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Occupational Burnout Factors Among Correctional Mental Health Providers

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This is to certify that the doctoral dissertation by

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Walden University
2023

Abstract

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MS, Walden University, 2018

MSW, Boise State University, 2015

BSW, University Of North Dakota 2015

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Clinical Psychology

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Abstract

Burnout rates of correctional employees are higher than employees in the general public. The purpose of this study was to identify how occupational factors impact burnout rates among correctional mental health workers. Grounded in the job-demands theoretical model, this study compared burnout rates among mental health staff within county jails and state prisons. Burnout was measured using the Maslach Burnout Inventory and Occupational factors were measured using the Areas of Work life Survey and Pandemic Experience and Perception Survey. Data was analyzed using IBM SSPS software to address multiple a priori directional research questions. Research questions considered how occupational factors impact burnout of this population. Key results indicated no significant difference in burnout rates among mental health providers, though found "workload" and "control" to be significant predictors of emotional exhaustion in both jails and prisons, and "reward" a significant predictor of personal accomplishment in prisons. "Risk perception" and "work life" were predictors of emotional exhaustion during a global pandemic. Future studies should expand the research on the variable "workload" with burnout and consider utilizing the demographic data collected to identify additional correlations. Implications for positive social change include prevention of burnout in correctional settings resulting in lower staff turnover, improved staff quality of life, and increased quality of treatment. Knowing the factors that contribute to burnout in these populations allows for intervention prior to burnout.

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Dedication

This dissertation is dedicated to my amazing family who always pushed me to pursue the highest level of education.

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There are many people to acknowledge that have helped me get to where I am in life. First off, my amazing parents Dr. Kevin Gruhot and Pam Gruhot, and sister Dr. Tasha Gruhot, who have always motivated me to do my best and pushed me to high achievements. Second, my amazing fiancé, Arash Parsaye who sacrificed time and energy to aid in my success in this program. To my best friends, Sarah Theisen and Marlae Moss who motivated me during the times I did not think I could keep going. My good friends and supervisors Meghan Magginetti and Dr. Jody Ortman promoted self-care and provided me with grace and leniency when I needed it the most.

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Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Burnout rates are higher among correctional facility employees than in the general public (Carrola et al., 2016; Lambert et al., 2015). According to Carrola et al. (2016), burnout is a psychological symptom with three dimensions: exhaustion, depersonalization, and feelings of lack of accomplishment. Burnout leads to feelings of inadequacy and causes one to experience detachment from their job responsibilities over time (Maslach & Leiter, 2016). Those who work in the human service industry have been found to experience higher rates of burnout as they often put others' needs before their own (Carrola et al., 2016). These employees also often experience a reduced sense of professional accomplishment (Carrola et al., 2016). Burnout leads to ineffective work among employees, is linked to high rates of turnover, and has been found to lead to other physical and mental conditions.

The concept of burnout is not a new phenomenon in the human service field. However, when it comes to occupational factors that may contribute to burnout, research is lacking, specifically across different criminal justice settings. Research has focused on counselor burnout among different correctional security levels within the prison system (i.e., minimum, medium, maximum). The literature has also focused on burnout among security staff within corrections rather than mental health providers (Carrola et al., 2016). This lack of research on mental health providers and what factors contribute to burnout in this setting has led to gaps in the literature. Further, occupational factors related to burnout have been even more neglected within the research. This gap in the literature and

previous studies have provided recommendations on what future researchers should investigate.

This study focused on the occupational burnout of correctional clinicians. The research will support professional practice and allow for practical application in the mental health field. The results of this study may identify information that can reduce the high turnover rates found in correctional settings due to the high rates of clinical burnout. In this study, I sought to identify what occupational factors contribute to burnout within different corrections locations. These results could be used to improve the overall work environment that impacts clinical burnout. Results from this study are beneficial, as burnout is associated with physical and mental health problems and their effects on job performance (Garter et al., 2007). Potentially reducing burnout-induced factors could improve the overall job experience. Additionally, improving the quality of the work environment for mental health providers may lower turnover rates (Jiang et al., 2018).

Correctional mental health workers provide a vital service in the chain of community integration and reduce recidivism rates (Stephenson & Bell, 2019). Currently, the amount of money spent on the burden of workplace burnout in the United States is estimated at 300 billion dollars per annum (Stephenson & Bell, 2019). If the occupational factors can be successfully identified, this study may aid in the reduction of burnout costs within our society, leading to positive social change.

This chapter will include a brief literature review related to the topic of study and discuss the literature gap that needs to be filled. I will address clinical burnout related to correctional mental health workers regarding the purpose of this study. This chapter will

define the research questions and hypotheses in this study. The conceptual framework behind this study will also be mentioned. Lastly, the general nature of the study, along with definitions, assumptions, and limitations, will be presented, followed by the significance of the research and how it will promote social change.

Background

Limited research exists regarding the comparative relationship of occupational factors of burnout in jails and prisons. Further, this study occurred during a global pandemic, which may reduce the research currently being done on this topic. Studies done within these settings have tended to focus on correctional officers or specific personality traits that may lead to burnout rather than looking at the clinical staff and occupational factors. Some researchers have looked at the work environment but did not compare occupational factors between correctional work settings.

Clinician satisfaction as it relates to turnover intentions was studied by Stephenson and Bell (2019). The study utilized 317 participants employed as mental health providers in state prisons. Specifically, the authors used the social identity theory to assess the perceptions of the employee's job. Stephenson and Bell compared the perceptions with demographic characteristics such as gender, age, job role, and time employed at the facility. Organizational support was found to be positively associated with overall job satisfaction. The authors recommended that future research should focus on assessing job satisfaction and burnout levels within this population. Specifically, Stephenson and Bell explained that future researchers should expand upon the research method to include observations, performance measures, and secondary data.

Another study that focused on turnover rates was completed by Perkins and Oser (2011). Their results suggest that turnover rates are due to low compensation and burnout factors. These authors explored the differences between substance abuse counselors working in community settings and substance abuse counselors working within a correctional environment. Perkins and Oser assessed whether occupational support levels are associated with levels of job frustration. Demographic information was collected and participants responded to open-ended questions about their job experience. This study indicated that counselors within a correctional setting indicate higher levels of job frustration and experience lower levels of occupational support than counselors in the community. The authors neglected future research recommendations as to what should be studied explicitly due to this research. Still, the authors did suggest a need for organizational environments to increase their clinical staff's overall level of support.

The literature identified studies that have looked at the work environment and job satisfaction. Jiang et al. (2018) assessed how the work environment variables might impact Chinese prison staff's job satisfaction. The authors determined that job satisfaction was influenced by environmental and organizational factors higher than personality characteristics. Of the personality characteristics assessed, gender was the only variable that significantly impacted job satisfaction in this setting. Jiang et al. recommended that future studies further examine gender by associating it with job satisfaction, job duties, communication styles, sense of achievement, or interpersonal action. The authors also recommended that future research examine how organizational characteristics are associated with job involvement and organizational commitment.

Within corrections, studies have addressed burnout and secondary trauma stress or vicarious traumatic stress in Russian correctional psychologists (Malkina-Pykh, 2017). *Secondary trauma* is defined as stress developed from wanting to help traumatized or suffering persons. Malkina-Pykh (2017) explained how the study of correctional mental health professionals is rare. Most staff burnout in correctional settings is caused by personality variables, stress, role conflict, and lack of environmental control. While this study assessed only correctional psychologists, it was determined that job burnout and secondary traumatic stress are significantly positively correlated and exacerbate one another. Malkina-Pykh recommended that future research focus on creating a nonlinear model of burnout that addresses the correlation between secondary stress trauma and burnout. Malkina-Pykh stated that the model would identify how correctional psychologists are less likely to experience burnout and have a more positive view of their job if exposed to low secondary trauma stress levels in their work environment.

Another study that looked at burnout within corrections was completed by Andersen et al. (2017). These authors studied both uniformed and non-uniformed prison staff and found that the overall prevalence of burnout within the prison population may be higher than indicated. Andersen et al. theorized that employees might be experiencing emotional exhaustion at the time of the report, creating a high burnout rate. Additionally, these authors assessed specific occupational characteristics that may impact burnout and determined that the prevalence of burnout was not affected by the time spent with inmates. Instead, results indicated that efforts for preventing burnout should focus on "reducing the quantitative job demands, on easing and improving the personnel-inmate

relationship, [and] also on involvement and meaning of work" (Andersen et al., 2017, p. 829, para. 4).

Additionally, future recommendations by Andersen et al. (2017) for research include the need to consider the different areas of correctional facilities as an independent variable as well as to consider work environment factors with "register-based data, such as the use of medicines or clinical diagnoses" (p. 829). In my research, I looked at different correctional facilities (i.e., county jails and state prisons). This gap will be elaborated further in the sections to come.

A review of the literature also identified studies that considered burnout levels associated with health issues and lifestyle factors. Useche (2019) utilized a questionnaire to assess Colombian correctional employees. The results indicated that employees who reported high levels of burnout also more often experienced an unfavorable set of lifestyle factors. These lifestyle factors included increased alcohol consumption, less physical activity, and lower social support levels. It should be noted that though this study focused mainly on security staff, Useche acknowledged that burnout affects not only security staff but all professionals within the prison walls (i.e., specifically treatment staff). The author recommended that future research address health issues and the psychosocial environment related to burnout.

Studies have also addressed personality characteristics and how they may correlate to the burnout of correctional staff. Harizanova et al. (2018) completed a cross-sectional study on Bulgarian correctional officers and other prison employees and found that burnout differs among different personality types. These results led Harizanova et al.

to consider how correctional facilities may need different levels of staff support based on employee personality characteristics. The study noted that burnout affects not only officers but all employees working within this setting, leading to a recommendation of future studies to look at how job and organizational factors may impact burnout in the correctional environment.

Walker et al. (2018) studied the correctional environments' day-to-day functions using a thematic qualitative analysis approach. By surveying prison officers, the authors identified the physical and cultural environment in which the participants worked as an essential variable in indicating satisfaction and reward levels. The results indicated that environmental factors contribute to the prison staff's mental health status and correlate with staff shortages and high turnover rates. Exploring the prison employee's occupational well-being was recommended for future research by Walker et al. (2018) to identify how this work environment may contribute to the employee's quality of life and overall moral performance.

An area in the literature that is evident but lacking is on burnout of staff in different security levels or security locations. Carrola et al. (2016) assessed different security levels and how burnout may vary among the counseling staff. The study looked at prison employees' characteristics, such as gender and security level where the participant worked. Future research is recommended to utilize a larger sample size as this study had minimal variables. Additionally, Carrola et al. suggested addressing the "relationship" that the employees have with the institution in which they are employed.

Following a literature review, I determined gaps in the knowledge base of burnout in corrections. Lambert et al. (2005, 2012) identified a need for organizations to determine how to prevent burnout or identify a way to intervene once burnout has begun. It has been said that future studies should "examine whether the effects of job characteristics vary by type of correctional organization such as juvenile, jail, prison" (Lambert, 2012, p. 15). Ten years following this recommendation, there is still this gap in the literature. Specifically, the gap lies in comparing and possibly correlating occupational factors to burnout among jail and prison mental health employees. Identifying what occupational factors contribute to burnout of clinical staff and comparing the rates between jails and prisons will help fill a gap in the research and benefit the criminal justice setting. Determining what occupational factors are causing burnout in these settings may ultimately decrease burnout within this population. Comparing burnout levels among different correctional settings, specifically county jails and state prisons, will also help address the literature gap. Filling this gap will also reveal how correctional environments can avoid burnout among clinical employees. The information gained by studying occupational factors of clinical burnout may lead to prevention strategies and improve the correctional treatment staff population's overall occupational health (Sánchez et al., 2018).

This study was needed to determine the differences in occupational burnout factors in prisons and jails. As reviewed, previous research has focused on jails and prisons separately or studied the security staff rather than the clinical staff. By studying

both jails and prisons, I can compare burnout rates to identify which occupational factors contribute to burnout in these settings.

Problem Statement

Factors contributing to burnout among correctional mental health workers need to be studied and compared among different environmental settings. Maslach and Leiter (2016) explained how it continued to remain unclear "whether burnout is generally susceptible to a range of strategies or whether it is crucial to fit the strategy to the specific context of a workplace to be effective" (p. 109). Determining the differences in burnout between correctional environments may help organizational leaders understand what needs to occur to avoid burnout among their mental health clinicians. There are many considerations for the research questions and hypotheses applicable in this study. This study included multiple a priori directional research questions and a correlation matrix that was run across all the data to assess the level of significant relationships. These correlations or lack thereof will be reported in Chapter 4.

Mental health providers in correctional settings are essential for several reasons. Without the work of these professionals, inmates would not receive the necessary mental health treatment and rehabilitation before their return to the community. Keeping mental health providers happy and healthy is the best way to ensure they can provide quality mental health treatment. Burnout is an obvious problem in this setting, as there are many burnout studies on correctional security and even medical staff. Burnout studies that do acknowledge mental health staff have looked chiefly at personality characteristics and lifestyle as they contribute to burnout rather than looking at the factors within the job

setting. Research that has addressed the occupational factors rarely considers mental health staff, again focusing on the security or medical personnel. Researchers in other countries, such as China, Colombia, Spain, among others, have studied workplace burnout, but again, solely considered correctional staff or nurses (Dubale et al., 2019; Sanchez et al., 2018; Useche et al., 2019).

Dubale et al. (2019) found nursing staff to have the highest levels of burnout, with environmental factors being some of the most significant. Sanchez et al. (2018) reviewed burnout and work satisfaction, finding that employees working with this demographic exhibited high levels of burnout due to occupational factors. The authors stated, “There is a lack of studies addressing the working conditions of correctional and treatment staff in prisons” (Sanchez et al., 2018, p. 8). Work environment variables are worth addressing as such factors have been found to explain a greater portion of the variance in job satisfaction measures than personal characteristics (Jiang et al., 2018). Job satisfaction has been consistent in the research addressing the correlation of burnout of correctional employees and job satisfaction (Castiglione et al., 2017; Demerouti et al., 2011; Dubale et al., 2019; Jiang et al., 2018; Lambert et al., 2015; Sanchez et al., 2018; Senter et al., 2010). Lambert et al. (2018) also identified that limited research has considered how workplace variables impact jail staff. Therefore, this study will fill that gap due to the limited focus on occupational variables.

The comparison of these occupational factors and burnout rates in county jails and state prisons has yet to be done. By identifying what occupational factors are correlated to burnout in each setting, appropriate changes can be made to possibly alter future levels

of burnout. Authors have addressed the importance of comparing different security levels (Andersen et al., 2017; Jiang et al., 2018; Sanchez et al., 2018). Because I completed this research during the global pandemic of COVID-19, this study is unique as it also assessed burnout in the stated setting and the impact that COVID-19 has had on mental health workers.

