Sentiments.** Unlike the case for job satisfaction, the established definitions of “sentiments” are rather limited. Described broadly, sentiments include any judgment, opinion, or idea that is influenced by emotion (Routray, Swain, & Mishra, 2013). Defined more specifically, the concept of sentiments, according to some authors, usually refers to the positive or negative feelings –or the “favorable and unfavorable opinions”— associated with elements of the surrounding environment (Prabowo & Thelwall, 2009; Nasukawa & Yi, 2003, p. 70). Therefore, for the purpose of this paper, occupational sentiments will refer to the positive or negative personal feelings associated with a person’s chosen occupation.

**Work-Related Stress.** The most widely used definition for stress has been developed by Hans Selye (1973) in his seminal article on the evolution of the stress construct. Selye defined stress, in very simple terms, as “the nonspecific response of the body to any demand made upon it” (Selye, 1973, p. 692). He then continued to expound upon the notion of the “nonspecific response,” stating that a nonspecific response includes any change in the environment surrounding the human body that creates a demand upon that body to adapt to those changes in order to “reestablish normalcy” in the body (Selye, 1973, p. 693). Researchers subsequently used this foundation to establish more concrete ways to define work-related stress by expanding the definition of stress to include not only physiological responses of the body but also psychological and social responses, as well (Huckabee, 1992). If the interaction between stressors and these physiological, psychological, and social responses does not produce a state of



equilibrium, an imbalance is created between the pressures of stressors and a person's ability to cope with them. Following from this, work-related stress can then be defined as the negative result of an imbalance between demands of stress-inducing work factors and the physiological, psychological, or social resources that the individual has to respond to those factors.

The next section of this thesis will expand upon these definitions, as the theoretical foundations for job satisfaction, occupational sentiments, and work-related stress are addressed more thoroughly.

## II. THEORETICAL FOUNDATIONS AND LITERATURE REVIEW

Theoretical foundations for this thesis are addressed in this section. The subsequent narrative will explore much of the available literature surrounding job satisfaction, occupational sentiments, and work-related stress. Major research findings will be included along with explanations of contributing factors which influence these variables among workers. Additionally, this section will present any pertinent information on satisfaction, sentiments, and stress as they relate to the corrections field in general and to prison wardens in particular.

Unlike other criminal justice professions, the corrections system has not received much in the way of academic research. Moreover, little information exists regarding job satisfaction, occupational sentiments, and work-related stress as it relates to prison wardens (Cullen, Latessa, Kopache, Lombardo, & Burton, 1993, p. 141). As this is the case, much of this literature review will draw heavily from research on correctional officers and will also utilize academic studies conducted in other fields.

### **Job satisfaction**

Generally speaking, job satisfaction is believed to be associated with factors such as job performance and organizational climate. The relationship between job performance and job satisfaction has been extensively addressed in social studies literature (Judge, Bono, Thoreson, & Patton, 2001). Job performance can be defined as “the ability of an employee to reach measurable goals and standards effectively and efficiently”

(Diskiene & Gostautas, 2013, p. 95). Literature has often purported that a causal relationship between the two factors exists, though it has not been definitively determined which way this relationship flows –if job performance results in higher levels of job satisfaction or vice versa (Wanous, 1974). Wanous (1974), however, did uncover a positive correlation between the two in his study on the relationship between job satisfaction and job performance.

According to Griffin (2001), organizational factors –specifically organizational climate—play a major role in producing the satisfaction level experienced by correctional personnel. Flanagan et al. (1996) also stresses that external factors like social, economic, and political changes and public pressure for a more “get tough” approach to correctional practice have significant effects on job satisfaction for prison wardens. Even as external influences and pressures are taken into account, studies have found that –especially in comparison to correctional officers—prison wardens, as a whole, experience high levels of job satisfaction. One study of wardens across the United States found that over 90% reported that they were “very” or “somewhat” satisfied with their occupation, with a majority reporting that they “wished to keep their job, would take the job again without hesitation, felt the job measured up to the expectations they had when they first became warden, and would recommend their job to a good friend” (Cullen et al., 1993, p. 152).

Apart from this broad view, any difference in job satisfaction between women and men is noteworthy as well. The integration of women into corrections has been met with much resistance from men in the field (Stinchcomb, 2011, p. 400). This general resistance, coupled with the gender earnings gap which favors men, has often led researchers to hypothesize that women may have lower levels of job satisfaction than

men (Carleton & Clain, 2012). In spite of factors unfavorable to women in the workforce, however, social studies literature has found on numerous occasions that women are, in fact, more likely to experience higher levels of satisfaction in a given profession than men (Carleton & Clain, 2012). Moreover, women who hold traditionally male occupations have reported higher levels of job satisfaction overall (O'Farrell & Harlan, 1982; Meyer & Lee, 1978).

In corrections, specifically, few studies focus on job satisfaction among male and female wardens. Results of one study from the 1980s examining the job satisfaction of female correctional officers in comparison to male officers in the same correctional institution indicated that –though faced with more difficulties than men in the same position— women showed no significant difference in their levels of job satisfaction (Jurik & Halemba, 1984).

### **Occupational Sentiments**

As mentioned previously, occupational sentiments refer to the positive or negative personal feelings associated with a person's job. Limited research exists on occupational sentiments –whether in relation to the analysis of sentiments in general or as applied to the corrections system. Available literature documents the ways that sentiments analysis may be conducted and how data can be applied to aid in further research. However, this literature is exclusively focused on the private sector (e.g. business marketing, customer satisfaction, etc.) (Routray et al., 2013). It appears that no comprehensive collection of data regarding wardens' occupational sentiments exists.

Related information on occupational sentiments can be derived from literature covering other aspects of occupational research, such as the effects of role ambiguity and

role conflict on employees in professions similar to corrections. For instance, Acker (2003) explored the relationship between role ambiguity and role conflict and feelings of burnout among employees in the context of the medical profession. In her analysis, she noted that role ambiguity stemmed from requiring medical workers to perform multiple tasks of both a managerial and clerical nature, instead of partaking in patient care. The author found that role conflict and role ambiguity did exhibit statistically significant correlations with a number of “burnout dimensions” (Acker, 2003, p. 63), including emotional exhaustion, depersonalization, and lowered feelings of personal accomplishments among medical workers.

Similarly, Cressey (1959) studied the effects that contradictory directives –or role conflict— had on correctional officers. He noted that correctional personnel in custody-oriented prisons were responsible for both enforcing prison rules and reducing tensions among inmates and between inmates and staff; likewise correctional personnel in treatment-oriented institutions had the responsibility of supporting inmate rehabilitation by showing care and concern for inmate problems and rehabilitative progress while, at the same time, they were expected to administer justice and maintain order within the prison. As mentioned before, such contradictory directives were shown to contribute to negative personal feelings like emotional exhaustion and depersonalization (Acker, 2003). Alongside these resulting occupational sentiments, contradictory directives often produce feelings of work-related stress (Acker, 2003), which leads into the next section’s discussion.