Purpose of the Study

The purpose of this study was to identify occupational factors that contribute to burnout among correctional mental health workers. In this quantitative, comparative study, I examined the differences in burnout levels among clinicians in county jails and state prisons. I assessed "clinical burnout" as the dependent variable using the Maslach Burnout Inventory (MBI). The independent variables included occupational factors found within the Areas of Worklife Survey (AWS) and work experience as measured by the Pandemic Experiences and Perceptions Survey (PEPS). The AWS was administered to complement the MBI to strengthen the identification of burnout factors among participants (Maslach & Leiter, 2016). By identifying which independent variables, or occupational factors, are correlated to high levels of burnout in these settings, individual and social aspects may improve. The PEPS was used measure employees' experiences working during a national pandemic, specifically, to assess the level of impact on work-life areas during COVID-19.

Research Questions and Hypotheses

The research questions and hypotheses that this study focused on were the following:

RQ1: Do mental health clinicians in county jails experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment.

$H_0$1: Mental health clinicians in county jails do not experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

H_a1: Mental health clinicians in county jails do experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

RQ2: In county jails, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout and occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$2: In jails, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a2: jails, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ3: In state prisons, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$3: In prisons, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a3: In prisons, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ4: Is there a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and high score of emotional exhaustion (as measured by the MBI)?

$H_0$4: There is not a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

H_a4: There is a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

Theoretical Framework

The main concepts that were utilized in this study was burnout and the occupational factors related to the workplace. Studies researching burnout in correctional settings have previously utilized various instruments and frameworks. The job demands-resources (JD-R) model is the theoretical framework that best aligns with the problem, purpose, research questions, and background of this study. Demerouti et al. (2001) were

the first to publish the JD-R model in an attempt to understand the causes of burnout. Building off previous models, Demerouti et al. further defined job demands and identified two processes for developing burnout. According to Schaufeli and Taris (2014), the JD-R has been recognized as one of the leading job stress models. The JD-R model does not discriminate against any specific type of job and assumes that any demand and resource impact employee health and well-being; therefore, this model can be tailored to various work settings.

According to Chen et al. (2019), this model hypothesizes that "each job has its own specific potential influencing factors for job burnout, and these factors can be categorized into two types: job resources and job demands" (p. 1). The JD-R model proposes that job demands are the primary reason for health impairment, and job resources lead to increased motivation and attachment to one's work. In other words, the model reflects that job demands are a predictor of burnout and can indirectly impact job implications such as absence duration and turnover (Baker et al., 2001). According to the JD-R model, burnout can take two paths. The first is that "long-term excessive job demands from which employees do not adequately recover may lead to sustained activation and overtaxing, eventually resulting in exhausting – the energetic component to burnout" (Schaufeli & Taris, 2014, p. 45). As predicted by the JD-R model, the second path to burnout is that job demands are not met due to a lack of resources, and workload is not adequately completed, resulting in employee withdrawal or reduced motivation.

With this theoretical framework, I compared workplace stressors and levels of burnout among different correctional settings to determine which location may result in

the highest level of clinical burnout and what is causing the increased levels of burnout. The JD-R model guided this study as many of the occupational factors in this study can be attributed to either a job demand or a resource. For example, the number of clients or caseload would be a demand. In contrast, the level of supervisory support would be a resource. These factors were measured by the AWS and PEPS as stated previously.

Additionally, this study aimed to answer the research questions regarding burnout among mental health providers in correctional settings. The JD-R model and different forms of this model have been used to guide research questions for multiple studies (Andersen et al., 2017; Bakker et al., 2003; Chen et al., 2019; Demerouti & Bakker, 2011; Gonzalez-Mulé et al., 2021; Kinman et al., 2017; Schaufeli & Taris, 2014). The JD-R model was used as a theoretical framework to answer the research questions in this study by comparing occupational factors and work experiences as they impact the burnout of clinical employees.

Nature of the Study

A quantitative causal-comparative design was the design approach I used in this study to investigate the causes of clinical burnout and compare these causes among different correctional settings. A causal-comparative design allowed the results to be generalized to a larger population (Walden University, 2013). I utilized the MBI to assess the probability of burnout in clinical staff among county jails and state prisons. The MBI aims to identify how human service employees view their jobs and coworkers (Maslach & Leiter, 2016). The MBI has previously been utilized for research with this population, specifically with correctional officers. Findings indicated correlations between

depersonalization/cynicism and emotional exhaustion (Useche et al., 2019). This instrument benefited this study by helping to assess burnout levels as it correlates to certain factors causing exhaustion. The MBI utilizes a 7-point Likert scale to determine levels of the three subscales: emotional exhaustion, depersonalization, and personal accomplishment (Gallavan & Newman, 2013, p. 118). The dependent variable in this study was burnout as measured by the MBI. The independent variables were occupational factors as measured by the AWS and work experience during a pandemic as measured by the PEPS. The MBI, AWS, and PEPS, along with the dependent and independent variables in this study, will be described in detail in Chapter 3.

I utilized primary data in this study to address the research questions. I collected the data via the internet platform Transform (https://www.mindgarden.com/blog/post/34-transform-a-powerful-online-platform-for-psychological-assessment), where participants were asked to fill out three different surveys. The MBI was used as a survey to measure burnout among mental health employees within correctional settings. The specific data points that this scale measures are emotional exhaustion, depersonalization, and personal accomplishment. Two secondary measures, the AWS and PEPS, were utilized along with the MBI to measure specific occupational factors contributing to the employees' burnout levels and the impact that COVID has on participants working during a pandemic.

The participants in this study were mental health workers in the Department of Corrections and county jails across the Midwestern United States. The ideal participant would hold a master's degree and work as a licensed clinical social worker, licensed professional counselor, or licensed psychologist in a jail or prison setting. Unlicensed

employees working under the supervision of a licensed professional were also able to participate.

I distributed the surveys to chief psychologists and therapists within these settings to then be shared with others they know who would meet the criteria to participate in the study, creating a snowball effect. It should be noted that this study was conducted during the COVID-19 pandemic; therefore, the sample size was difficult to predict and the sample size may have needed to be adjusted depending on the outbreak or rates of COVID at the time of data collection. The sample size was attainable and was not reduced.

Definitions

Burnout: Burnout is defined as a psychological and physical state of exhaustion due to workplace stressors resulting in emotional exhaustion, depersonalization, and lacking a sense of personal accomplishment that has been linked to client work (Andersen et al., 2017; Malkina-Pykh, 2017).

Emotional exhaustion: Emotional exhaustion is one of the three dimensions of burnout and includes feelings of being emotionally overextended (López et al., 2021).

Depersonalization: Depersonalization is a sense of cynicism or impersonal response style to clients (López et al., 2021) and negative perceptions of one's environment (Rubino et al., 2009).

Job demands: Job demands are work overload, role ambiguity, and role conflict (Chen et al., 2019).

Job stressors: Job stressors are factors within the job environment that lead to strain. These stressors often fall into the three categories of organizational, operational, and traumatic (Rogers, 2018).

Job resources: Job resources are organizational factors that impact the work environment, such as work autonomy, social support, performance, feedback, development, and opportunities (Chen et al., 2019).

Occupational factors: Occupational factors are considerations that may impact work-life such as aspects of the job itself, interpersonal relationships, and personal factors (Brown & Blount, 1999).

Areas of worklife: The areas of worklife survey subscales are the six key domains used to study burnout and job stress, which include workload, control, reward, community, fairness, and values (Leiter & Maslach, 2003).

Assumptions

In psychological research studies, there are assumptions that allow researchers to accept scientific procedures as true though they cannot be demonstrated to be true (Leedy & Ormrod, 2015). The following assumptions were present in this study:

- I assumed the sample chosen to participate in the study would be the target population with the required qualifications.
- It was assumed that those inappropriate for the study at the assessment time would refrain from participation.
- I assumed all participants would thoroughly and carefully read the instructions and answer survey questions accurately and truthfully.

- I assumed that quantitative research was the appropriate method for this study. According to Creswell and Creswell (2018), a quantitative approach is best used when the researcher wants to understand what variables influence a particular outcome.
- I assumed that the theoretical framework used in this study, the JD-R model, could be applied to the identified population of participants.
- I assumed the research platform used in this study would protect participants and ensure the privacy and anonymity of the data collected during the data collection phase.
- I assumed that the MBI was a valid and reliable instrument to measure the three dimensions of burnout. The MBI has been named the standard for burnout research and validated in other languages as a comprehensive measure (Carlson & Thomas, 2006; Maslach & Leiter, 2016; Malkina-Pykh, 2017; López et al., 2021). Gascón et al. (2013) looked at construct validity between dimensions and subdimensions of the MBI and opposing measures and found validity in using the MBI.
- I assumed that the AWS was a valid and reliable instrument to measure feeling toward occupation factors within the workplace. The AWS has demonstrated reliability and validity across various occupational settings (Leiter & Maslach, 1999; Maslach & Leiter, 2019).
- I assumed that the PEPS was a valid and reliable instrument to measure employees' work experience during a pandemic. Schwarts et al. (2021)

utilized this measure to assess stress and found that stress was a predictor of mental health for students returning to school during a global pandemic (see also AlMulla, 2020; Leiter, 2020).

- I assumed that the findings of this quantitative study would be generalizable to the target population of correctional mental health workers (Creswell, 2018).

Scope and Delimitations

The aspects of the research problems that I have addressed in this study include occupational factors within the correctional work environment that lead to burnout of mental health providers. Additionally, I measured the work experience during a pandemic. I chose to focus on these factors due to personal experience in the state work setting. The selected variables bring an issue of internal validity. According to Onwuegbuzie (2000), a study possesses interval validity if the results are obtained solely by manipulating the independent variable. A large sample size needed to be drawn from the target population to uphold internal validity in this study. According to G*Power, this study needed a minimum of 128 participants. According to Leedy and Ormrod (2016), obtaining a minimum sample size decreases bias and maintains internal validity by reducing the possibility of Type I or Type II errors in statistical analysis. A Type I error refers to results indicating a real non-zero correlation when the effect was actually determined by chance, or a false positive (Creswell & Creswell, 2018). On the other hand, a Type II error refers to results indicating that there is a not a significant association, when in fact there is, or a false negative (Creswell & Creswell, 2018).

The boundaries of this study may pose an issue of external validity as there is no guarantee that the results will be generalizable to groups, environments, and contexts outside of the experimental settings (Onwuegbuzie, 2000). External validity issues will arise when looking at the population included and excluded and the chosen theoretical framework. A delimitation of this study was the identifying populations included and excluded in this study and generalization. To participate in this study, individuals had to be mental health providers in county jails and state prisons within the United States. Those who are unlicensed and under the supervision of a licensed professional were also allowed to participate in the study to increase participation numbers.

The target population is seen as a delimitation as it excludes participants that do not meet specific criteria. The participants for this quantitative study were employees who work in behavioral health in prisons or jails in the United States. The findings of this study cannot be generalized to other populations (i.e., correctional staff, teachers, administrators) or behavioral health staff in other countries.

This study was viewed through the JD-R model theoretical framework. In this study, I looked at occupational factors that contribute to burnout of mental health professionals in jails and prisons. There are many factors to consider. The JD-R model theorizes that an individual's burnout is indicated by the level of demands in their job and the amount, or lack thereof, of resources to complete job demands. There are many theoretical frameworks when considering the concept of burnout, and, therefore, approaching the topic with one framework is a delimitation.

The three chosen assessment tools were an additional delimitation of this study. The MBI has been the gold standard and most widely used in measuring burnout. The AWS has been used in conjunction with the MBI, but there are other assessments that researchers can use to address occupational factors. The PEPS is relatively new due to the recent outbreak of COVID-19. There has been minimal research completed with this measure.

Limitations

Quantitative studies are not without limitations. In my study, bias concerning self-reporting was a limitation as participants can easily overreport or underreport when responding to survey questions, leading to inaccurate findings and results. The sampling method of non-probability convenience sampling involves a subjective judgment in choosing participants (QuestionPro, 2021). My study targeted only mental health workers in jails and prisons. This sampling method can be seen as a limitation as convenience sampling creates difficulty in replication. Emerson (2021) explained that the best way to avoid the limitations of convenience sampling is to structure the design to meet the minimum sample size appropriately. Another limitation of this study is associated with the design. I utilized a correlational design limiting causation (Leedy & Ormrond, 2015). My design did seek predictive relationships between occupational factors in the workplace during a pandemic and burnout levels. Since the cause-and-effect relationship was not addressed, further research must be completed to look at the causation.

Assessment tools are often found to be limitations in studies. The measures used in this study (MBI, AWS, and PEPS) are all Likert scales that can be seen as a limitation.

According to Dolnicar (2021), the limitations of Likert scales include low test-retest reliability, length of response time, and response styles. Another limitation of Likert scales, according to Dolnicar (2021), includes the length of time it may take to fill out surveys. Likert scales have been found to "generate unreliable data, capture cross-cultural response style responses [and] limit permissible statistical procedures" (p. 2). The use of the PEPS in general can be considered a limitation due to its recent creation. There has yet to be a manual or scoring system created for this measure, and, therefore, results related to the PEPS should be interpreted with caution. The use of this instrument still provided important information and original data to the literature. With the use of the PEPS in this study, the impact of COVID-19 was measured quantitatively; thus far researchers have used a qualitative approach when studying the impact of COVID.

Significance

This study aimed to contribute and advance knowledge in clinical psychology. The results of this study may positively impact correctional facilities by reducing high turnover rates due to clinical burnout. By identifying factors within the work environment, administrations and clinicians could implement interventions to improve the overall work environment to reduce burnout among clinical staff. Creating interventions to deter burnout and impede burnout from happening would be a contribution to advance practice and policies among facilities. Burnout is associated with both physical and mental health problems and has been found to affect job performance (Garner et al., 2007). Burnout has also been found to affect the overall quality of treatment. According to Garner et al. (2007), research needs to be done to better

understand staff burnout related to client treatment. Improving the quality of the work environment for mental health providers may reduce turnover rates (Jiang et al., 2018).

Using the JD-R model, I was able to identify occupational factors such as how available resources are to employees or the quality of supervisory support provided within the work setting. Previous research has indicated significant relationships between work characteristics and burnout (Rogers, 2018) and noted that additional research is required to bring the issue of burnout to attention within the field and increase job satisfaction among correctional employees (Jiang et al., 2017). Morse et al. (2012) discussed the importance of studying organizational and environmental factors within the workplace and how they contribute to burnout due to the significant mental health and physical health aspects associated with burnout.

This study also has potential implications for positive social change. The scope of this study looked at mental health providers within corrections. The work that correctional mental health workers provide is vital to community integration and reducing recidivism rates (Stephenson & Bell, 2019). The burden of workplace burnout in the United States was estimated at 300 billion dollars per annum (Stephenson & Bell, 2019). Therefore, identifying factors causing burnout will allow policymakers and administrators to address and improve the areas leading to burnout. As a result, turnover and absence rates due to burnout may eventually decrease. The findings of this study may help reduce burnout costs within our society, leading to positive social change.