It should be noted here that occupational sentiments and work-related stress are so closely related that is difficult to address one while completely excluding the other. For

instance, it is the negative personal feelings and emotional exhaustion associated with mixed directives that seem to ultimately contribute to feelings of work-related stress (Acker, 2003, p. 74). Cressey (1959) stated that mixed directives also served to stress correctional personnel by making their duties difficult to fulfill completely. Ultimately, this stress led to low employee morale and high rates of turnover. Griffin et al. (2010) supported this finding and expanded on it by including role ambiguity (having unclear directives regarding responsibilities), role overload (being given too many responsibilities without the means necessary to fulfill them), and dangerousness (feeling the job is unsafe or perilous) into their examination of stress-inducing factors for correctional personnel. The authors stated that the stress associated with role ambiguity, role overload, and dangerousness significantly influenced feelings of emotional exhaustion and depersonalization (Griffin et al., 2010, p. 249).

### **Work-Related Stress**

Research conducted in a number of professional contexts has brought to light undesirable outcomes associated with high levels of stress for correctional workers, including high rates of turnover intent, actual turnover, and absenteeism among employees, high organizational costs incurred due to employee turnover and absenteeism, decreased productivity, withdrawal from interpersonal interactions at work, and substance abuse (Cheek & Miller, 1983; Dial, Downey, & Goodlin, 2010; Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010).

Some of the literature on work-related stress in the prison environment states the commonly held belief that, due to the demanding nature of the work, correctional personnel, as a whole, are more likely to experience work-related stress (and, as a result,

are less likely to experience job satisfaction) (Cullen, et al., 1993, p. 143). However, much of the research addressing this notion deals primarily with the causes of stress and possible remedies for that stress rather than actually measuring the level of stress present for correctional personnel (Huckabee, 1992).

Huckabee (1992) notes that many studies of stress in corrections tend to draw heavily on evidence provided by correctional officers that is both empirical and anecdotal in nature, often leading to inconsistencies in the recorded patterns of correctional officer stress. Additionally, Huckabee states that studies of stress depend upon “indirect measures such as attitude and opinion surveys” which may contribute in part to the inconsistent stress patterns evident in the literature (Huckabee, 1992, p. 481). Despite these inconsistencies, however, the available studies examining correctional officers expose relevant information regarding stress as experienced by those working in the corrections system. For instance, in proposing an origin for the problem of stress, Kelling and Schenk (1971) pointed to the professionalization movement. The professionalization movement, as it relates to this topic, was a change in the philosophy of the corrections system. Following intense scrutiny from the judicial system regarding treatment of inmates and changing views about the role of prisons and punishment, practitioners began to perceive that their functions were much broader than simply managing inmates (Grant, 2004, p. 1). This paradigm shift subsequently generated support for aspects of professionalism, such as higher education, employee empowerment and participatory management, decentralized decision making, and career development (Stinchcomb, 2011, p. 494). According to Kelling and Schenk (1971), these changes generated resistance from corrections personnel to the professionalization movement as a whole. This

resistance then created tension in the working environment, subsequently creating stress for the corrections personnel.

Other sources contend that stress in the corrections system can also stem from public stereotyping of the nature of corrections work. Finn (2000) notes that stereotypes of the corrections system, as perpetuated by popular culture and the media, often affect society's opinions about corrections and about those working in the corrections system by portraying correctional personnel negatively. Society's subsequent unfavorable perception of corrections, the author argues, influences correctional officers to isolate themselves from members of the public *and* from members of their own social circles (family, friends, etc.), leading them to feel marginalized, misunderstood, and disinclined to share the actual nature of their working roles with anyone outside of the corrections system. The end result of forced isolation is often stress. Some authors note that, in conjunction with isolation, the dearth of practical outlets for correctional officer stress (such as stress programs or gyms where officers may relieve symptoms of stress through physical activity) may also contribute to the overall magnification of work-related stress (Morgan, Van Haveren, & Pearson, 2002; Finn, 2000).

A number of studies have explored the effects gender has on the experience of stress for correctional officers. In general, studies of work-related stress have uncovered contradictory findings regarding gender and stress (Martocchio & O'Leary, 1989). Dial, Downey, and Goodlin (2010) examine gender comprehensively along with issues of race, educational level, and employment by age group. Keeping with gender, the authors note that the marked rise in female employment in a predominantly male profession over the last three decades has created a more hostile environment filled with negativity towards



female workers in the corrections system from men already established in the profession (Carlson, Anson & Thomas, 2003). Because of this, women are often forced to work harder in order to receive the same amount of respect in the field as their male counterparts and often may tolerate sexual harassment for the sake of being accepted more fully into the field by their colleagues (Acker, 1992), creating a more stressful environment for females in corrections.

Additionally, one study found that women may experience more psychological and emotional stress than men –who, in turn, experience more physiological stress than women (Jick & Mitz, 1985). Another study comments that working women experience stressors unique to their position as women that men are likely never subject to (e.g. balancing careers and marriage, stereotyping, and discrimination) (Nelson & Quick, 1985). Particularly noteworthy is the fact that, while early studies seem to support the idea that women experience stress in corrections more than men, more recent explorations have indicated that the links between gender and stress may be “more elusive” than originally thought, in that gender may not influence the experience of stress at all –or if it does, it is minimal, at best (Carlson et al., 2003, p. 279). As mentioned before, however, these varied findings are likely due to the fact that there is as yet no concrete method of validly measuring stress.

To this point of the literature review on work-related stress, the studies mentioned have revolved exclusively around stress as it relates to correctional personnel. As mentioned before, this is because the literature regarding work-related stress in relation to prison wardens is scant; however, the studies that are available are enlightening and share similarities to studies already discussed. Throughout the available

literature, there seems to be a pervading belief that prison wardens will experience higher levels of stress in comparison to other professions as a result of several factors: 1) the danger level of their work in corrections, 2) the dehumanizing nature of corrections work, 3) the increase in oversight from federal courts, 4) the external pressures from the public to “get tough” on inmates, and 5) the changing role of prison wardens over time (Cullen et al., 1993; Bennett & Johnson, 2000; Flanagan et al., 1996; Ruddel & Norris, 2008). Additionally, authors note that the increasing gender diversity in corrections –or more specifically, the documented resistance from males in corrections to female integration into the workplace—could especially affect the experience of stress for female wardens (Kim et al., 2003). These points are all comparable to those made in the literature regarding correctional personnel outside of the warden position.

Atkin-Plunk and Armstrong (2013) recently noted a few factors that are not shared. For instance, the authors found, in contrast to corrections officers, the size of a prison’s population has a significant effect on the levels of stress felt by wardens (whereas no other physical attribute of the facility significantly affected work-related stress for wardens) –something that is not necessarily true for correctional officers. Additionally, the authors indicate that trust in subordinate staff contributed to the levels of work-related stress felt by wardens –wardens were less stressed when they trusted their subordinate staff and perceived that their staff would not attempt to circumvent directives.

At this point, the narrative will depart from the exploration of the literature related to variables being addressed in this study. The following section covering research design

and data collection will explain the process used to gather the information used in this thesis and will then describe the methods used to analyze the data.

### III. RESEARCH DESIGN AND DATA COLLECTION <sup>1</sup>

#### **Survey Design and Implementation**

For purposes of this thesis, secondary data collected through the national Prison Wardens' Survey were analyzed. For more information on the national Prison Wardens' Survey and for full survey results, please visit:

<http://www.cipp.org/pdf/Attachment%20%20NIC%20Survey%20Summary%20%20for%20web.pdf>.

Development and implementation of this survey was a collaborative effort among the funding agency (National Institute of Corrections), the project administrator (Center for Innovative Public Policies), and researchers at Florida Atlantic University (School of Criminology and Criminal Justice and School of Public Administration).

A total of 360 people responded to the online survey representing a 42% response rate. However, there were 34 respondents who skipped the majority of the important questions, so they were eliminated from the analysis. Hence, the number of useable cases was 326 (37% response rate). Forty-three states are represented in the survey results. Ultimately, a total of seven states –Illinois, Washington, Georgia, Maine, Delaware, Rhode Island, and New Hampshire—were not represented among respondents for various reasons (Stinchcomb & Leip, 2014).

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<sup>1</sup> A comprehensive description of the survey methodology is included in the appendix of this document.

## **Analytical Overview**

In order to accurately describe the survey participants, this thesis will use the following questions from the survey pertaining to facility information:

- Question 1: Which of the following best describes your facility?
- Question 2: What is the average daily population of inmates in your facility?
- Question 3: How many employees work in your prison?
- Question 6: What is the security level of your prison?

Wardens' demographic information was also taken into account by analyzing the following questions:

- Question 8: How many years have you been working in the field of corrections?
- Question 9: Within that time, how long have you served as a warden?
- Question 12: What is your age?
- Question 13: What is your gender?
- Question 15: What is your race/ethnicity?

Analysis will specifically focus on information regarding job satisfaction by examining two survey items:

- Question 109: Overall, how satisfied are you with your current position?
- Question 118: I feel a sense of satisfaction from the work I do.

Occupational sentiments were measured in ten survey items:

- Question 111: I feel that I am positively influencing other people's lives through my work.
- Question 112: I deal effectively with the problems of this facility.

- Question 114: Because of my work, I feel unable to enjoy my family and/or social life.
- Question 115: Working with people all day is really a strain for me.
- Question 116: I tend to care personally about what happens to inmates here.
- Question 117: I clearly understand what is necessary to do my job effectively.
- Question 119: I feel caught between conflicting expectations on the job.
- Question 121: I've become more callous toward people since I took this job.
- Question 124: I am responsible for an unmanageable workload.
- Question 125: I have the authority needed to carry out my responsibilities.

Work-related stress was measured through the responses to four survey items:

- Question 115: Working with people all day is really a strain for me.
- Question 122: I feel emotionally drained from my work.
- Question 126: I have feelings of being burned out by this job.
- Question 128: I feel stressed on the job.

Aside from the responses which are purely descriptive in nature (facility type and warden demographics), which were treated more broadly, response results for each examined question pertaining to job satisfaction, occupational sentiments, and work-related stress were reviewed in detail. Each question was analyzed for the frequency of each type of response and the percentage of respondents who answered each option. Questions regarding occupational sentiments were further divided into two subgroups which reflected 1) positive personal feelings and 2) negative personal feelings. The frequencies and percentages for both subgroups were then established. Furthermore, both subgroups were tested on two levels: personal feelings about a) the position of warden

and b) warden working roles. Crosstabulations were computed applying each of these questions to the independent variable of gender to determine whether a statistically significant level of association exists between gender and each of the dependent variables under scrutiny (i.e. job satisfaction, occupational sentiments, and work-related stress).

The following section explores the findings.

#### IV. ANALYSIS AND FINDINGS

This section will primarily address the findings uncovered through analysis of the previously mentioned survey questions. It begins by broadly addressing facility and demographic information collected from respondents before moving into analysis of the questions associated with respondents' job satisfaction, occupational sentiments, and work-related stress.

##### **Facility and Demographic Information**

State prisons represented the majority of respondents at 98%, with local and county jails making up the remainder. Results indicated that 39% of respondents housed between 1,000 and 2,499 inmates at their facilities, representing the majority. Only 11% of respondents reported housing 2,500 or more inmates, 23% represented those prisons housing 501 to 999 inmates, and 26% represented prisons housing less than 500 inmates. An average of 380 employees work in each prison represented, and 37% of respondents reported multiple levels of security in their facility, represent the majority.

Results indicated that respondents had been working in the field of corrections for an average of 27 years and had been serving for an average of 6 years as warden. Demographically, males represented the majority at 78% while females represented 22%. Respondents were an average age of 52 years old and were mostly Caucasian (78%).



## Job satisfaction

**General satisfaction levels.** Research Question 1 examined whether prison wardens, as a group, were generally satisfied with their working roles. As mentioned above, two survey questions addressed the issues of satisfaction.

- Question 109: Overall, how satisfied are you with your current position?
- Question 118: I feel a sense of satisfaction from the work I do.

Results are displayed in Tables 1 and 2.

**TABLE 1: Frequency Distribution for Question 109 - “Overall, how satisfied are you with your current position?” (N=319)**

Answer Choices	Frequency (F)	Percent (%)
Completely Dissatisfied	1	0.31%
Mostly Dissatisfied	4	1.25%
Somewhat Dissatisfied	3	0.94%
Neither Dissatisfied Nor Satisfied	6	1.88%
Somewhat Satisfied	22	6.90%
Mostly Satisfied	143	44.83%
Completely Satisfied	140	43.89%
<b>Total</b>	<b>319</b>	<b>100.00%</b>

Of the 326 useable cases, 319 answered Question 109. Respondents reported impressively high levels of job satisfaction. The vast majority are either completely satisfied or mostly satisfied (89%), and when those who are somewhat satisfied are added, the combination of positive responses comes to 96%.

**TABLE 2: Frequency Distribution for Question 118 -“I feel a sense of satisfaction from the work I do.” (N=318)**

Answer Choices	Frequency (F)	Percent (%)
Never	0	0.00%
A Few Times a Year	2	0.63%
Once a Month or Less	1	0.31%
A Few Times a Month	6	1.89%
Once a Week	7	2.20%
A Few Times a Week	73	22.96%
Every Day	229	72.01%
<b>Total</b>	<b>318</b>	<b>100.00%</b>

Respondents for Question 118 indicated that they very frequently obtain a sense of satisfaction from their work –with the vast majority reporting such feelings virtually every day (72%). Moreover, when adding those who feel satisfied by their work once a week or more, the total comes to an overwhelming 97%.

**Satisfaction and warden gender.** Research Question 2 examined the relationship between gender differences among wardens and reported levels of job satisfaction. Crosstabulations were computed for both Questions 109 and 118, which sorted the available answer choices for each question based on the independent variable of warden gender. The results are provided in Tables 3 and 4.