Summary

Chapter 1 provided a comprehensive overview of what was addressed in this study. I introduced the concept of burnout and how correctional employees have struggled with higher burnout rates than the general public. I discussed the aspect of occupational factors related to burnout, and information was given on the aim of this study and the goal of identifying which factors contribute to burnout rates in this setting. This chapter acknowledged that limited research exists on the comparative relationship of occupational factors of burnout in jails and prisons, specifically during the time of a global pandemic. What research has been completed was summarized, and there was a discussion of the gaps among the literature. I addressed the aims of filling this research gap and provided the problem statement.

This chapter also presented the purpose of the study and the research questions and hypotheses. I discussed the theoretical framework and the use of the JD-R model for this study. The nature of this study, being a quantitative causal-comparative design, was discussed, along with the instruments I used. The MBI, AWS, and PEPS were described with the participant recruitment and data collection plan. The terms that will be used within this study were defined in this chapter. Additionally, I addressed this study's assumptions, delimitations, and limitations. Last, I reviewed the significance of this study and what contributions it may bring to the field of psychology and implications for social change.

Chapter 2: Literature Review

The work environment among correctional facilities is unique and challenging. Often, jail and prison employees find themselves working long hours with limited resources in a high-paced and stressful atmosphere. Mental health providers, including counselors, social workers, psychologists, and psychiatrists, find it challenging to serve a complex population. The correctional environment includes a variety of factors that lead to the burnout of these providers. Occupational factors contributing to burnout have been minimally reviewed among mental health providers in jails and prisons. Correctional facility staff is considered a highly vulnerable group, and studies have found a positive, significant correlation between burnout dimensions of emotional exhaustion, depersonalization, and lack of personal accomplishment (Useche et al., 2019). According to Žutautienė et al. (2020), the prevention of occupational burnout should be a worldwide public health priority. In the current study, I examined the occupational factors that contribute to burnout among jail and prison mental health providers.

The limited research on burnout has become a problem for correctional staff (Gil-Monte et al., 2013), which has led to increased turnover, absenteeism, and other mental and physical factors with the prison staff (Lambert et al., 2012). A difference in burnout has been found within correctional officers working in a men's prison versus a women's prison, which Carlson et al. (2003) explained may be due to the differences in correctional facilities. According to Borritz et al. (2006, as cited in Ricks et al., 2019), prison psychotherapists experience the highest rates of burnout among all human service providers. Additional research on correctional clinical staff burnout is necessary to

provide a better understanding of the concept of burnout and to increase the overall quality of treatment of inmates (Rogers, 2018). Burnout affects the quality of treatment, which impacts the inmates and the system as a whole. The greater population is impacted by the level of treatment provided because it affects the level of appropriate community integration for these inmates (Stephenson & Bell, 2019).

There has been a lack of research on the working conditions or occupational factors among treatment staff in correctional settings (Sanchez et al., 2018). This study helps fill the gap in the literature, comparing occupational burnout factors in jails and prisons. The variables of emotional exhaustion, depersonalization, and professional accomplishment were correlated to the dependent variable of clinical burnout.

The concept of occupational variables affecting burnout levels is not overly new but has not been densely researched. Lewandos (2003) investigated workplace factors contributing to burnout and determined that specific organizational factors are more critical to burnout than individual personality characteristics. Lambert et al. (2012) recommended the need to study workplace factors and how they may or may not be linked to burnout. Concerning correctional staff burnout, Harizanova et al. (2018) explained the importance of further research on the topic and the need for researchers to look at the impact of organizational characteristics on correctional staff burnout. The current literature identified burnout as a significant problem with a lack of understanding of the factors leading to burnout of clinicians in jails and prisons.

Chapter 2 addresses literature review strategies such as databases and significant search terms used to find key concepts. An explanation of the theoretical framework, the

JD-R model and its origin, theoretical propositions, previous research, and rationale for this framework are discussed. Additionally, this chapter provides an extensive literature review of studies that included burnout as a dependent variable. I also describe additional factors, including personality characteristics and specific occupational factors, as independent variables. This review includes a definition of burnout and the implications of workplace burnout among clinicians in a correctional facility. The three dimensions of burnout are discussed, including how past research identified correlations between these dimensions and the independent variables. The AWS is described as the instrument for the research, and this model was used in conjunction with the MBI to measure burnout rates of employees. This review also addresses identified predictors of burnout within a correctional setting related to the JD-R model. The consideration of reducing burnout in this setting and limitations are discussed. This chapter also addresses the impact the COVID-19 pandemic has had on the burnout of employees. Gaps in the literature and areas of future research recommendations are included.

Literature Search Strategy

The following databases were used in this review of the literature: APA PsychInfo, APA PsycArticles, SAGE Journals, SocINDEX with Full Text, ProQuestCentral, PsychiatryOnline Science Direct, Criminal Justice Database, and MEDLINE. The keywords and phrases used included the following: *burnout*, *prison*, *corrections*, *mental health staff*, *correctional fatigue*, *occupational factors*, and *therapist burnout.* Additional articles were chosen and reviewed from reference pages of selected articles during the search based on keywords previously used. Information was also

gathered through websites such as the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO) from the last 10 years was reviewed to establish a broad range of relevant information. Earlier research was also included to provide a historical context for constructs of this study, including burnout.

Theoretical Foundation

The JD-R Model

The JD-R model was developed by Bakker and Demeroui in 2006. This model assumes that employees are confronted with two characteristics in their work environment: work demands and work resources. Bakker et al. (2003) explained that these two characteristics create a model that has the capability to be applied to multiple occupational settings regardless of the demands and resources involved. Job demands include any work that involves physical or psychological energy (Bakker et al., 2003). Examples of job demands include high workload, poor work environment, or lack of time to complete tasks. In comparison, job resources include aspects of a job that function as an aid in achieving goals to reduce demands on the employee's physical and psychological well-being and stimulate growth and development of the employee (Bakker et al., 2003).

Models of burnout have varied in how they have addressed the three dimensions and how these develop among individuals. Researchers have focused on how burnout dimensions formed from sequential stages and the relationship between each dimension (Garland, 2004; Maslach & Leiter, 2016). As time has gone on, transactional type models addressed the sequential steps and the imbalances between them (Maslach & Leiter,

2016). The JD-R model focuses on the lack of resources available within the workplace, and job burnout is impacted when there are persistent threats to available resources (Kinmann et al., 2017).

The JD-R model states there are two different courses an employee can take when becoming burned out. First, high job demands may result in burnout and health problems due to the exhaustion of mental and physical resources. Second, the lack of resources diminishes the potential for employee success, leading to withdrawal from work, reduced motivation, and lack of commitment to the organization (Chen, 2019). Bakker et al. (2003) explained that when the work environment lacks resources, employees cannot reduce the potential negative influence of high job demands, therefore resulting in a lack of goal achievement. This model has been used in previous research and has been found to identify significant relationships between work characteristics, burnout, and job outcomes (Rogers, 2018).

The JD-R model has also been valuable and relevant in correctional settings (Kinman et al., 2017) and has been recommended for research addressing the well-being of correctional employees. The JD-R model suggests that the more workplace job demands one has, the more susceptible one is to burnout (Chen et al., 2019; Kinman et al., 2017). Job demands lead to strain, resulting in performance problems. Job performance problems lead to health and general well-being issues (McCormack & Cotter, 2013). Physical, social, and organizational aspects of a job are the demands addressed in the JD-R; excess effort in such areas depletes energy and impairs health (Kinman et al., 2017). Resources counteract the effects of job demands because resources

help employees meet their goals and complete their responsibilities (Kinman et al., 2017). Brough and William (2007) stated that low levels of control and low levels of support in a workplace lead to job strain. Brough and William used this model to assess Australian correctional officers and found that if they could have autonomy or control over their work, even if their job duties were demanding, they had improved job and personal outcomes.

The JD-R model states that the risk of burnout can be decreased by employees being provided with appropriate resources. Examples of these resources include social support, decision-making power, rewards, job security, and feedback. Employees provided with these resources are theorized to be less likely to disengage from their work (McCormack & Cotter, 2013). Applying the JD-R model in a correctional setting may help identify the level of resources or lack of resources available to employees. The level of resources may contribute to the overall burnout rate among correctional mental health workers. The JD-R model will guide this study by reviewing what resources employees in county jails and state prisons may be lacking and how this contributes to burnout.

The Rationale for the Use of the JD-R Model as a Theoretical Framework

Theoretical models on burnout have addressed the premise that burnout results from job stress. The JD-R model assumes that each job includes a number of demands and resources; the balance of these variables will determine an employee's overall level of burnout. The JD-R model will guide the selection of variables in the current study to determine the predictors of burnout among mental health staff in correctional settings.

The JD-R model includes occupational factors, personal factors, job satisfaction, life satisfaction, and how they may or may not correlate to burnout symptoms.

This study addressed several research questions regarding whether occupational factors influence burnout among mental health staff in jails and prisons. The JD-R model guided these research questions based on the relevant, existing literature. The research questions reflect the model by utilizing independent variables as factors within the workplace. These factors were compared between county jails and state prisons to measure the level of burnout associated with these settings. Minimal studies have addressed the issues of occupational burnout by comparing county jails and state prisons. Identifying what factors may contribute to burnout with the use of the JD-R model will fill a gap in the literature and may benefit clinicians in the future.

The JD-R model builds on the existing burnout theory and what role occupational factors may play in causing clinical burnout. Chen et al. (2019) used regression analysis to explore the impact of work demand resources on job burnout. This model was based on what Chen et al. described as the pressure effect, stating that each job has factors that influence one's rate of burnout. The factors are divided into the categories of job resources and job demands. Chen et al. found that job demands had a significant positive correlation with job burnout. Rogers (2018) used the JD-R model to conduct bivariate and multivariate analysis and found that demographic variables had a significant relationship with burnout and job satisfaction. Use of the JD-R model guided the current study, addressing occupational factors and correctional clinical burnout.

Literature Review Related to Key Variables and Concepts

Relevant studies related to burnout have utilized a variety of methodologies and methods to complete their studies. Job satisfaction and life satisfaction have been popular topics when researching burnout within corrections (Castiglione et al., 2017; Jiang et al., 2018; Kalra et al., 2016; Sanchez et al., 2018; Senter et al., 2010; Zhang et al., 2020). The correctional setting was found to have significantly lower levels of psychologist job satisfaction (Bakker et al., 2003). Jian et al. (2017) completed an exploratory study utilizing the multivariate analysis to investigate prison staff job satisfaction and its relation to occupational factors. Andersen et al. (2017) used logistic regression to examine associations between individual, occupational, and work environment factors and how they impact burnout among both uniformed and non-uniformed prison and probation staff and determined that both groups were at high risk for burnout. Andersen et al. recommended that focus be placed on reducing job demands and improving the overall meaning of one's work. A cross-sectional analytical study was completed by Sanchez et al. (2018), looking at the prevalence of job satisfaction among the three dimensions of burnout. A regression analysis of survey data was utilized by Lambert et al. (2018) to examine the effects of the job resource instrumentation when assessing workplace factors. It was determined that workplace factors did shape the overall level of work strain among jail staff, finding that five of the variables had a statistically significant association with role strain.

Researchers in the psychology discipline have approached the problem of burnout in several ways. The literature states that different industries that experience burnout have

required “occupational implementation of programs and/or complex organizational strategies” (Useche et al., 2019, p. 2). The goal of these programs has been to aid in the coping with factors related to burnout, such as chronic fatigue, addictive behaviors, and short-term and long-term health problems. Studies have addressed burnout by increasing positive resources and improving the availability of high-quality supervisory support within the work environment (Rogers, 2018). Other reduction techniques include encouraging management to address role conflict issues by setting up groups for social support among employees (Anderson et al., 2017).

Changes in organizational aspects in the workplace have been noted to reduce burnout levels (Garland, 2002; Morse et al., 2012; Ornsby et al., 2003). These organizational aspects include increasing employee support, increased supervisory support, increased role autonomy and decision making by employees, decreased caseloads, and promotion of self-care (Morse et al., 2012). Garland (2002) approached the reduction of burnout by emphasizing rehabilitation within the organization’s mission statement. Additionally, the clarification of roles and responsibilities, empowerment of employees, offering constructive feedback, allowing for adequate workspace, and simplifying paperwork were approaches used to reduce burnout. Ornsby et al. (2003) attempted to reduce burnout among employees by decreasing the inmates-to-staff ratio and improving staff communication, training, supervision, and support.

During the COVID-19 pandemic, a variety of protective factors for burnout were determined by Kisley et al. (2020). These factors included having greater clinical experience, frequent breaks from clinical duties, adequate time off, and family support.

Additionally, the perception of proper training and a supportive work environment were found to be protective factors (Kisley et al., 2020). Zhang et al. (2020) found that the severity of COVID-19 in one's home city was a prediction of life satisfaction. The WHO (2020) has expressed the importance of managing one's mental health and psychosocial well-being during the COVID-19 pandemic.

The strengths and weaknesses of these approaches are impacted differently in each study. In general, the research on specific interventions has been scarce, and many studies indicate the need to create new and effective interventions for reducing occupational burnout (Žutautienė et al., 2020). Many of these studies have strength in that they consider the effects of burnout, considering workplace variables as they influence life satisfaction and job satisfaction (Lambert et al., 2015). Weaknesses include a lack of focus solely on mental health providers when considering organizational factors contributing to burnout. Lewandowski (2003) stated the importance of examining how organizational factors influence burnout and the relationship between working conditions and service delivery outcomes. Minimal studies have considered service delivery outcomes and how they may be impacted by burnout. Another weakness within the literature is a lack of identifying contact data such as the number of daily contacts with inmates, intensity or quality of communication, and how this may affect burnout of correctional mental health workers (Carlson et al., 2003).

The rationale for determining the selected variables was based on future research recommendations within the literature. Previous studies have recommended that future research look at different areas within prisons to see how burnout may differ between

them (Anderson et al., 2017). Morse et al. (2012) recommended future research focus on the organization and environmental factors within the workplace that may be causing burnout. This was determined after looking at the extent of burnout among mental health staff and what needs to be done to address the problem. It is vital to study occupational factors. Dubale et al. (2019) utilized the MBI to study burnout levels among providers and determined that individuals with occupational burnout were found to have profound physical implications in brain functioning. They found that "individuals with occupational burnout exhibit changes in the brain, such as reduction in gray matter, the volume of the anterior cingulate, caudate and putamen" (p. 2). Participants were also found to have a reduced ability to regulate emotional stressors. Therefore, burnout occupational factors have been found to exhibit both physical and mental consequences, resulting in importance for future study.

Occupational factors were be measured with the AWS. These occupational factors are important to measure in correlation with burnout. Useche et al. (2019) explained how burnout has a negative impact on health. Therefore, reducing the impact of hazardous work conditions that contribute to burnout should start with the strengthening of occupational programs. However, to strengthen such programs, the identification of burnout factors must take place. Burnout was be measured using the MBI. The AWS worked in conjunction with the MBI to aid in the discovery of the research questions. These variables are most relevant to the concept of occupational burnout within jails and prisons. In the following sections, I will further explain these variables.

The dependent variable of "clinical burnout" was assessed using the MBI. The independent variables were the factors within the measure or subscales of the MBI. These variables are emotional exhaustion, depersonalization, and professional accomplishment (Harizanova et al., 2016). Emotional exhaustion assesses one's feelings of being overextended and exhausted due to work demands. Depersonalization measures an "unfeeling of impersonal response toward recipients of one's service, care, treatment, or instruction" (Maslach, 1997, p. 194). Lastly, professional accomplishment assesses how competent and successful one feels with their work.

An additional instrument, the AWS, measured occupational factors (independent variables). Hopefully, the use of the AWS strengthened the identification of burnout factors among participants (Maslach & Leiter, 2016). By identifying what organizational factors contribute to burnout in county jails and what organizational factors contribute to burnout in state prisons, both individual and societal aspects may improve in many ways. For this study, an additional instrument, the PEPS, was used in accordance with the MBI and AWS. This instrument measured employees' experiences working during a national pandemic. The first subscale was used for data analysis to assess impact on worklife during the COVID-19 pandemic. There have been minimal studies utilizing the PEPS in general, and even less with this study's specific population. Studies that have been completed using the PEPS have looked at topics such as student well-being and stress levels of returning to school during the time of a pandemic. Results of a study by Schwarts et al. (2021) indicated that stress was a predictor of the mental health of those who returned to school in the fall during a global pandemic. The PEPS allowed for this

study to produce unique and original information on the topic of burnout and correctional employees working during a pandemic.

Factors contributing to burnout among correctional mental health workers need to be studied and compared among different environmental settings. Maslach and Leiter (2016) explain how it continues to remain unclear "whether burnout is generally susceptible to a range of strategies or whether it is crucial to fit the strategy to the specific context of a workplace to be effective" (p. 109). Determining the differences in burnout between correctional environments may help organizational leaders understand what needs to occur to avoid burnout among their mental health clinicians. There are many considerations for the research questions and hypotheses that would be applicable in this study. This study included multiple priori directional research questions and a correlation matrix that was run across all the data to assess the level of significant relationships. These correlations, or lack thereof, will be reported in chapter 4. The research questions and hypotheses that this study focused on were the following:

RQ1: Do mental health clinicians in county jails experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment.

$H_0$1: Mental health clinicians in county jails do not experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

H_a1: Mental health clinicians in county jails do experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

RQ2: In county jails, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout and occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$2: In jails, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a2: jails, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ3: In state prisons, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$3: In prisons, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a3: In prisons, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ4: Is there a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and high score of emotional exhaustion (as measured by the MBI)?

$H_0$4: There is not a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

H_a4: There is a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

Burnout

Burnout is a concept that has been around since 1974, initially coined by Freudenberger (Malkina-Pykh, 2017). Burnout was defined as a condition where a person becomes psychologically exhausted and unmotivated due to excessive work demands (Griffin et al., 2012; Misvhek, 2018). The definition was transformed and refined around the 1980s, when Maslach and Jackson researched human service professions and ultimately developed the MBI (Maslach & Leitler, 2005). The concept of burnout then became a "syndrome" involving cynicism or depersonalization, emotional exhaustion, and a decreased feeling of accomplishment among those working with people (Misvhek, 2018; Roy et al., 2010).

Burnout leads to not only emotional, social, and psychological problems but also physical health problems (Griffin et al., 2020; Korunka et al., 2021; Lambert et al., 2012; Perkins & Oser, 2014). Burnout leads to decreased work performance, withdrawal from

or reduced interactions with inmates and employees (Griffin et al., 2012), higher rates of turnover and work absenteeism, substance abuse, and even a shorter life span (Lambert et al., 2018; Lambert et al., 2012; Perkins & Oser, 2014). Burnout has been found to lead to a variety of both physical and psychological consequences. Physical health issues such as back pain, insomnia, musculoskeletal problems, and ongoing pain and fatigue are some which were noted by Abidi et al. (2021). Other symptoms include anxiety and depressive disorders, gastrointestinal issues, hypertension, muscle, joint pain, and chronic fatigue (Useche et al., 2019). These physical issues resulting from burnout have become so apparent in some areas where other countries worldwide have organizations that allow employees to submit medical claims due to burnout's physical/medical ramifications (Abidi et al., 2021).

Burnout in Corrections

Correctional employees have been found to experience higher burnout rates than those who work with the general population (Griffin et al., 2012). Within the correctional context, it is essential to note that burnout affects not only the officers but also the entire prison staff, including professionals in the mental health field and penitentiary treatment (Useche et al., 2019). Burnout is mainly present in therapists; according to Kottler (2010), burnout is the most common consequence of practicing therapy. Burnout among employees leads to issues in the workplace, such as less effective treatment of clients and high costs and training due to rapid turnover (Perkins & Oser, 2014). Turnover also tends to cause stress and is burdensome to existing employees due to increased job responsibilities and duties until open positions have been filled (Mangi & Jalbani, 2013).

Garland (2002) explained that correctional departments were hiring, and training procedures can reach up to $20,000 per employee, which takes a toll on the overall budget of the facility.

Burnout is cross-cultural and is prevalent among various occupations, such as managers, teachers, clerical workers, and different fields such as business, education, computer technology, and criminal justice (Morse et al., 2012). The literature on burnout in correctional treatment staff has often labeled them as caseworkers, counselors, unit managers, and social workers, along with other titles. These different parameters make it difficult to correlate data between studies.

Burnout Dimensions in Corrections

The three dimensions of burnout—emotional exhaustion, depersonalization, and diminished personal accomplishment—have been studied across various studies. Specifically, within corrections, the dimensions have been less apparent, though studies that have separated the dimensions have found interesting results and correlations. For example, Sanchez et al. (2018) completed a cross-sectional analysis looking at the prevalence of each of the three dimensions of burnout and to what extent this burnout may impact employees' job satisfaction. It was determined that social workers experienced high levels of burnout, specifically in the dimension of emotional exhaustion.

Within the corrections setting, the dimension of emotional exhaustion has been found to correlate with regular contact with inmates (Lambert et al., 2012) and has been found to be positively correlated with correctional employees' overall life satisfaction

(Rogers, 2018). Job satisfaction has also been found to correlate with emotional exhaustion when controlling for intrinsic and extrinsic job factors (Sanchez et al., 2018). The prison environment has been reported to affect the emotional well-being of prison staff, resulting in high levels of stress and burnout (Harizanova et al., 2018). Carlson, Alson, and Thomas (2003) also found less training or experience working in a correctional setting to be a significant predictor of emotional exhaustion.

The depersonalization dimension can be defined as having a callousness or lack of concern regarding clients (Gallavan & Newman, 2013). There have been a variety of factors found to affect the depersonalization dimension of burnout. For example, Griffin et al. (2012) found that job autonomy, job variety, and supervision consideration all had adverse effects on depersonalization. In comparison, Sanchez et al. (2018) looked at the prevalence of each burnout dimension on job satisfaction and found that depersonalization was not associated with job satisfaction. Similarly, a study by Misvehek (2018) that assessed mental health professionals in correctional facilities and community-based settings found that providers of sex offense treatment experienced lower levels of depersonalization and light levels of personal accomplishment. McCormack and Cotter (2013) cited a study by Ross et al. (1989) from when burnout was first being researched and determined that employees who have a supportive network, or community of individuals with similar work concerns, experienced lower levels of emotional exhaustion and depersonalization.

The diminished personal accomplishment dimension scale of burnout assumes that an individual lacks effectiveness when working with others. Employees feel as

though they are unable to meet goals and feel as though their work is inadequate. This dimension of burnout appears to be the least researched. When researched, it is statistically significant when comparing the length of time working in a position and job satisfaction. Sanchez et al. (2018), who studied the prevalence of burnout and job satisfaction, found that the length of time in a position was associated with emotional exhaustion and low personal achievement.

Previously Studied Predictors of Workplace Burnout

Personality

The study of personality characteristics and individual differences continues to be challenged in the literature. The varying results found among studies and the impact of personal characteristics on correction burnout have been inconsistent (Griffin et al., 2012). Lambert et al. (2012) found a complete lack of significance when assessing personality characteristics and the emotional exhaustion index of burnout. The study of personality traits has been challenged. Still, it has also been said to become more stable as one ages and, therefore, may be a better avenue to assess burnout rather than utilizing variables within the work environment (Harizanova et al., 2018).

That being said, some studies have found that the personality characteristics of neuroticism and introversion have the most consistent predictors of burnout (Harizanova et al., 2018; McCormack & Cotter, 2013). Psychoticism has been positively associated with depersonalization. In comparison, introversion has been found to correlate with emotional exhaustion (Harizanova et al., 2018), depersonalization, and diminished personal accomplishment, which are all dimensions of burnout (McCormack & Cotter,

2013). Introversion, specifically, has been consistent in the literature. Harizanova et al. (2018) found that those who had higher positive affectivity, a component of extraversion, experienced less burnout. Other personality characteristics for a burnout candidate are impatience, intolerance, a strong need for approval, and unassertiveness (Garland, 2002).

Gender

Gender has been a factor consistently studied as a possible variable in burnout. General studies on burnout within the workplace identify women as being at higher risk for experiencing burnout (Korunka et al., 2021; McCormack & Cotter, 2013; Sanchez et al., 2018). Women tend to report higher levels of emotional exhaustion, while men have been found to experience higher levels of depersonalization and cynicism (Korunka et al., 2013; McCormack & Cotter, 2013). Research that has considered the gender of treatment providers in this area, such as Misvshek's (2018), looks at mental health professionals in corrections and community settings. This study found gender not to be a significant predictor of burnout. Instead, it was determined that age was a predictor of burnout as those who were younger or less experienced reported higher rates of burnout (Misvshek, 2018). Shelby et al. (2001) also found no significance across burnout rates while looking at gender.

The lack of research on mental health professionals in corrections has caused difficulty in identifying significant correlations with gender. When considering the correctional setting, much of the security staff tend to be males, therefore resulting in substantial differences in burnout rates for men and women (Gil-Monte et al., 2013). When looking specifically at correctional officers, Brough and William (2007) found that

females experienced higher levels of absenteeism but overall had lower levels of burnout and turnover. Carlson et al. (2003) also looked explicitly at correctional officers and found that minimal researchers have studied gender as a variable within restrictive environments like prisons.

Experience Level

There are contradictory findings regarding number of years of experience as well. Duffy et al. (2009) found that age or years of experience were significantly correlated with all dimensions of burnout, wherein younger workers experienced higher levels of emotional exhaustion and depersonalization. It was theorized that this might be due to the lack of "fit" that young professionals may have with their career selection (McCormack & Cotter, 2013). Sanchez et al. (2018) also found years of experience or time working in a specific position statistically significant in both dimensions of emotional exhaustion and low personal achievement. Older age was found to significantly reduce personal and work-related burnout probability in a study by Žutautienė et al. (2020). Useche et al. (2019) identified that burnout manifested during the first five years of services in correctional staff. Conversely, it has been found that older workers or those who have been in the field longer experience higher levels of burnout, possibly due to increased physical and health problems exacerbating burnout symptoms (Armstrong & Griffin, 2004).

Marital Status

There are also interesting results regarding other personal factors, such as marital status. Some studies identified that single or unmarried individuals might have higher

burnout rates (McCormack & Cotter, 2013; Misvshek, 2018). This was theorized due to the lack of social support that an unwed individual may experience (Misvshek, 2018). McCormack and Cotter (2013) reported different findings, citing studies that found no link between marital status and burnout.

Work Environment

Within the current research, it appears as though different work environment aspects influence burnout levels of correctional staff. Nevertheless, there has been minimal research looking at how these various factors influence overall burnout rates among correctional staff (Lambert et al., 2012). Researchers have recommended that future studies should examine whether the effects of "job characteristics vary by type of correctional organization such as juvenile, jail, prison, by region, or security level" (Lambert et al., 2012, p. 15). The comparison of burnout in jails and prisons was the primary aim of this study.

Occupational Factors

Though minimally studied, the research on occupational setting burnout has found significant findings. Senter et al. (2010) compared the work settings for psychologists to determine which location triggered the highest levels of burnout. In comparing corrections, Veterans Affairs, psychiatric hospitals, and university counseling centers, the correctional setting was identified as having the highest levels of occupational burnout.

When comparing burnout among different correctional settings, there has been evidence to support burnout of mental health professionals; specifically, those who work with the offender population experience higher levels of burnout across multiple

dimensions. Carrola et al. (2016) researched counselor burnout among security levels (minimum, medium, and maximum). It was determined that environmental factors were some of the most significant indicators of burnout levels.

Authors have expressed that the existing correctional facility or environment may predict burnout levels among employees (Carlson et al., 2003; Korunk et al., 2021). These environmental factors may be a "better" predictor of burnout than personality characteristics (Griffin et al., 2012). Additionally, Jiang et al. (2017) found that work environment variables explained a more significant proportion of the variance in overall job satisfaction measure than did personal characteristics. Within the research, job satisfaction and burnout appear to be often analyzed together.

It has been found that employees with low job satisfaction and organizational commitment experience higher absence rates than those with high job satisfaction and commitment (Bakker et al., 2003). Additionally, there has been a correlation between job satisfaction and one's work environment variables and findings of an association with increased overall life satisfaction (Jiang et al., 2017). Job satisfaction was also associated with increased work performance, better support for clients, and higher levels of commitment to the organization. Conflicting research has also been identified. For example, Sanchez et al. (2018) utilized Warr's et al. (2018) Job Satisfaction Scale on correctional social workers and found that though both socio-demographic and occupational variables impacted levels of burnout, these scores were somewhat inferior to previous studies. Scores of emotional exhaustion and depersonalization were found to be high, though not significant. An additional result of this study that has not been consistent

with the previous research was the scores of personal achievements resulting in lower scores.

Security Level

The security level alone has been found to influence the level of burnout. For example, clinicians working in maximum-security facilities were found to experience higher levels of burnout compared to clinicians working in minimum security or less restrictive environments (Carrola et al., 2016). Additionally, some of the factors within the work setting that have impeded the rate of burnout have been excessive workloads, time restraints, the number of hours worked, inability to meet job demands and requirements as well as role conflict and role ambiguity or performance (Carrola et al., 2016; Jiang et al., 2017; Rubino et al., 2009). High job demands increased the probability among all burnout dimensions for work-related burnout in a study by Žutautienė et al. (2020). Other negative associations of burnout to consider along with occupational and environmental factors are organizational structure, level of communication, input on decision making, procedural justice, promotional opportunities (Griffin et al., 2012), integration, formalization, perceptions of equitable treatment, and quality of supervision (Jiang et al., 2017). The work environment variables, specifically the perceived level of danger, job variety, and input on decision-making, had significant effects on one's overall job satisfaction, as Jiang et al. (2017) found.