**TABLE 3: Crosstabulation for Question 109 - “Overall, how satisfied are you with your current position?” (N=316)**

Answer Choices	Female (%)	Male (%)
Completely Dissatisfied	0.00%	0.40%
Mostly Dissatisfied	1.45%	1.21%
Somewhat Dissatisfied	1.45%	0.81%
Neither Dissatisfied nor Satisfied	1.45%	2.02%
Somewhat Satisfied	7.25%	6.88%
Mostly Satisfied	39.13%	46.15%
Completely Satisfied	49.28%	42.51%
<b>Total</b>	<b>100.00%</b>	<b>99.98%</b>

As can be seen from Table 3, the majority of women reported that they were either completely satisfied or mostly satisfied with their current position as warden (88%), and when the results for somewhat satisfied are included, the total positive responses to this question reflect 96%. The case was similar for males. The majority of male respondents (89%) reported being either completely satisfied or mostly satisfied. Adding those males who felt somewhat satisfied brings the total to 96%.

In terms of measures of association, the Chi-square test resulted in a p-value of .94. Since this outcome is above the significance level of .05, it indicates that it is unlikely that a statistically significant relationship exists between the gender of wardens and their reported satisfaction levels. Furthermore, a Lambda measure of association yielded a value of .05. Since this value falls between the benchmark values of  $\pm 0.0$  and  $\pm 0.1$ , it can be reasonably concluded that there is a very weak level of association<sup>2</sup> between warden gender and reported levels of satisfaction.

**TABLE 4: Crosstabulation for Question 118 – “I feel a sense of satisfaction from the work I do.” (N=315)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	0.00%	0.00%
<b>A Few Times a Year</b>	0.00%	0.81%
<b>Once a Month or Less</b>	1.47%	0.00%
<b>A Few Times a Month</b>	1.47%	2.02%
<b>Once a Week</b>	0.00%	2.83%
<b>A Few Times A Week</b>	23.53%	22.27%
<b>Every Day</b>	73.53%	72.06%
<b>Total</b>	<b>100.00%</b>	<b>99.99%</b>

<sup>2</sup> For purposes of this analysis, Lambda values and their coordinating strengths are interpreted as follows: .0-.1=weak, .11-.20=moderately weak, .21-.30=moderately strong, .31 and up=strong (Welch & Comer, 2006).

The majority of female respondents (74%) reported feeling satisfaction every day. When results for once a week and a few times a week are included, a total of 98% of females reported feeling satisfied from their work. Results were almost identical for males (72% and 97%, respectively).

The Chi-square test resulted in a p-value of .28. Once again, this outcome is above the significance level of .05, indicating that a statistically significant relationship does not exist between reported satisfaction levels and warden gender. A Lambda measure of association for Question 118 yielded a value of 0.00, indicating that no association exists between the two variables being examined. Therefore, based on these results, it can be reasonably concluded that there is no relationship between the gender of prison wardens and their reported satisfaction levels.

The results from this portion of the analysis indicate two things: 1) Both male and female respondents report high levels of satisfaction regarding their position as wardens and 2) Gender as an independent variable seemingly has no associative value in regard to warden satisfaction. In other words, there is very little likelihood that the gender of a warden will influence feelings of job satisfaction.

### **Occupational Sentiments**

Research Question 3 examined whether wardens, as a group, generally have positive or negative sentiments about their working roles. As mentioned before, the survey items chosen to address this research question were divided into subgroups and analyzed in two ways: 1) personal feelings about the position of warden (positive and negative) and 2) sentiments regarding working roles (positive and negative). These two subgroups will be dealt with separately here.

**Positive personal feelings associated with the position of warden.** It was

determined that two of the survey questions addressed positive personal feelings:

- Question 111: I feel that I am positively influencing other people’s lives through my work.
- Question 116: I tend to care personally about what happens to inmates here.

Results are shown on Tables 5 and 6:

**TABLE 5: Frequency Distribution for Question 111 – “I feel that I am positively influencing other people’s lives through my work.” (N=317)**

<b>Answer Choices</b>	<b>Frequency (F)</b>	<b>Percent (%)</b>
<b>Never</b>	1	0.32%
<b>A Few Times a Year</b>	4	1.26%
<b>Once a Month or Less</b>	1	0.32%
<b>A Few Times a Month</b>	10	3.15%
<b>Once a Week</b>	8	2.52%
<b>A Few Times a Week</b>	82	25.87%
<b>Every Day</b>	211	66.56%
<b>Total</b>	<b>317</b>	<b>100.00%</b>

Of the 326 useable cases, 317 answered this question. Respondents indicated that they very frequently felt that they were positively influencing other people’s lives –with the vast majority reporting these feelings every day (67%). When responses for once a week or more are included, the total comes to an overwhelmingly high 95% of respondents who feel they positively influence the lives of others through their work. Negative responses for this question were incredibly small, with only 5% reporting that they felt this way a few times a month or less.

**TABLE 6: Frequency Distribution for Question 116 – “I tend to care personally about what happens to inmates here.” (N=308)**

Answer Choices	Frequency (F)	Percent (%)
Never	8	2.60%
A Few Times a Year	11	3.57%
Once a Month or Less	2	0.65%
A Few Times a Month	21	6.82%
Once a Week	9	2.92%
A Few Times a Week	31	10.06%
Every Day	226	73.38%
<b>Total</b>	<b>308</b>	<b>100.00%</b>

Similarly, for Question 116, 73% of respondents reported that they cared personally about what happens to inmates every day. Furthermore, the number of respondents who reported feeling this way once a week or more totals 86%. Once again, the negative responses associated with this question were small in comparison, with only 14% of respondents reporting feeling this way a few times a month or less.

**Negative personal feelings associated with the position of warden.** It was determined that three of the survey questions addressed negative personal feelings:

- Question 114: Because of my work, I feel unable to enjoy my family and/or social life.
- Question 115: Working with people all day is really a strain for me.
- Question 121: I’ve become more callous toward people since I took this job.

Results are displayed in Tables 7, 8, and 9.

**TABLE 7: Frequency Distribution for Question 114 - “Because of my work, I feel unable to enjoy my family and/or social life.” (N=317)**

Answer Choices	Frequency (F)	Percent (%)
Never	53	16.72%
A Few Times a Year	63	19.87%
Once a Month or Less	28	8.83%
A Few Times a Month	61	19.24%
Once a Week	33	10.41%
A Few Times a Week	57	17.98%
Every Day	22	6.94%
<b>Total</b>	<b>317</b>	<b>99.99%</b>

Question 114 was answered by 317 respondents. The answer choices of once a week or greater were selected by only 35% of respondents, whereas 65% indicated feeling that they were unable to enjoy family and social life a few times a month or less. Essentially, the majority of respondents *do not* frequently feel unable to enjoy their family and social life.