Lewandos (2003) identified three areas or specific domains that explained the highest variance in workplace frustration and burnout: Labor Process, Private Trouble/Public Issue, and Bureaucratic Paperwork and Rules. These findings suggested

that employees who could spend more time with their clients and less time on paperwork experience less job frustration. Those who could perceive troubles as a public rather than a personal issue were more likely to take steps to seek organizational change, resulting in fewer feelings of powerlessness and isolation. Ultimately, it was found that factors within the workplace created the most frustrations and risk of burnout compared to personal characteristics. Socio-demographic data has often been compared, and findings have identified that such demographics combined with occupational variables impact the overall level of job satisfaction of staff (Sanchez et al., 2018).

The AWS

The AWS was created to assess employees' "perceptions of work setting qualities that play a role in whether they experience work engagement or burnout" (Leiter & Maslach, 2019, para. 1). The survey addresses the "fit," or how compatible a person is with their work environment. This concept has been previously studied, and researchers have found that the interactions that a person has with their environment may be a predictor of strain, job dissatisfaction, level of job performance, and the possibility of turnover. The "misfit" or "mass balance" of an individual with their work environment leads to tension, strain, and an overall decrease in psychological well-being (Rubino et al., 2009).

This fit between demand and assistance received, or lack thereof, has been recommended for future research due to its impact on overall well-being (Kinman et al., 2017). The more significant the discrepancy between the mental health provider and the job characteristics, the more at risk the employee is to experience burnout (Mivshek,

2018). The AWS has identified the following areas as the most relevant occupational factors: Workload, Control, Reward, Community, Fairness, and Values. The AWS has demonstrated reliability and validity across various occupational settings (Maslach & Leiter, 2019).

The imbalances that are measured in the AWS include workload, control, reward, community, fairness, and values. The higher the mismatch value one has with their job, the higher their risk for burnout (Maslach & Leiter, 2016). This then suggests that the less control one has in their work environment, the higher the result of psychological strain (Lambert et al., 2018; McCormack & Cotter, 2013). This has been supported in both cross-sectional and longitudinal studies (Maslach & Leiter, 2016). The AWS has been utilized in previous studies alongside the MBI to look at the match, or lack thereof, an employee may have with their job. This survey allows for calculating the "mismatch" to focus specifically on the relationship that an employee has with the organization (Leiter & Maslach, 1999).

The following research has been completed on the six factors described in the AWS, and significant findings indicate the importance of focusing on these aspects within the workplace.

Workload

When looking at the workload variable, large caseloads and overall workload have resulted in high burnout rates due to the lack of time providers can spend with clients, lack of rapport building, and lack of continuity of care (Mivshek, 2018). Workload can be measured in quantitative and qualitative settings by comparing job

demands and time allowance to complete a task or by looking at the complexities of a job. Either way, both have been found to lead to burnout, specifically in cases where employees were not provided with the opportunity to recover or rest between job demands (McCormack & Motter, 2013). Kinman et al. (2017) identified that high workload and increased work hours had a powerful effect on employees' mental health status.

Control

Control, job autonomy, or the degree of freedom that one has within their work (Lambert et al., 2012) has been a factor consistent across the literature. This control over one's workspace and environment continues to present as a protective factor against burnout. The extent of participation in decision-making is crucial for one's work experience (Korunka et al., 2021; Leiter & Shaughnessy, 2006). It appears as though the higher one's job autonomy, the less likely they are to experience burnout symptoms (Griffin et al., 2012). This may be due to the level of control that one feels over their work environment, reducing stress levels and inducing a sense of pride in one's work.

Additionally, high levels of job autonomy have been found to create efficiency among employees and better problem solving when a problem arises (Griffin et al., 2012). Studies have found significant correlation with job autonomy in the various burnout dimensions, specifically emotional exhaustion. After studying 160 staff members in a private prison, Griffin et al. (2012) found a significant negative relationship between both job autonomy and job variety with emotional exhaustion. Lambert et al. (2012) found similar results in that job autonomy had the most significant effect size on

emotional burnout and reported that focusing on job autonomy may be the best method in reducing emotional burnout among prison staff.

Loss of control goes hand in hand with job autonomy as it considers how much power, or lack thereof, one has to control future events in the workplace. Those who have a higher locus of control and can recognize their level of power within the workplace, events, and environment have been found to have lower rates of burnout (McCormack & Cotter, 2013). Those with a poorer locus of control are more vulnerable to both stress and burnout. Lack of role clarification and role responsibilities has also been noted as a source of both stress and burnout (Garland, 2002; Korunk et al., 2021). Conflicting messages from supervisors or the lack of resources needed to fulfill a job responsibility create a feeling of inadequacy for workers. Additionally, the lack of feedback and work performance has been identified as a risk factor in burnout rates (Korunk et al., 2021).

Reward

The reward aspect includes both intrinsic and extrinsic rewards and the recognition from others for a job well done (Leiter & Shaughnessy, 2006). When considering the AWS as mentioned above, a mismatch in reward areas can lead to financial, social, and institutional issues, which also increases an employee's vulnerability to burnout (Leiter & Maslach, 1999).

Community

Community includes the social involvement of an employee and personal relationships with coworkers, subordinates, and supervisors. The chance of mismatch on the AWS in this area is high due to the overall complexity of human relationships (Leiter

& Shaughnessy, 2006). Community can also include one's physical space and work setting. Correctional settings, in general, put employees at a higher risk of harm, and even the perception of possible threat has been found to increase stress levels (McCormack & Cotter, 2013; Armstrong & Griffin, 2004). The effects of the physical work setting, such as the lack of aesthetics, visibly appealing features, and office space and loud surroundings, may also lead to an uncomfortable and unappealing work setting (Garland, 2002). According to Garland (2002), the root of burnout among correctional treatment providers lies within managerial and organizational deficiencies. Supervision and organizational support have been studied to determine the impact on mental health professionals. Perkins and Oser (2014) collected data from 267 counselors from prison settings and community settings to determine how organizational support influenced job frustration and burnout levels. Armstrong and Griffin (2004) also expressed that the highest predictor of workplace stress among correctional officers included a lack of organizational support. Gil-Monte et al. (2013) utilized the Spanish Burnout Inventory and explained that problematic interpersonal work relationships resulted in job stress, ultimately creating burnout. Kinman et al. (2017) identified the need for further research in this area, specifically the need to assess the impact of support on well-being as it depended on the resources or assistance received.

Fairness

According to Leiter and Shaughnessy (2006), the fairness component of the AWS considers the employees' perception of organizational justice. Mismatches in this area lead to a negative view of the organization, cynicism, and limited involvement with one's

work or absence. Absenteeism has been found across various studies to be a consequence of burnout (Armstrong & Griffin, n.d.; Bakker et al., 2003; Griffin et al., 2012; Garland, 2004; Kalra et al., 2016; Korunk et al., 2021; Lambert et al., 2018, Useche et al., 2019). Absenteeism is a critical consequence to consider when it comes to burnout as it is directly linked to patient care and overall treatment (Bowen & Twemlow, 1987, as cited in Garland, 2004). Absenteeism also affects facilities financially and has been estimated to cost 300 billion US dollars annually.

At an organizational level, Bakker et al. (2003) utilized the JD-R Model to examine different categories of working conditions to determine if the job demands and resources may correlate to the duration and frequency of absenteeism. It was found that job demands were indeed predictors of levels of exhaustion and cynicism and job resources were predictors of one's level of commitment to their job. This results in an indirect effect of absence duration and an indirect impact of absence frequency. Ultimately, this finding was that burnout and commitment mediate the relationship between job demands and resources and the level of both absence duration and frequency (p. 352). Absence has also been found as a reaction to job stress, wherein employees need time to escape from their work to recuperate (Bakker et al., 2003). Absence is used as a coping mechanism to deal with overall job strain, not necessarily a behavioral reaction to job dissatisfaction.

Values

Values include how well one's personal views align with the work setting. An employee who values promotional opportunities, open communication, and high-ranking

coworkers and managerial support may not thrive in a work environment that does not value these same ideologies. A mismatch in values can create an emotional impact on an employee (Leiter & Maslach, 1999). It has also been determined that professional identity can be a protective factor against burnout as the greater one's professional identity is, the lower the levels of burnout (Senter et al., 2010). Professional identity has been defined as how connected one is with the values and emphasis of the job title.

Reduction of Burnout

Interventions or ways of reducing burnout levels among mental health workers in correctional facilities have been scarce. Utilizing work engagement as a mediator between turnover intentions and burnout was studied by Mangi and Jalbani (2012), who found work engagement to significantly positively mediate the relationship. This study assessed higher education faculty to determine how work engagement may impact burnout and possible turnover. The study indicated that burnout and turnover might be reduced based on one's level of work engagement. In other words, the more engaged one is with their work, the less likely they will be to suffer from emotional exhaustion and cynicism of burnout and will also be less likely to search for a different job.

Education was also considered in a study by Useche et al. (2019) and found that prison staff with higher education levels and lower social supports experienced higher levels of burnout. Absenteeism, turnover, and intent to find a different job are also associated with work engagement and job satisfaction (Jiang et al., 2017). Griffin et al. (2012) explained that identifying the causal factors related to burnout could ultimately help create interventions to reduce overall burnout occurrences. Therefore, this research

will aim to identify which occupational factors within jails and prisons may cause clinical burnout.

Impact of COVID-19

Though little research has been completed on this recent virus, what has been conducted has shown significant impacts on psychological functioning in individuals throughout the COVID-19 pandemic. Previous viral outbreaks, such as Ebola, MERS, SARS, etc., have been found to cause psychological distress and even posttraumatic stress in health care workers (Khasne et al., 2020). Most research thus far on COVID-19 has utilized health workers in hospitals and other medical settings as participants. It has been found that COVID-19 has affected individuals' life satisfaction and overall quality of life (Zhang et al., 2020).

The rapid and global spread of COVID-19 has possibly worsened burnout and created unprecedented challenges for health care workers around the globe (Khasne et al., 2020). The specific knowledge on burnout as affected by the pandemic is even more scarce, but studies show that the COVID-19 pandemic has caused psychological impacts that may increase burnout (Blake et al., 2020). Some of these consequences included inflated depression, insomnia, and mental distress for those working on the frontlines (Lai et al., 2020; Zhang et al., 2020).

Additionally, the fear of contracting the virus and possibly infecting family members caused a doubling of concern for health care workers (Khasne et al., 2020). Factors associated with mental health outcomes of health care workers who have been treating COVID-19 patients were assessed in a cross-sectional study. It was found that a

vast majority of such health care workers had been experiencing mental health symptoms of depression, anxiety, distress, and insomnia. Aside from being a healthcare worker, other factors influencing these symptoms included gender, specifically women, and those who were “frontline” workers diagnosing and providing direct care to patients. Blake et al. (2020) found that healthcare workers who were “non-frontline” experienced even higher rates of psychological distress, which may be due to the lack of access and availability for psychosocial support.

Gaps in the Literature

Minimal research has addressed the mental health staff within corrections, and much attention has been on the officers and security staff. Burnout within corrections is even less commonly studied than burnout studies with different populations (Harizanova et al., 2018). Studies on occupational factors in this setting have found that “occupational health or prison staff members have contributed to describing different adverse physical and mental health outcomes, but scarcely relating them to burnout” (Useche et al., 2019, p. 4).

Some studies have addressed the burnout levels among mental health providers working in different security levels. Findings indicated that therapists working at a maximum-security level experienced higher burnout levels than therapists working in a less restrictive environment (Carrola et al., 2016). Other studies have compared psychologists in different occupational settings (corrections, VA, university counseling centers, and psychiatric hospitals). They have found significant results indicating that correctional psychologists experience the highest levels of burnout (Senter et al., 2010).

Recommendations on advancing the understanding as to why burnout is heightened in this setting and understanding the reasons for impacted job satisfaction and life satisfaction within these settings have been formed. There is also a need to consider the impact of job characteristics on correctional staff burnout (Harizanova et al., 2018). Additionally, research is needed that includes correctional counselors and mental health staff across different security levels and facilities as minimal research has been completed. Those that have studied these areas found that burnout rates differ among different security levels (Carrola et al., 2016).

Limitations

It should be noted that no measure or study is completed without faulting to limitations. The MBI used within this study has previously been mentioned to lack some cross-cultural considerations when measuring burnout symptoms. Additionally, the MBI does not contemplate different *types* of burnout (Gil-Monte et al., 2014). Other limitations include the sample size of surveys.

Summary and Conclusions

The major theme in the literature within the research has been burnout, primarily focusing on correctional officers rather than mental health treatment providers. Other themes include personality or interpersonal characteristics and occupational factors. Much of the research on burnout has been completed on correctional officers and identifies the impact of burnout on both physical and psychological well-being. Research conducted on treatment or mental health staff within a correctional setting has focused on job and life satisfaction and how it may be impacted by burnout.

Burnout is a problem among many disciplines and correctional workers' burnout rates are at an all-time high. Burnout creates many physical, emotional, and psychological issues that affect how an employee can carry out their work. Much research within the correctional setting has utilized correctional officers as the target population. This leaves other types of employees within this setting minimally studied. Though scarce among mental health treatment staff within corrections, both personality characteristics and organizational factors have been studied.

Further, a comparison of occupational factors and their contribution, or lack thereof, to burnout of clinical staff in jails and prisons has yet to be studied. Both settings have high staff turnover and rates of burnout, but neither can identify what causes staff to experience this burnout. By comparing prisons and jails, I will identify occupational and environmental factors that may contribute to burnout in one setting but not in the other. This will aid in fostering change in management or policy within corrections.

With the use of the MBI and the AWS, this study will fill the literature gap that measures burnout levels among clinical staff in jails and prisons regarding occupational factors. The use of the AWS alongside the MBI will measure six areas of work (workload, control, reward, community, fairness, and values) with one's overall level of burnout. This study will also fill a gap in COVID-19 research by examining how burnout levels may have been influenced within jails and prisons during a pandemic.

Chapter 3: Research Method

The purpose of this dissertation was to determine what factors within an occupational setting relate to burnout of mental health providers in corrections. By examining therapists in county jails and state prisons, I identified critical occupational factors that contribute to burnout of clinical staff. The results of this study may aid in reducing the burnout of workers within these settings. By knowing which factors may be causing burnout, employers can improve work environments to meet the needs of their employees, in turn improving the overall work experience. This may then lead to a reduction of burnout and may save costs within our society by enhancing retention of workers, leading to positive social change.

In previous chapters, I introduced my study and described the pertinent literature. I also examined gaps in the current literature. This chapter will address the research design and rationale for the measures and research approaches used. I will describe the target population, sample size, and plan to obtain data. Instruments that will be utilized and threats to validity will be discussed. Lastly, this chapter will address any ethical concerns that may arise during this study.

Research Design and Rationale

This study utilized dependent and independent variables to measure correlations objectively. The dependent variable was burnout. The independent variables were categories within the measurement instruments. These variables are emotional exhaustion, depersonalization, and professional enhancement (Harizanova et al., 2016). Additional independent variables from the AWS were compared to identify the

dependent variable of burnout. I compared these findings across inmates housed in county jails and state prisons. Demographic factors were collected. These variables included age, gender, work location, current position, title, credentials and education, length of time working with the organization, and length of time working in corrections. Additional independent variables were factors located in the one subscale of the PEPS.

A cross-sectional design was appropriate in this study as it has been reported to be less expensive and often takes less time to complete than other study designs (Creswell, 2009; Dutwin & Buskirk, 2017). This design was appropriate for this study as the goal was to determine the degree to which the independent variables, or organizational factors, predict the dependent variable of burnout. Cross-sectional designs are also utilized when participants are chosen based on inclusion criteria (Setia, 2016). I used a cross-sectional design to identify the relationship between the variables. I ran a cross-sectional, multiple regression analysis to determine the degree to which two or more independent variables will predict the outcome of a single dependent variable. Multiple regressions are often used to define the relationship between two parameters of a population of interest (Milner, 2021). Sanchez et al. (2018) used a cross-sectional approach to look at the prevalence of burnout dimensions and their correlation to job satisfaction and found statistical significance.

Along with the use of multiple regressions, a correlation matrix was run to determine the relationship, or lack thereof, among a number of the variables in this study. A correlation matrix is often used as an addition to statistical analysis, such as multiple regression, to aid in determining the correlation coefficients between the various

independent variables in a model. This correlation table will be a powerful tool to determine which pairs of variables may be in need of future study to identify additional patterns (Corporate Finance Institute, 2019). Correlation matrices have been used in studies that seek a general understanding of the possible correlations between variables. For example, Gonzalez-Mulé et al. (2021) used a matrix in a study that assessed the level of work stressors and their relationships with employee strain.

Using a cross-sectional design comes with its constraints. Specifically, with this design, the sample size should be sufficiently large to help estimate the extent of conditions within a specific population (Health Knowledge, 2018). Additionally, a cross-sectional study works best when there is a representation of the entire population. Due to the restraint of accessibility to resources, this study will utilize available county jails and state prisons, which may not fully represent the clinical population. Another limitation of using a cross-sectional approach is that it will be challenging to derive causal relationships from a one-time measurement (Setia, 2016).

This design choice is consistent with the research design and is needed to close the gap in the literature. By identifying what organizational factors contribute to burnout in county jails and what organizational factors contribute to burnout in state prisons, both individual and societal aspects could improve in many ways. For example, knowing these contributing factors may decrease turnover among this population and even lead to policy change within the workplace. Utilizing a quantitative approach will provide information on specific occupational factors correlated with burnout rates in these settings. Organizations can implement appropriate policies, procedures, or interventions to help

prevent burnout in these settings. The use of quantitative design was much more robust than using a qualitative approach would be.

Multiple regression analysis has been used in many studies within the human services field (Jaccard et al., 2016). The application of multiple regressions is used to test a theory of a presumed causal influence of independent variables on a criterion variable (Jaccard et al., 2016). Some of the common issues that presented with this design choice included evaluating predictor relevance, assumption violations, outliers, and the use of limited categorical dependent variables (Jaccard et al., 2016). Appropriate tests for assumptions of this design choice will be described later in this chapter as well as how assumption violations will be handled.

Methodology

The research methodology used in this study was quantitative, and the statistical analysis was performed using multiple regression. Statistical measures of associations between organizational factors and job burnout were analyzed to answer the research questions and test the hypotheses. In this correlational study, variables related to burnout were compared in county jails and state prisons. The goal was to determine whether a relationship exists between organizational factors and burnout. The data collected included rates of burnout and occupational factors. A cross-sectional, multiple regression analysis was run to determine the degree to which two or more independent variables would predict the outcome of a single dependent variable. Multiple regressions are used to define the relationship between two parameters of a population of interest (Milner, 2021).

Population

The inclusion criteria for this study was licensed mental health providers currently working in a jail or prison setting. In such environments, these individuals are often licensed clinical social workers (LCSW), licensed professional counselors (LPC), licensed master social workers (LMSW), licensed psychologists, psychiatric nurse practitioners or licensed marital and family therapists (LMFT). These professions have proven to be the most likely mental health providers in county jails and state prisons. Professionals seeking licensure and under supervision of a licensed professional were also able to participate.

Counselors must have a master's degree in professional counseling and have earned accreditation by the Council for Accreditation of Counseling and Related Education Programs (CACREP). Along with examination, counselors are required to complete a minimum number of supervisory work hours in a clinical setting under the guidance of a licensed counselor. The minimum number of supervised hours is determined by each state board (Licensed Professional Counselors Board of Examiners, n.d.). Social work licensing requirements include a master's degree in social work, the minimum number of supervisor hours required by the state, and a licensing exam.

Social workers can pursue different types of licensure that may vary by state. The licensing process can include licensed social worker (LSW), licensed independent social worker (LISW), licensed clinical social worker (LCSW), and licensed independent clinical social worker (LICSW). Each level requires additional education and training (Russiano, 2020). Licensure for a clinical or counseling psychologist requires a doctorate

level of education, supervised practice, and national examination. Some states also require psychologists to take state examinations and post-doctoral supervision hours before licensure (*Psychologist licensure,* 2021).

A psychiatrist licensure requires a Doctor of Medicine (MD), a residency program, and completion of the U.S. Medical Licensing Examination (*Psychiatrist license and certification requirements, 2017).* Psychiatric nurse practitioners must have a Master of Science in Nursing with a specialization in psychiatric health care. Additionally, they must obtain licensure as a Registered Nurse (RN), by passing the NCLEX-RN examination and a certification from the American Nurses Credentialing Center (NurseJournal Staff, 2022).

The target population size was 128 participants in hopes that participants would complete all three surveys. The target was an estimated goal depending on the convenience of reaching participants and time constraints. The completion of 128 surveys provided enough information to answer the research questions. The calculation of how the sample size was acquired can be found in the section to follow.

Sampling and Sampling Procedures

This study utilized non-probabilistic convenience sampling as the participants were required to meet specific criteria. Non-probability sampling is a technique in which the participants are chosen based on the subjective judgment of the researcher instead of random selection (QuestionPro, 2021). The participants have to meet the specific qualification requirement of working within a correctional setting. A convenience sample allowed me to select samples from email lists and easily obtain online information.

Convenience sampling allows the researcher to choose sample populations that are conveniently available. This approach was appropriate for this study as it tested the sample representing the identified population. This method is also cost and time-effective (QuestionPro, 2021). A non-probability sampling technique is more practical and conducive as researchers can gain information more quickly than randomly selecting participants; participants may be more motivated to participate (QuestionPro, 2021).

I was able to seek out possible participants by utilizing state correctional institution websites and contacting human resource representatives. I sent an email, approved by the Walden Institutional Review Board (IRB), requesting that the said email be forwarded to the chief psychologist or clinical lead within the division. The email asked the chief psychologist, or clinical lead, to consider participation in the study and forward the participation email to their clinical staff and those who meet the stated criteria for the study. The recruitment email contained a link to the web-based survey containing the MBI, AWS, and PEPS. The sample for this study included licensed and unlicensed mental health professionals with a master's degree or higher who are employed in county jails and state prisons. Excluded from this study were clinicians who do not hold a master's degree or higher and are not working in jails or prisons. Specifics on earning this level of education and licensing criteria can be found in the previous section, Population.

Using G*Power software, I completed an a priori power analysis to determine the appropriate sample size for this study (Buchner et al., 2017). The priori analysis used for multiple linear regressions was completed using the following input parameters: an effect

size of .15, which revealed a medium effect size; an alpha = .05 was selected; power 1-β = 0.80 was indicated; the number of predictors was nine. Researchers use power analysis to calculate the proper sample size and reduce the risk of Type I and II errors (Cohen, 1988, Statistics Solutions, 2021). With nine total independent variables from the three scales described and use of .80 power, an alpha level of .05, and an effect size of .15, this study's minimum required sample size was 128 participants.

Procedures for Recruitment, Participation, and Data Collection

Eligible participants received a link for their recruitment from their chain of command. I sent Internet links to the survey administration to chief psychologists and clinical directors of county jails and state prisons. This information was obtained online and through human resource portals and Internet searches. The potential participants examined the overview of the study and clicked an attached link to the survey platform Mindgarden Transform to provide further participation information. The goal was to create a snowball effect by having these supervisors pass on the survey to those who meet the criteria for participation. In the email link with the survey administration, I included an outline of the study, background information, and procedural information. I also included informed consent to participate, possible participant risks and benefits, information on confidentiality, and contact information.

I collected the data via an online link to a survey containing the survey instrumentation purchased from Mindgarden. I purchased the approval for the administration of these instruments through Mindgarden. Additionally, a COVID-19 survey was included, which was also be purchased through Mindgarden. The use of an

online survey facilitated the preparation, administration, and organization of quantitative data. Participants who wished to participate checked a "YES" box, consenting to all terms of the study. Participants were able to check the "NO" box to indicate that they did not agree to participate in the study voluntarily. I did not collect data from individuals who declined to participate. I also provided participants with information stating that they may discontinue the survey at any time and choose not to complete the surveys.

Responses were placed into a format compatible with data analysis software such as the IBM SSPS software. An "exit" of the study occurred once a participant submits their responses to the surveys. No follow-up was required in this study. There were no requirements for participants following participation in this study. Participants were also able to exit the study at any time by closing the window consisting of the survey.

Instrumentation and Operationalization of Constructs

I used several pre-existing instruments in this study, including questions that correspond to the research questions. The dependent variable of burnout was assessed using the MBI. The independent variables were the factors within the measure or subscales of the MBI. An additional measure, the AWS, was a complement to the MBI to strengthen the identification of burnout among participants (Maslach & Leiter, 2016). A COVID-19 measure, the PEPS, aided in measuring burnout during a global pandemic.

MBI-Human Services Survey

The MBI was developed by Christina Maslach, Susan Jackson, Michael Leiter, Wilmer Schaufeli and Richard Schwab. According to Harizanova et al. (2018), the MBI is the most widely used measure of burnout. The measure was created in 1981 and

designed to apply to a wide range of groups of people. The MBI was designed to assess the three components of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment. There are multiple versions of the MBI depending on the organizational setting being measured, including versions for medical personnel, human service workers, educators, general use, and students. This study utilized the MBI-Human Services Survey (MBI-HSS), the version designed for human service workers. The MBI is a reasonable, reliable, and valid psychometric instrument assessing burnout in human service providers (Coker et al., 2009).

The use of the MBI-HSS was appropriate in this current study as the dependent variable is burnout. In researching burnout, the MBI is the most widely used burnout inventory with confirmed reliability and validity. The MBI-HSS version was most appropriate as participants were mental health providers who fall under the category of human service workers. This version of the MBI is a 22-item scale divided into three subscales. The instrument items are written in the form of statements about personal feelings or attitudes. These items are answered in terms of frequency on a 7-point Likert scale. Item responses range from 0 (*never*) to 6 (*nearly every day*). The test is scored with a key which creates an electronic response of data for each participant. The results indicate a score of low, average, and high level of burnout based on normative samples of various occupational groups. According to Morse et al. (2012), “For mental health workers, high levels of burnout included emotional exhaustion scores of at least 21, depersonalization scores of at least 8, and personal accomplishment scores of 28 or below” (p. 3).

The MBI takes approximately 10-15 minutes to self-administer. Instructions are provided to the respondent (Maslach et al., 1997). A copy of the purchased permission to utilize this survey from Mindgarden.com can be found in the Appendix B.

Out of all the instruments created to measure burnout, the MBI has been named the standard for burnout research and validated in other languages. The MBI is a comprehensive measure (Maslach & Leiter, 2016). The MBI was utilized in a study by Malkina-Pykh (2017), which found significant scores between participants who experienced Secondary Traumatic Stress and the Depersonalization subscale of the MBI. Carlson and Thomas (2006) utilized the MBI and found it valid and reliable based on reliability analysis. This study focused on how caseworkers and correctional officers felt about inmates and used an alpha level of .9. López et al. (2021) also utilized the MBI-HSS in an academic setting. The results indicated that the MBI allows for accurate measurement of all three constructs: emotional exhaustion, depersonalization, and Lack of Personal Accomplishment. Gascón et al. (2013) looked at construct validity between dimensions and subdimensions of the MBI and opposing measures and found validity in using the MBI.

The MBI-HSS has also been used in multiple studies measuring burnout rates of correctional providers (Carlson & Thomas, 2008; 2003; Harizanova et al., 2018; Malkina-Pykh; McCormack & Cotter, 2013; Maslach & Leiter, 2016; Roy et al., 2010; Sanchez et al., 2018). Harizanova et al. (2016) completed a study specifically looking at the adaptations and validation of the use of the MBI within correctional institutions. The results indicated a mild-to-strong statistically significant correlation ($p < .01$) across all

subscales. A high Cronbach's coefficient of (alpha = 0.94) and Spearman-Brown coefficient (r = 0.86) and a low-mean between-item correlation of (r = 0.30) were found to demonstrate good reliability and validity with the MBI.

A copy of the purchased permission to utilize this survey from Mindgarden.com can be found in the Appendix A.

The AWS

The AWS was developed in 2000 by Michael Leiter and Christina Maslach. It was created as a companion instrument to the MBI to assess employees' perception of work setting qualities. The AWS aims to measure the organizational contexts of burnout. According to Mindgarden (2021), the AWS creates a profile of scores that determine strengths and weaknesses in the occupational setting. The AWS identifies six workplace qualities that lead to burnout: workload, control, reward, community, fairness, and values. According to Leiter and Maslach (2003), the AWS can provide helpful diagnostic information. This measure is appropriate for this study as the focus is on occupational factors. The variables in the AWS will be used as independent variables to determine which areas within the work setting are correlated to high levels of burnout.

The AWS is a 28-item survey that takes an average of 15 minutes to complete. The demographics included are gender, length of time at organization, length of time in current position, employment status and organization information, and level/management status. As stated, the AWS produces specific scores for each of the six areas of work life. Each subscale includes positively worded items, and respondents indicate the level of agreement to statements on a 5-point Likert scale ranging from 1 (strongly disagree) to 5

(strongly agree). When used along with the MBI, the AWS helps organizations identify areas to change (Mindgarden, 2021). A copy of the purchased permission to utilize this survey from Mindgarden.com can be found in the Appendix A.

The AWS has demonstrated reliability and validity in various studies (Gascón et al., 2013; Leiter & Maslach, 2004, 2009; Leiter & Shaughnessy, 2006). The AWS was utilized in a study by Gascón et al. (2013) and was found to have good internal consistency. This study used Cronbach's alpha between .71 and .85. A similar study utilized the AWS as a predictor of occupational health and found validity using multiple linear regression analysis. High internal consistency was found for all six scales using Cronbach's alpha above .70 for each dimension of the AWS (Brom et al., 2015).