**TABLE 8: Frequency Distribution for Question 115 – “Working with people all day is really a strain for me.” (N=316)**

Answer Choices	Frequency (F)	Percent (%)
Never	94	29.75%
A Few Times a Year	81	25.63%
Once a Month or Less	28	8.86%
A Few Times a Month	56	17.72%
Once a Week	24	7.59%
A Few Times a Week	30	9.49%
Every Day	3	0.95%
<b>Total</b>	<b>316</b>	<b>99.99%</b>

Results for Question 115 were similar. Only 18% of respondents reported feeling strained as a result of their work once a week or more often. However the majority (82%) indicated that they only felt strained a few times a month or less.

**TABLE 9: Frequency Distribution for Question 121 – “I’ve become more callous toward people since I took this job.” (N=313)**

Answer Choices	Frequency (F)	Percent (%)
Never	163	52.08%
A Few Times a Year	88	28.12%
Once a Month or Less	24	7.67%
A Few Times a Month	19	6.07%
Once a Week	3	0.96%
A Few Times a Week	9	2.88%
Every Day	7	2.24%
<b>Total</b>	<b>313</b>	<b>100.02%</b>

Finally, results for Question 121 measured whether wardens felt they had become more callous toward people. For this question, only 6% of respondents indicated that they felt they had become more callous toward people once a week or more frequently.

Conversely, the majority of respondents (94%) reported feeling that way once a month or less.

**Positive occupational sentiments associated with working roles.** The second level of analysis for warden sentiments dealt with how wardens felt about their working roles, which was addressed in three of the survey questions

- Question 112: I deal effectively with the problems of this facility.
- Question 117: I clearly understand what is necessary to do my job effectively.
- Question 125: I have the authority needed to carry out my responsibilities.

Results are displayed in Tables 10, 11, and 12 below.



**TABLE 10: Frequency Distribution for Question 112 – “I deal effectively with the problems of this facility.” (N=318)**

Answer Choices	Frequency (F)	Percent (%)
Never	0	0.00%
A Few Times a Year	0	0.00%
Once a Month or Less	0	0.00%
A Few Times a Month	2	0.63%
Once a Week	0	0.00%
A Few Times a Week	50	15.72%
Every Day	266	83.65%
<b>Total</b>	<b>318</b>	<b>100.00%</b>

Results for this question indicate that the majority of respondents (84%) feel they deal effectively with facility problems every day, with 99% indicating they felt this way a few times a week or more. Only .63% reported feeling this way a few times a month or less.

**TABLE 11: Frequency Distribution for Question 117 –“I clearly understand what is necessary to do my job effectively.” (N=318)**

Answer Choices	Frequency (F)	Percent (%)
Never	0	0.00%
A Few Times a Year	0	0.00%
Once a Month or Less	0	0.00%
A Few Times a Month	0	0.00%
Once a Week	3	0.94%
A Few Times a Week	28	8.81%
Every Day	287	90.25%
<b>Total</b>	<b>318</b>	<b>100.00%</b>

Like the previous question, the overwhelming majority of respondents (90%) felt like they understand what is necessary to effectively do their jobs every day. Virtually 100% of respondents felt this way once a week or more, and no respondents (0%) indicated feeling this way a few times a month or less.

**TABLE 12: Frequency Distribution for Question 125 – “I have the authority needed to carry out my responsibilities.” (N=316)**

<b>Answer Choices</b>	<b>Frequency (F)</b>	<b>Percent (%)</b>
<b>Never</b>	1	0.32%
<b>A Few Times a Year</b>	6	1.90%
<b>Once a Month or Less</b>	4	1.27%
<b>A Few Times a Month</b>	14	4.43%
<b>Once a Week</b>	4	1.27%
<b>A Few Times a Week</b>	60	18.99%
<b>Every Day</b>	227	71.84%
<b>Total</b>	<b>316</b>	<b>100.02%</b>

When wardens were asked how often they feel they have the necessary authority to carry out their responsibilities, they most often responded with “every day” (72%). Overall, the majority of wardens feel that they have the requisite authority to do their jobs once a week or more (92%). Only 8% of respondents feel this way a few times a month or less.

**Negative occupational sentiments associated with working roles.** Negative sentiments in association with the working roles of wardens were addressed in two survey questions.

- Question 119: I feel caught between conflicting expectations on the job.
- Question 124: I am responsible for an unmanageable workload.

Results for these questions are displayed in Tables 13 and 14.

**TABLE 13: Frequency Distribution for Question 119 – “I feel caught between conflicting expectations on the job.” (N=317)**

Answer Choices	Frequency (F)	Percent (%)
Never	58	18.30%
A Few Times a Year	105	33.12%
Once a Month or Less	36	11.36%
A Few Times a Month	44	13.88%
Once a Week	25	7.89%
A Few Times a Week	34	10.73%
Every Day	15	4.73%
<b>Total</b>	<b>317</b>	<b>100.01%</b>

Only 23% of respondents indicated that they felt caught between conflicting expectations on the job once a week or more. The remaining 77% reported only feeling this way a few times a month or less.

**TABLE 14: Frequency Distribution for Question 124 – “I am responsible for an unmanageable workload.” (N=313)**

Answer Choices	Frequency (F)	Percent (%)
Never	104	33.23%
A Few Times a Year	86	27.48%
Once a Month or Less	24	7.67%
A Few Times a Month	38	12.14%
Once a Week	15	4.79%
A Few Times a Week	25	7.99%
Every Day	21	6.71%
<b>Total</b>	<b>313</b>	<b>100.01%</b>

Similarly for Question 124, respondents indicated that they infrequently feel that they are responsible for an unmanageable workload –19% of respondents reported feeling this way once a week or more. Most respondents to this question (80%) reported that they felt this way infrequently –a few times a month or less.

**Occupational sentiments and warden gender.** Research Question 4 assessed whether the gender of prison wardens had any influence on occupational sentiments. To

this end, Questions 111, 116 (for positive sentiments), 114, 115, and 121 (for negative sentiments) were further analyzed for the purposes of establishing whether the independent variable of gender influenced the positive or negative personal feelings associated with the position of warden. Crosstabulations were computed for each survey question, as shown in Tables 15-19.

**TABLE 15: Crosstabulation for Question 111 – “I feel that I am positively influencing other people’s lives through my work.” (N=314)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	0.00%	.40%
<b>A Few Times A Year</b>	1.49%	1.21%
<b>Once a Month or Less</b>	0.00%	.40%
<b>A Few Times a Month</b>	2.99%	3.24%
<b>Once a Week</b>	5.97%	1.62%
<b>A Few Times a Week</b>	23.88%	25.91%
<b>Every Day</b>	65.67%	67.21%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

From a total of 67 female wardens responding to this item, the majority (96%) reported that they felt they were positively influencing others through their work once a week or more frequently, whereas only 4% reported feeling this way a few times a month or less. Similarly, this pattern was true for males, as well. Of the 247 male wardens, 95% felt they positively influenced the lives of others once a week or more, while the remaining 5% felt this way a few times a month or less. Following is a breakdown and analysis of the Chi-square test and Lambda measures of association for this data.