The AWS has demonstrated reliability and validity across multiple occupational settings (Leiter & Maslach, 2004). McCormack and Cotter (2013) utilized the AWS to look at specific socio-demographic factors within the workplace. The AWS has been used in medical settings by assessing RNs, LPNs, clinical nurse specialists, and nurse educators to analyze burnout and the extent of job congruence of organizational and personal values (Leiter & Shaughnessy, 2006). This study found mixed results, with exhaustion being the dominating function affecting workload and control; the significant associations with burnout of job demand were control and supervisor support (Žutautienė et al., 2020). The results of this study were determined to be valid with sufficient internal consistency in the measured dimensions with a Cronbach's coefficient of > 0.6.

A copy of the purchased permission to utilize this survey from Mindgarden.com can be found in the Appendix B.

The PEPS

The PEPS was developed as a complement to the MBI and AWS. The PEPS' goal is to measure the experiences of front-line workers during the COVID-19 pandemic. This measure was created in 2020 by Leiter and, therefore, is a more recent measure with limited documented research. The PEPS is appropriate to utilize in this study to answer the research questions properly. The PEPS was created following the global spread of the COVID-19 virus. The virus led to a nationwide lockdown where individuals were unable to participate in social activities and public events, and many occupational settings were functioning virtually. The PEPS will aid in answering the research question measuring burnout levels of employees working during a global pandemic.

The PEPS is a 35-item survey to measure to what extent the pandemic impacts work, resources, risk perception, employee work-life, and leadership. The survey takes approximately 5-10 minutes to complete and provides information on multiple critical issues during the COVID-19 pandemic. The demographic questions ask the participant to specify their work area, such as emergency room, intensive care, outpatient services, etc. According to Mindgarden (2021), the areas within this survey include:

- Disruption: the extent of workflow disruption
- Resources: to what extent essential resources were adequate to meet demands
- Risk Perception: to what extend employees felt at risk; what contributed to risk perceptions: Contact, Control, Potential harm
- Impact on work-life areas: Workload, Control, Reward, Community, Fairness, and Values Congruence

- Perceptions of leadership, including Overall Leadership and Immediate manager
- Open-text items identifying what would help employees now and what gives them hope

Only one subscale was utilized for data analysis in this study due to the recent development and lack of validity in the measure. Utilizing the subscale "Impact on worklife areas" was the most relevant to this study and will aid in answering the fourth research question. The entire measure was provided for participants' responses due to its short nature as well as for the possibility of future data collection and recommendation for future research. Due to its recent development, there has been minimal research conducted with the PEPS specifically relevant to the current study and population. The PEPS was used in a study by AlMulla (2020) to study radiographers who work in government settings, private hospitals, clinics, or newly authorized medical centers. The results indicated that most participants identified fear and risk of working with COVID-19 though they displayed a positive attitude toward leadership and management. This study did not disclose the internal consistency measure. However, it stated that the PEPS is a powerful tool to measure employees' experience during a pandemic—saying that it provides critical information on the extent of workflow disruption, availability of resources, risk perception, and impacts on working dynamics management (AlMulla, 2020; Leiter, 2020).

A copy of the purchased permission to utilize this survey from Mindgarden.com can be found in the Appendix C.

Demographic Information

Demographic questions were included in the survey. The questions asked the participants to include the following: age, gender, highest level of education, current position/title, location (jail or prison), length of time at the organization, length of time in current position, employment status and organization information, and level/management status and length of time in corrections. These demographics aided in grouping the data for analysis as well as answering the research questions.

Operationalization of Variables

The following section will address the operational definition for both predictor and criterion variables. The construct of burnout was the criterion variable, and the subscales within the MBI, AWS, and PEPS were the predictor variables. The specifics of operationalization for the variables in this study are as follows:

MBI- The dependent or criterion variable of "Burnout" was operationalized utilizing the subscales within the MBI. The purpose of the MBI is to "discover how various persons in the human services or helping professions view their job and the people with whom they work closely" (Mindgarden, 2021). The subscales in the MBI are as follows:

- Emotional Exhaustion (EE)
- Depersonalization (D)
- Reduced Personal Accomplishment (PA)

Sample questions of the MBI include: "I feel emotionally drained from my work."; "I have accomplished many worthwhile things in this job."; "I don't really care

what happens to some recipients." In scoring the MBI, a higher mean score corresponds with higher degrees of burnout for the EE and D subscales. Lower mean scores in the PA scale correspond with higher degrees of burnout, as it is reverse scored. Scores on the PA scale will be inverted to compare all three subscales to count a total MBI score. The MBI indexes a total level of burnout score and scores each subscale individually.

A 7-point Likert scale measures the three subscales. The response options presented for the participant ask the participant to identify the frequency of their symptoms. The phrases describing frequency are:

- Never
- A few times a year or less
- Once a month or less
- A few times a month
- Once a week
- A few times a week
- Every day

AWS- Occupational factors were the independent variables as measured by the AWS. The subscales within the AWS to identify the level at which job factors influence one's work are as follows:

- Workload
- Control
- Reward
- Community

- Fairness
- Values

Sample questions for this scale include: “I do not have time to do the work that must be done”; “I have control over how I do my work”; “Members of my workgroup communicate openly.” An individual score for each subscale is provided to define the job-person fit or “match” with their job. According to Leiter and Maslach (2003), a score greater than three on a subscale indicates “a higher degree of congruence between the workplace and the respondent’s preferences” (p. 102). A score lower than 3 indicates more incongruence between an employee and their work setting. These subscales are measured on a 5-point Likert scale with the following response options for each question:

- Strongly Disagree
- Disagree
- Hard to Decide
- Agree
- Strongly Agree

PEPS- Work experience (during a pandemic) was an independent variable as measured by the PEPS. This measure assessed how COVID is impacting participants’ work during a global pandemic. The subscales within the PEPS are as follows:

- Work
- Resources
- Risk perception
- Employee work-life

- Leadership

Sample questions for these subscales include: “To what extent has the pandemic affected the work of your organization?”; “How dangerous to you personally was the virus during the pandemic period?”; “My Immediate Supervisor helped me feel safe.” These subscales are measured on a 5-point Likert scale with the following responses, or similar options, for each question:

- Not at all, Strongly Disagree
- Minimal, Disagree
- Some, Hard to Decide
- A lot, Agree
- Completely Strongly Disagree

Data Analysis Plan

Once the desired number of responses were obtained, the data was processed through a software system. The software that used for analysis was IBM SPSS Statistics. This software package is often used for interactive statistical analysis. The information was be saved on a password-protected external media drive or flash drive and stored for five years per Walden IRB policy (Research Ethics Planning Worksheet, n.d.).

Data cleaning took place, where the data was reviewed for any missing information. Any data that does have missing information was removed from the analysis. Following this task, the data was reviewed for potential outliers. Outliers can be identified through the use of a case-wise diagnostic and residual statistic summary. This information will identify studentized deleted residuals and leverage values. Any

identified outliers from the sample were removed. Outliers could also be detected with the use of Z scores. According to Field (2013), outliers are Z-scores less than or greater than negative three. Z-scores that are deemed as outliers will be removed from the data set.

Research Questions and Hypotheses

RQ1: Do mental health clinicians in county jails experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment.

$H_0$1: Mental health clinicians in county jails do not experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

H_a1: Mental health clinicians in county jails do experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

RQ2: In county jails, with a higher probability of burnout (as measured by the MBI), to what extent is the relationship between burnout and occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$2: In jails, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a2: jails, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ3: In state prisons, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout occupational factors (as measured by the AWS)?

Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

H_03: In prisons, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a3: In prisons, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ4: Is there a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and high score of emotional exhaustion (as measured by the MBI)?

H_04: There is not a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

H_a4: There is a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

To begin data analysis, the data was grouped by demographic information, specifically, work location of county jail or state prison. The data was further organized by job description, age, and gender. Measures of central tendency for all the criterion and predictor variables was the calculated. A bivariate correlation analysis was run to examine the relationship between the independent and dependent variables.

Assumptions for conducting inferential statistical analysis were completed. Assumptions are aspects of a study that are believed but cannot be demonstrated to be true (CRQ, n.d.). To perform a multiple aggression analysis, certain assumptions will be made from a statistical standpoint. One assumption in this study was that respondents are providing truthful answers to the survey responses. Another assumption of this study was that I was able to obtain the minimum sample size for this quantitative study.

The assumption of normality was tested to check for normal distribution with Skewness and Kurtosis. According to Statistics Solutions (2021), Skewness should be in the plus or minus two range, and Kurtosis values should be within the range of plus or minus seven. If the normality assumption would have been violated, I may have considered deleting outlying cases or transforming data, as recommended by Nimon (2012). I tested assumptions of homogeneity of variance with Levene's test. This test is best used to assess if groups have equal variances (Nimon, 2012; Statistics Solutions, 2021). The assumption of linearity or a straight-line relationship between variables were considered as well. This assumption was tested with the use of graphical methods (Nimon, 2012). Again, if non-linearity would have been detected, I may "… transform data, incorporate curvilinear components, eliminate the variables producing non-linearity

or conduct a non-linear analysis as long as the process is clearly reported" (Nimon, 2012, para. 22).

Threats to Validity

Threats to validity can be defined in two ways: internal and external. External validity is the ability to generalize findings to a larger population (Creswell & Creswell, 2018). Researchers cannot generalize results to individuals who do not share the same characteristics as the study participants or those in other settings or to represent past or future situations (Creswell & Creswell, 2018). The main threat to validity in this study was the use of convenience sampling. I limited the ability to generalize this study to mental health providers employed in county jails and state prisons in the appropriate states.

Internal validity threats include the procedures, treatments, and experiences of the participants and how they may threaten the researcher's ability to "draw correct inferences from the data about the population in an experiment" (Creswell & Creswell, 2018, p. 170). Interval validity threats are relevant only in causal relationship studies; therefore, internal validity is not applicable using the current study design (Hill, 2020). Statistical conclusion validity threats arise when the research draws an inaccurate inference due to inadequate statistical power. Threats to construct validity occur when researchers use imprecise definitions and measures of variables (Creswell & Creswell, 2018).

I was able to avoid threats to construct validity by utilizing well-established definitions and measurement procedures for chosen variables (García-Pérez, 2012). I

prevented threats to statistical conclusion validity by using an alpha level of .05. This indicates that there is a 5% chance that the result supporting the hypothesis will be untrue. According to Serdar et al. (2021), a .05 alpha level is the most common level chosen in research aside from pilot studies, where the alpha level is often set at .10 or .20. I also avoided the statistical conclusion validity threat by utilizing an appropriate P-value that has the ideal power of 0.8, or 80% (Serdar et al., 2021).

Ethical Procedures

This study adhered to the American Psychological Association (APA) ethical requirements and Walden University's IRB. I obtained approval by the IRB to conduct research (Approval No. 05-23-22-0727803). I complied with IRB requirements and did not collect research until approval was met.

The participation survey included informed consent, and it will be presented electronically to each participant before the electronic survey is completed. The participants were informed of the data collected from this study and that the results will be used for research purposes only. The participants were also be informed of confidentiality and that no one other than the researcher will have access to the participants' personal information. Data collected were confidential, and participants will be grouped by their demographics. The only identifiable information was the participants' age, gender, work location, and length of time in their current position. A password-secured folder protected data on a password-secured computer. This researcher had access to the data, and I will destroy all data following the completion and confirmation of the study.

The direct benefits to the participants in this study was be the satisfaction of knowing they have contributed to the survey findings that may lead to favorable changes in the correctional and clinical work environment.

Summary

In Chapter 3, I explained the data collection and analysis process for this study. The cross-sectional design was justified due to the length of time and expense of such approach (Creswell, 2009; Dutwin & Buskirk, 2017). With this design, independent variables were assessed to determine which factors may contribute to high levels of burnout, the dependent variable. This study used multiple regressions and a correlation matrix to identify the relationship, or lack thereof, among the variables in this study. With the use of this research design, gaps among the literature may be filled. A quantitative approach provided specific information as to which occupational factors correlate with high burnout in each correctional setting.

The participation criteria for this study was reviewed in chapter 3 with an explanation of the sampling procedures. The sample size goal was explained based on the total number of independent and dependent variables. The recruitment process and data collection were addressed in this chapter along with detailed explanation of the instruments that will be used in this study. The data analysis plan with the use of SPSS Statistics was explained along with the data cleaning process. Finally, this chapter addressed the threats to validity and ethical procedures that will impact this study.

Chapter 4: Results

The purpose of this study was to identify occupational factors that contribute to burnout among correctional mental health workers. In this quantitative, comparative study, I examined the differences in burnout levels among clinicians in county jails and state prisons. This quantitative research study utilized clinical burnout as the dependent variable using the MBI. The independent variables included occupational factors found within the AWS and work experience as measured by the (PEPS).

The following research questions and hypotheses were used to guide this study:

RQ1: Do mental health clinicians in county jails experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment.

$H_0$1: Mental health clinicians in county jails do not experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

H_a1: Mental health clinicians in county jails do experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

RQ2: In county jails, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout and occupational factors (as measured by the AWS)? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$2: In jails, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a2: In jails, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ3: In state prisons, with a higher probably of burnout (as measured by the MBI), to what extent is the relationship between burnout occupational factors (as measured by the AWS)? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$3: In prisons, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a3: In prisons, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

RQ4: Is there a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and high score of emotional exhaustion (as measured by the MBI)?

$H_0$4: There is not a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

H_a4: There is a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

In this chapter, I discuss the data collection process, including the recruitment process and response rates, baseline descriptive and demographic characteristics, and any discrepancies that may have taken place from the data collection plan from Chapter 3. This chapter will also present the results of the hypotheses and null hypotheses in this study along with a discussion of how the sample size may or may not be generalized to a larger population.

Data Collection

The timeframe for data collection in this study was based on the response rate of the participants. With the use of snowball sampling, and little control over to whom and where the survey links were sent, the timeframe data collection was open. It took approximately 6 weeks to obtain the needed sample size for this study. The actual response rate was much smaller than the recruitment level. With the use of Transform MindGarden, I was able to view how many individuals specifically clicked on each survey link. This number was much greater than the number of individuals who actually fully completed the survey. Specifically, the response rate was about 6.5%. This is the percentage of individuals that clicked the survey link and actually completed the survey. Prior to data collection, the assumed method of collection was Survey Monkey. Further research determined that a more appropriate collection application survey, Transform, should be used. With approval by the Walden IRB, I adjusted the data collection tool to utilize the Transform system rather than Survey Monkey. This data collection process took place through snowball sampling.

Descriptive Statistics

The total number of volunteer participants was 153: 36 were female (24.00%), and 114 were male (76.00%); 3.90% were 18-24 years old, 16.30% were 25-30 years old, 57.50% were 31-50 years old, 20.90% were 51-65 years old, and 1.40% were 66 years old and older. The education level frequencies for this study were as follows: 79.10% completed master's degrees, 16.30% completed doctorates, and 4.60% had other education levels (see Table 1).