The Chi-square test for this crosstabulation resulted in a p-value of .60. This outcome, which is above the significance level of .05, indicates that a statistically significant relationship does not exist between the gender of wardens and their sentiments. Furthermore, a Lambda measure of association yielded an association value

of 0.00, which indicates that no level of association exists. Therefore, it can be reasonably concluded that there is no relationship between warden gender and reported levels of positive sentiments.

**TABLE 16: Crosstabulation for Question 116 – “I tend to care personally about what happens to inmates here.” (N=305)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	3.08%	2.50%
<b>A Few Times A Year</b>	3.08%	3.75%
<b>Once a Month or Less</b>	3.08%	0.00%
<b>A Few Times a Month</b>	9.23%	6.25%
<b>Once a Week</b>	3.08%	2.92%
<b>A Few Times a Week</b>	6.15%	11.25%
<b>Every Day</b>	72.31%	73.33%
<b>Total</b>	<b>100.01%</b>	<b>100.00%</b>

Of the 65 total female respondents to this item, the majority (72%) tended to care personally about inmates every day. When the percentages for once a week and a few times a week are included in this, the result is that a total 82% of female respondents feel this as frequently as once a week or more. For males, the case is similar, with 88% caring about their inmates once a week or more frequently.

The Chi-square test for this crosstabulation resulted in a p-value of .15. This outcome is greater than the significance level of .05, and therefore indicates that a relationship between warden gender and occupational sentiments is not likely. The Lambda measure of association for this question produced an association value of 0.00, which shows that no association exists between warden gender and the sentiments explored in this question.

**TABLE 17: Crosstabulation for Question 114 – “Because of my work, I feel unable to fully enjoy my family and/or social life.” (N=314)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	13%	17%
<b>A Few Times A Year</b>	24%	19%
<b>Once a Month or Less</b>	8%	9%
<b>A Few Times a Month</b>	19%	19%
<b>Once a Week</b>	6%	12%
<b>A Few Times a Week</b>	21%	17%
<b>Every Day</b>	9%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Answers for Question 114 indicated that 36% of female respondents frequently felt unable to enjoy family and social life (once a week or more); while 64% reported feeling this way less often (a few times a month or less). The results are exactly the same for males.

The Chi-square test for this crosstabulation resulted in a p-value of .72. This outcome is much greater than the significance level of .05, and therefore the interpretation of this value indicates no relationship between warden gender and negative occupational sentiments exists. Additionally, The Lambda measure of association for this question produced an association value of .32. Although this result indicates a strong relationship, it is statistically insignificant.

**TABLE 18: Crosstabulation for Question 115 – “Working with people all day is really a strain for me.” (N=313)**

Answer Choices	Female (%)	Male (%)
Never	30.88%	29.80%
A Few Times A Year	30.88%	23.67%
Once a Month or Less	8.82%	8.98%
A Few Times a Month	14.71%	18.78%
Once a Week	1.47%	9.39%
A Few Times a Week	13.24%	8.16%
Every Day	0.00%	1.22%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

Results for Question 115 indicated that only 14% of female respondents reported feeling strained frequently (once a week or more), while 86% felt that way less frequently (a few times a month or less). Likewise for males, 18% felt strained once a week or more frequently and 82% reported less frequent feelings of strain (a few times a month or less).

The Chi-square test for this question yielded a p-value of .22. As this outcome is higher than the significance level of .05, it shows no significant relationship between gender and feelings of strain. Moreover, the Lambda measure of association for this question resulted in an association value of 0.00, indicating that no association exists between gender and feelings of strain.

**TABLE 19: Crosstabulation for Question 121 – “I’ve become more callous toward people since I took this job.” (N=310)**

Answer Choices	Female (%)	Male (%)
Never	52.24%	52.26%
A Few Times A Year	32.84%	26.75%
Once a Month or Less	7.46%	7.82%
A Few Times a Month	5.97%	6.17%
Once a Week	0.00%	1.23%
A Few Times a Week	1.49%	3.29%
Every Day	0.00%	2.47%
<b>Total</b>	<b>100.00%</b>	<b>99.99%</b>

Finally, for Question 121, results indicated that, of 67 female respondents, only 1% reported that they frequently felt they had become more callous toward people (once a week or more) while the overwhelming majority (99%) felt that way very infrequently (a few times a month or less). For men, the case was similar. Only 6% of male respondents reported feeling they were more callous toward people on a frequent basis (once a week or more often), and 94% of male respondents felt that way infrequently (a few times a month or less often).

The Chi-square test for this question resulted in a p-value of .71. This value is much greater than the significance level of .05, and therefore it can be reasonably concluded that there is no significant relationship between gender and feelings of callousness toward people. However, the Lambda measure of association for this question indicated a value of .45. This result tends to point to a strong relationship between the two variables, although again, it is statistically insignificant.

The results here signify several things: 1) Both male and female respondents report high levels of positive occupational sentiments in relation to their position as wardens, 2) Both male and female respondents reported low levels of negative occupational sentiments in relation to their working positions, 3) Gender as an independent variable has very little to no statistically significant associative value in regard to occupational sentiments. From these results, it can be concluded there is very little likelihood that the gender of a warden will influence a one's occupational sentiments.



## Work-related stress

**General stress levels.** Research Question 5 examines whether prison wardens are generally stressed as a result of their working roles, as was determined by four of the survey questions.

- Question 115: Working with people all day is really a strain for me.
- Question 122: I feel emotionally drained from my work.
- Question 126: I have feelings of being burned out by this job.
- Question 128: I feel stressed on the job.

Results for these questions are displayed on Tables 20, 21, 22, and 23.

**TABLE 20: Frequency Distribution for Question 115 - “Working with people all day is really a strain for me.” (N=316)**

Answer Choices	Frequency (F)	Percent (%)
Never	94	29.75%
A Few Times a Year	81	25.63%
Once a Month or Less	28	8.86%
A Few Times a Month	56	17.72%
Once a Week	24	7.59%
A Few Times a Week	30	9.49%
Every Day	3	0.95%
<b>Total</b>	<b>316</b>	<b>99.99%</b>

Of the 326 useable cases, 316 respondents answered Question 115. Only 18% of respondents reported that they frequently (once a week or more often) felt that working with people was a strain for them, while the majority of respondents (82%) indicated that they felt this way less often (a few times a month or less).

**TABLE 21: Frequency Distribution for Question 122 - “I feel emotionally drained from my work.” (N=310)**

Answer Choices	Frequency (F)	Percent (%)
Never	40	12.90%
A Few Times a Year	111	35.81%
Once a Month or Less	36	11.61%
A Few Times a Month	64	20.65%
Once a Week	21	6.77%
A Few Times a Week	26	8.39%
Every Day	12	3.87%
<b>Total</b>	<b>310</b>	<b>100.00%</b>

Of the 310 respondents to Question 122, those who felt emotionally drained more frequently (once a week or more often) totaled 19%. By contrast, the majority of respondents (81%) reported less frequent feelings of emotional drainage (a few times a month or less).

**TABLE 22: Frequency Distribution for Question 126 – “I have feelings of being burned out by this job.” (N=315)**

Answer Choices	Frequency (F)	Percent (%)
Never	91	28.89%
A Few Times a Year	134	42.54%
Once a Month or Less	34	10.79%
A Few Times a Month	31	9.84%
Once a Week	10	3.17%
A Few Times a Week	12	3.81%
Every Day	3	0.95%
<b>Total</b>	<b>315</b>	<b>99.99%</b>

Results were similar to the above questions when respondents were asked about their feelings of being burned out by their jobs. Only 8% of respondents felt burned out once a week or more frequently, while 92% had less frequent feelings (a few times a month or less).

**TABLE 23: Frequency Distribution for Question 128 – “I feel stressed on the job.” (N=316)**

<b>Answer Choices</b>	<b>Frequency (F)</b>	<b>Percent (%)</b>
<b>Never</b>	29	9.18%
<b>A Few Times a Year</b>	130	41.14%
<b>Once a Month or Less</b>	39	12.34%
<b>A Few Times a Month</b>	50	15.82%
<b>Once a Week</b>	19	6.01%
<b>A Few Times a Week</b>	35	11.08%
<b>Every Day</b>	14	4.43%
<b>Total</b>	<b>316</b>	<b>100.00%</b>

Finally, 316 respondents answered Question 128, which simply addressed whether they felt stressed on the job. As was the trend with the preceding questions, a small fraction of respondents (22%) felt stressed frequently (once a week or more often) while on the job. The remaining 78% felt stressed less frequently (a few times a month or less often).

In summation, the examined questions were all chosen to measure whether wardens, as a group, are generally stressed as a result of their working roles. Taken individually, each of these questions measured wardens’ responses based on how often over time they felt strained, emotionally drained, burned out, or stressed.

The frequency distributions for each of these questions show that the answer choices reflecting more feelings of strain, emotional drainage, burnout, or stress over time (i.e. once a week or more often) were chosen infrequently. Therefore, it can be reasonably concluded that, as a general group, wardens are not stressed as a result of their working roles.

**Work-related stress and warden gender.** Research Question 6 examined whether the gender of prison wardens influenced feelings of work-related stress. To

uncover this information, crosstabulations for survey Questions 115, 122, 126, and 128 were computed and analyzed. The results for these analyses are reported below.

**TABLE 24: Crosstabulation for Question 115 – “Working with people all day is really a strain for me.” (N=313)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	30.88%	29.80%
<b>A Few Times A Year</b>	30.88%	23.67%
<b>Once a Month or Less</b>	8.82%	8.98%
<b>A Few Times a Month</b>	14.71%	18.78%
<b>Once a Week</b>	1.41%	9.39%
<b>A Few Times a Week</b>	13.24%	8.16%
<b>Every Day</b>	0.00%	1.22%
<b>Total</b>	<b>99.94%</b>	<b>100.00%</b>

Of the 68 female wardens who answered this question, only 14% reported feelings of strain as frequently as once a week or more often. The remaining 86% of female respondents felt strained much less often –a few times a month or less. For males, 18% reported feeling strained once a week or more often, while 82% indicated less frequent feelings of strain (a few times a month or less).

A Chi-square test of this crosstabulation resulted in a p-value of .11. This is above the significance level of .05, and leads to the conclusion that no relationship exists between warden gender and feelings of stress. Lambda measures of association, with a value of 0.00, indicate no association.

**TABLE 25: Crosstabulation for Question 122- “I feel emotionally drained from my work.” (N=307)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	10.77%	13.64%
<b>A Few Times a Year</b>	36.92%	35.12%
<b>Once a Month or Less</b>	12.31%	11.57%
<b>A Few Times a Month</b>	24.62%	19.42%
<b>Once a Week</b>	7.69%	6.61%
<b>A Few Times a Week</b>	4.62%	9.54%
<b>Every Day</b>	3.08%	4.13%
<b>Total</b>	<b>100.01%</b>	<b>100.03%</b>

Crosstabulations for this question show that, from a total number of 65 female respondents, only 15% reported feelings of emotional drainage as often as once a week or more, while 85% felt this way infrequently (a few times a month or less often). The case for males is, once again, similar, as 20% of male respondents indicated feeling emotionally drained once a week or more often, while 80% reported feeling this way less frequently (a few times a month or less).

The Chi-square test for this crosstabulation resulted in a p-value of .83, which is far above the significance value of .05. Therefore, there is very little likelihood that gender has a significant influence on feelings of work-related emotional drainage. The Lambda measures of association showed a value of 0.00, which likewise signifies that no association exists between the independent variable of gender and the feelings of being emotionally drained. Hence, it is reasonable to conclude that warden gender does not have a significant influence on feeling emotionally drained from their work.

**TABLE 26: Crosstabulation for Question 126 – “I have feelings of being burned out by this job.” (N=312)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	24.24%	29.67%
<b>A Few Times a Year</b>	50.00%	41.06%
<b>Once a Month or Less</b>	9.09%	11.38%
<b>A Few Times a Month</b>	10.61%	9.35%
<b>Once a Week</b>	3.03%	3.25%
<b>A Few Times a Week</b>	3.03%	4.07%
<b>Every Day</b>	0.00%	1.22%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

Crosstabulations for Question 126 show that, from the total number of 66 female respondents to the question, only 6% had feelings of burnout once a week or more often. The far greater number of females reported feeling burned out only a few times a month or less frequently at 94%. Likewise, only 9% of male respondents indicated feeling burned out once a week or more, while 91% reported less frequent feelings of burnout (a few times a month or less).

The Chi-square test of this crosstabulation resulted in a p-value of .84, which, once again, is far above the significance value of .05, indicating that there is no association between warden gender and feelings of being burned out by the job. The Lambda measure of association for this crosstabulation was 0.00. This value shows no statistical association between feelings of burnout and warden gender. Therefore, based on these findings, it is reasonable to conclude that the independent variable of gender does not have a significant influence on feelings of work-related burnout.

**TABLE 27: Crosstabulation for Question 128 –“I feel stressed on the job.” (N=313)**

<b>Answer Choices</b>	<b>Female (%)</b>	<b>Male (%)</b>
<b>Never</b>	4.48%	10.16%
<b>A Few Times a Year</b>	47.76%	39.43%
<b>Once a Month or Less</b>	8.96%	13.01%
<b>A Few Times a Month</b>	16.42%	15.85%
<b>Once a Week</b>	10.45%	4.88%
<b>A Few Times a Week</b>	10.45%	11.38%
<b>Every Day</b>	1.49%	5.28%
<b>Total</b>	<b>100.01%</b>	<b>99.96%</b>

Finally, the crosstabulations for Question 128 show that, out of the 67 female respondents 22% reported frequently feeling stressed on the job (once a week or more often) while 78% experienced feelings of stress a few times a month or less frequently. Results were identical for male respondents.

The Chi-square test of this crosstabulation resulted in a p-value of .24. Once again, this is above the significance value of .05 and therefore indicates that no statistically significant correlation between warden gender and feelings of stress on the job. The Lambda measure of association for this question resulted in an association value of 0.00. This shows no association between gender and feelings of being stressed on the job. Therefore, it can be reasonably concluded that the independent variable of gender has little to no influence on feelings of work-related stress.

As mentioned previously, these questions all measure feelings of stress based on how often respondents reported feeling different characteristics or byproducts of stress (e.g. strain, emotional drainage, and burnout) over time. Both female and male respondents reported low numbers regarding how frequently they felt these characteristics of stress. Furthermore, the Chi-square tests and Lambda measures for each

examined question did not support any associations or correlations between the independent variable of gender and the various characteristics of stress for wardens. Therefore, it cannot be concluded that gender has any statistically significant influence on feelings of work-related stress among wardens.



## V. CONCLUSIONS, IMPLICATIONS, AND LIMITATIONS

After extensive analysis and research, the major conclusions of this thesis seem to support past findings which reflect high levels of satisfaction and low levels of stress among prison wardens in comparison to practitioners in other professional fields, and even in comparison to correctional officers (Owen, 2006; Finn, 2000; Flanagan et al., 1996; Cullen et al., 1993). What has not been very well explored in criminal justice research, however, is the occupational sentiments of wardens. That factor has been dealt with extensively in this thesis, and has yielded some enlightening information.

### **Research Question Findings**

**Research Question 1: Are prison wardens generally satisfied with their working roles?** Results from this study reflect that prison wardens are generally satisfied with their working roles. Moreover, prison wardens reported overwhelmingly high levels of job satisfaction in relation to their working roles in comparison to research conducted on correctional officers.

**Research Question 2: Does the gender of prison wardens influence feelings of job satisfaction?** Results show that there is a very weak relationship between warden gender and feelings of job satisfaction. Furthermore, results of the Chi-square tests indicate that this slight relationship is not statistically significant. It is reasonable to conclude that gender does not have an influence on feelings of job satisfaction among prison wardens.

**Research Question 3: Do prison wardens generally have positive or negative sentiments in regard to their working roles?** Respondents reported high levels of positive personal sentiments in relation to both their position as warden and the working roles associated with that position. They reported low levels of negative personal sentiments overall.

**Research Question 4: Does the gender of prison wardens influence wardens' occupational sentiments?** Overall, results of this study tended to indicate that gender had little to no association with wardens' occupational sentiments. Additionally, the Chi-square tests for each examined survey question showed that no statistically significant relationship exists between gender and occupational sentiments.

**Research Question 5: Are prison wardens generally stressed as a result of their working roles?** This study showed that wardens are not generally stressed as a result of their working roles. Responses to the survey questions measuring stress reflected only a small percentage of prison wardens experience feelings of stress on a frequent basis.

**Research Question 6: Does the gender of prison wardens influence feelings of work-related stress?** Results in this study showed that there was no association between gender and feelings of work-related stress among prison wardens. Additionally, results of the Chi-square tests for each examined survey question indicated that no statistically significant relationship exists between feelings of work-related stress and warden gender.

### **Findings, Implications, and Future Research**

One major finding in regard to occupational sentiments was that wardens, as a general group, report high levels of positive personal feelings in association with their

position as wardens. Alternatively, wardens report low levels of negative personal feelings regarding their position. Another finding related to occupational sentiments dealt with how wardens felt about their working roles. Results for that portion of this study were overwhelmingly high, indicating that wardens feel positively about their working roles, the responsibilities they have, and their abilities to complete the tasks associated with their occupation.

Other conclusions of this study were related to the possible influence that gender, as an independent variable, may have on job satisfaction, occupational sentiments, and work-related stress. In general, Chi-square tests and Lambda measures of association all seemed to concur that there was little to no association between warden gender and reported levels of job satisfaction, occupational sentiments, and work-related stress.

However, this research is not without its limitations. While the 2013 national Prison Wardens' Survey was distributed on a national scale, some states, for various reasons, were not represented in the final product. In addition, response rates were not ideal. After implementation and distribution of the survey instrument only 37% of the cases were useable for this study, and though that response rate should not be disregarded, it does leave much to be desired for the sake of more generalizable research in this area.

Implications for this research are broad. The information uncovered in this thesis adds to the currently sparse knowledge about prison wardens and how they feel and react to their working roles. In many ways, this research simply supports conclusions made in past studies regarding correctional personnel, but it does add to available research as well—especially in terms of what is known about how wardens truly feel about their work,

what they do, and how they do it. Additionally, it is notable that the 2013 National Prison Wardens' Survey is one of the only surveys distributed to prison wardens on a national level, which makes the findings in this study the most current and inclusive research to date on prison wardens nationwide.

Future research can also benefit from the information on sentiments documented in this study. For instance, using the data on sentiments in this thesis as a basis, future researchers can analyze causality between the variables of occupational sentiments and job satisfaction. Another possible avenue for research includes examining whether wardens' occupational sentiments have any bearing on levels of work-related stress –and whether these levels vary by gender, age, race, education level, or other demographic variables. The possibilities for future research are vast as this research essentially takes what is already known about prison wardens in terms of satisfaction and stress and expands upon it to include sentiments and, in turn, opens up more areas of study for future criminal justice researchers.

## APPENDIX: SURVEY METHODOLOGY

Following a comprehensive literature review, the survey instrument was drafted and a hard copy was pretested in November 2012, with the 24 participants attending the National Institute of Correction's (NIC's) Executive Training for New Wardens. Onsite discussions probed further to identify any areas that might be unclear, missing, redundant, etc. After revisions were made, the online version of the survey was pretested by 8 wardens from 7 states. Feedback was very positive, with only a few minor changes made after this stage of the process.

At the same time, researchers were exploring avenues for obtaining email contacts for wardens throughout the country, since the online capability of Survey Monkey was determined to be the most efficient method for administering the survey to such a large, geographically dispersed target group. In that regard, NIC placed a note on their discussion board website in November 2012 asking state correctional agencies to submit a list of wardens in their state. The few responses received primarily came with names only (not email addresses), thus making it impossible to contact them.

By early January 2013, it had become apparent that it would not be possible to obtain a nationwide list of prison wardens with specific contact information through this method. The research team therefore initiated its own investigative process, developing a list through information available in the state Department of Corrections' websites, follow-up personal contacts, and discussions with DOC research personnel. This process yielded a list of 898 names and email addresses representing 47 states.

To check the accuracy of these addresses, a test email was sent to everyone on the list in late January 2013, explaining the project and providing them with a “heads-up” alert to watch for the upcoming survey. After eliminating 21 invalid email addresses and correcting others, a total of 877 names remained on the list. By January 28, 2013, the survey was sent to these validated email addresses asking for a response within two weeks.

By mid-February, a follow-up email was sent to everyone, thanking those who had replied and requesting those who had not to do so. Since survey responses were anonymous, it was impossible to distinguish one group from the other, so a generic email was sent to everyone. The survey was left open online for another month thereafter.

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