Table 1

Frequencies for Gender and Age

Variable	*n*	%
Gender		
Female	36	24.00
Male	114	76.00
Age		
18-24	6	3.90
25-30	25	16.30
31-50	88	57.50
51-65	32	20.90
66+	2	1.40
Education level		
Masters	121	79.10
Doctorate	25	16.30
Other	7	4.60

Of the 153 participants, 37.30% worked in county jails, while 62.70% worked in state prisons; 97.40% of participants were employed full-time, while 2.60% worked part-

time. Most participants (28.10%) reported having an LPC position, followed by other positions (26.10%). The least number of participants were psychiatrists (2.00%; see Table 2).

Table 2

Frequencies for Job Location, Employment Status, and Position/Title

Variable	*n*	%
Job location		
County jails	57	37.30
State prisons	96	62.70
Employment status		
Full-time	149	97.40
Part-time	4	2.60
Position/title		
LSW	9	5.90
LCSW	24	15.70
LPC	43	28.10
LPCC	10	6.50
PhD	7	4.60
PsyD	13	8.50
Psych NP	4	2.60
Psychiatrist	3	2.00
Other	40	26.10

Note. LSW = licensed clinical social worker; LCSW = licensed clinical social worker; LPC = licensed professional counselor; LPCC = licensed professional counselor candidate; PhD = doctor of philosophy; doctor of psychology; Psych NP = psychiatric nurse practitioner.

Table 3 provides frequencies for the time that participated worked within correctional setting, how long the participant had worked in their current organization

and how long the participant had worked in their current position. The majority of the participants had worked in a correctional setting from 1-10 years and have been working at their current organization for 3-5 years.

Table 3

Frequencies for Time Worked in a Correctional Setting, at Current Organization, and in Present Position in Current Organization

Variable	*n*	%
Time worked in a correctional setting		
0-6 Months	11	7.20
7-11 Months	11	7.20
1-2 Years	23	15.00
3-5 Years	42	27.50
6-10 Years	37	24.20
11-15 Years	18	11.80
16-20 Years	6	3.90
21+ Years	5	3.30
Time worked at current organization		
0-6 Months	16	10.50
7-11 Months	13	8.50
1-2 Years	32	20.90
3-5 Years	44	28.80
6-10 Years	28	18.30
11-15 Years	12	7.80
16-20 Years	7	4.60
21+ Years	1	.70
Time worked in present position in current organization		
0-6 Months	23	15.20
7-11 Months	14	9.30
1-2 Years	41	27.20
3-5 Years	39	25.80
6-10 Years	22	14.60
11-15 Years	8	5.30
16-20 Years	3	2.00
21+ Years	1	.70

Of the 153 participants, 66.70% were considered Front-line staff, 16.30% were in a supervisor position, 7.80% were first level management, 5.30% were intermediate management, and 3.90% were senior management (see Table 4).

Table 4

Frequencies for Position Level

Variable	*n*	%
At what level is your position considered		
Front-line staff	102	66.70
Supervisor	25	16.30
Management (First level)	12	7.80
Management (Intermediate)	8	5.30
Management (Senior)	6	3.90

The represented sample of this population cannot be generalized to the larger general population aside from those within the boundaries of this study. This raises an issue with external validity as there is no guarantee that the results will be generalizable to groups, environments, and contexts outside of the experimental settings (Onwuegbuzie, 2000). External validity issues arise when looking at the population included and excluded and the chosen theoretical framework. Therefore, this study may only be generalizable to those within the population of this study, which included mental health staff in county jails and state prisons.

Scale Reliability Analysis

Three were instruments used in this study: the MBI, the AWS, and the PEPS. I conducted reliability analysis to determine whether the scales and subscales have good

internal validity and reliability. Since the Cronbach's alpha is greater than .60 for the personal accomplishment scale and .70 for other scales, all scales and subscales have good internal validity and reliability, as shown in Table 5.

Table 5

Reliability Analysis Results

Variable	Number of items	Cronbach's alpha
Maslach Burnout Inventory		
Emotional exhaustion	9	.850
Depersonalization	5	.741
Personal accomplishment	8	.642
Occupational factors		
Workload	5	.739
Control	4	.805
Reward	4	.891
Community	5	.869
Fairness	6	.830
Values	4	.781
Pandemic impact		
Extent of pandemic impact	3	.821
Resources	5	.827
Risk perception	4	.893
Work life	7	.825
Organizational management	5	.889
Immediate supervisor	5	.952

Subscale Means

MBI Mean Scores

The mean Emotional Exhaustion score for those working in county jails is 29.33 (*M* = 29.33; *SD* = 10.80), while for those working in state prisons it is 27.80 (*M* = 27.80; *SD* = 11.48). The mean Depersonalization score for those working in county jails is 10.49 (*M* = 10.49; *SD* = 6.68), while for those working in state prisons it is 10.67 (*M* = 10.67; *SD* = 6.62). The mean Personal Accomplishment score for those working in county jails is 37.25 (*M* = 37.25; *SD* = 6.49), while for those working in state prisons it is 36.15 (*M* = 36.15; *SD* = 6.20; see Table 6).

AWS Mean Scores

The mean Control score (*M* = 3.44; *SD* = .90) and Fairness score (*M* = 2.68; *SD* = .84) are higher for those working in county jails than for those working in state prisons. The mean scores for Workload (*M* = 2.78; *SD* = .72), Reward (*M* = 3.20; *SD* = 1.03), Community (*M* = 3.36; *SD* = 1.00), and Values (*M* = 3.17; *SD* = .81) are higher for those working in state prisons than for those working in county jails (see Table 6).

PEPS Survey Means

The mean Organizational Management subscale mean score (*M* = 3.16; *SD* = .92) is higher for those working in county jails than for those working in state prisons. The mean scores for Extent of Pandemic Impact (*M* = 3.68; *SD* = .85), Resources (*M* = 3.35; *SD* = .86), Risk perception (*M* = 3.79; *SD* = 1.21), Work life (*M* = 3.43; *SD* = .72), and Immediate Supervisor (*M* = 3.66; *SD* = 1.10) are higher for those working in state prisons than for those working in county jails (see Table 6).

Table 6

Means and Standard Deviations for All Scales by Job Location

	Job location			
	County jails (n = 57)		State prisons (n = 96)	
Variable	*M*	*SD*	*M*	*SD*
Emotional Exhaustion	29.33	10.80	27.80	11.48
Depersonalization	10.49	6.68	10.67	6.62
Personal Accomplishment	37.25	6.49	36.15	6.20
Workload	2.78	.72	2.83	.85
Control	3.44	.90	3.40	.88
Reward	3.20	1.03	3.28	.95
Community	3.36	1.00	3.58	.76
Fairness	2.68	.84	2.63	.76
Values	3.17	.81	3.23	.78
Extent of Pandemic Impact	3.51	.87	3.68	.85
Resources	3.25	.84	3.35	.86
Risk Perception	3.63	1.03	3.79	1.21
Work Life	3.34	.78	3.43	.72
Organizational Management	3.16	.92	3.12	.92
Immediate Supervisor	3.44	1.18	3.66	1.10

Study Results

This study was conducted to evaluate the impact of occupational factors within the workplace on burnout of mental health providers in county jails in state prisons. The independent variables or predictor variables were the six workplace areas on the AWS, and the dependent variable was burnout as measured by the subscales of Emotional Exhaustion, Depersonalization and Lack of Personal Accomplishment. Both the descriptive statistics of frequencies and percentages were computed to aid in understanding the same of this study. Independent sample t tests were conducted to determine if there was a difference in rates of burnout between mental health clinicians and county jails. A person correlation coefficient was computed to determine whether there is a significant relationship between rates of burnout and occupational factors in county jails and state prisons. Regression analyses were conducted to determine if occupational factors predicted burnout. The study results will be further described in the sections to follow.

Statistical Assumptions

The Assumption of Normality and Assumption of Homogeneity of Variance

The assumption of normality is tested to check for normal distribution with skewness and kurtosis. Since the skewness is in the plus or minus two range, and kurtosis values for all variables are within the range of plus or minus seven, the assumption has been met. The skewness and kurtosis for all variables can be found in Table E1. Since the skewness is in the plus or minus two range, and kurtosis values for all variables are within the range of plus or minus seven, the assumption has been met for those working

in county jails. The skewness and kurtosis for all variables for working in county jails can be found in Table E2. Since the skewness is in the plus or minus two range, and kurtosis values for all variables are within the range of plus or minus seven, the assumption has been met for those working in state prisons. The skewness and kurtosis for all variables for those working in state prisons can be found in Table E3.

The assumption of homogeneity of variance was tested with Levene's test. The results indicate that the assumption of homogeneity of variance has been met for all variables ($p > .05$). Levene's test results can be found in Appendix E, Table E4.

Statistical Findings by Research Question

Research Question 1 Results

RQ1: Do mental health clinicians in county jails experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons?

$H_0$1: Mental health clinicians in county jails do not experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

H_a1: Mental health clinicians in county jails do experience higher rates of burnout (as measured by the MBI) than mental health clinicians in state prisons.

An independent samples *t* test was conducted to determine whether there is a difference in rates of burnout (Emotional exhaustion, Depersonalization, Personal accomplishment) between mental health clinicians in county jails and mental health clinicians in state prisons. The results indicate a non-significant difference in Emotional exhaustion, $t(151) = .82$, $p = .416$. The results indicate a non-significant difference in Depersonalization, $t(151) = -.16$, $p = .875$. The results indicate a non-significant

difference in Personal accomplishment, $t(151) = 1.04$, $p = .299$. We, therefore, fail to reject the null hypothesis that mental health clinicians in county jails do not experience higher rates of burnout (Emotional exhaustion, Depersonalization, Personal accomplishment) than mental health clinicians in state prisons (see Table 7).

Table 7

Independent Samples t Test Results for County Jails and State Prisons

	Job Location					
	County jails (n = 57)		State prisons (n = 96)			
Variable	*M*	*SD*	*M*	*SD*	*t*	*p*
Emotional Exhaustion	29.33	10.80	27.80	11.48	.82	.416
Depersonalization	10.49	6.68	10.67	6.62	-.16	.875
Personal Accomplishment	37.25	6.49	36.15	6.20	1.04	.299

Research Question 2 Results

RQ2: In county jails, with a higher probability of burnout (as measured by the MBI), to what extent is the relationship between burnout and occupational factors (as measured by the AWS)? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$2: In jails, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a2: In jails, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

Emotional Exhaustion. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict emotional exhaustion in county jails. The equation for the regression line is:

*emotional exhaustion = 65.750 – 6.717*workload – 3.319*control – 2.278*reward + .376*community – 1.096*fairness + .823*values*

R^2 = .705, indicating that 70.50% of the variance in emotional exhaustion is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were significant, $F(6, 50) = 8.25$, $p < .001$. We, therefore, must reject the null hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do significantly predict emotional exhaustion. Workload is a significant negative predictor of emotional exhaustion ($B = -6.717$, $p < .001$). Control is a significant negative predictor of emotional exhaustion ($B = -3.319$, $p = .029$; see Table 8).

Table 8

Regression Analysis Results for County Jails – Emotional Exhaustion (MBI) and AWS

		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
Model		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	65.750	6.276		10.477	.000		
	Workload	-6.717	1.598	-.447	-4.203	.000	.887	1.128
	Control	-3.319	1.475	-.277	-2.251	.029	.666	1.503

Reward	-2.278	1.555	-.217	-1.465	.149	.459	2.179
Community	.376	1.410	.035	.266	.791	.591	1.692
Fairness	-1.096	1.889	-.085	-.580	.565	.463	2.161
Values	.823	1.653	.062	.498	.621	.648	1.544

Dependent Variable: Emotional Exhaustion. The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met. Normal P-P plot of regression standardized residual can be found in Appendix F, Figure F1.

The Durbin-Watson statistic is 2.01, so the assumption about the independence of observations has been met. Maximum Cook's distance is .31 and less than 1, so the assumption that there are no significant outliers has been met. Figure F2, in Appendix F, shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

Depersonalization. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict depersonalization in county jails. The equation for the regression line is:

*depersonalization = 17.442 – 2.258*workload + .511*control – 1.083*reward - .974*community + .577*fairness + .869*values*

R^2 = .315, indicating that 31.50% of the variance in depersonalization is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were non-significant, $F(6, 50) = .92$, $p = .490$. We, therefore, fail to reject the null hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do not significantly predict depersonalization in county jails (see Table 9).

Table 9

Regression Analysis Results in County Jails – Depersonalization Subscale (MBI) and AWS

Model		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	17.442	5.202		3.353	.002		
	Workload	-2.258	1.325	-.243	-1.705	.094	.887	1.128
	Control	.511	1.222	.069	.418	.678	.666	1.503
	Reward	-1.083	1.289	-.166	-.840	.405	.459	2.179
	Community	-.974	1.169	-.145	-.833	.409	.591	1.692
	Fairness	.577	1.566	.073	.368	.714	.463	2.161
	Values	.869	1.370	.106	.634	.529	.648	1.544

Dependent Variable: Depersonalization. The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met. See the normal

P-P plot of regression standardized residual, Dependent variable Depersonalization in Appendix F, Figure F3.

The Durbin-Watson statistic is 1.78, so the assumption about the independence of observations has been met. Maximum Cook's distance is .19 and less than 1, so the assumption that there are no significant outliers has been met. Figure F4, in Appendix F, shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

Personal Accomplishment. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict personal accomplishment. The equation for the regression line is:

*personal accomplishment = 34.745 – .226*workload + 2.378*control – .087*reward – 1.631*community + 2.077*fairness -1.530*values*

R^2 = .389, indicating that 38.90% of the variance in personal accomplishment is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were non-significant, $F(6, 50) = 1.48$, $p = .203$. We, therefore, fail to reject the null hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do not significantly predict personal accomplishment in county jails (see Table 10).

Table 10

Regression Analysis Results for County Jails – Personal Accomplishment (MBI) and AWS

Model		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	34.745	4.905		7.084	.000		
	Workload	-.226	1.249	-.025	-.181	.857	.887	1.128
	Control	2.378	1.152	.330	2.063	.044	.666	1.503
	Reward	-.087	1.215	-.014	-.072	.943	.459	2.179
	Community	-1.631	1.102	-.251	-1.480	.145	.591	1.692
	Fairness	2.077	1.477	.269	1.407	.166	.463	2.161
	Values	-1.530	1.292	-.192	-1.184	.242	.648	1.544

Dependent Variable: Personal Accomplishment. The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met. Figure F5, in Appendix F, will show the normal P-P plot of regression standardized residual.

The Durbin-Watson statistic is 1.36, so the assumption about the independence of observations has been met. Maximum Cook's distance is .19 and less than 1, so the assumption that there are no significant outliers has been met. Figure F6, in Appendix F,

shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

MBI and AWS Correlations for County Jails. A Pearson correlation coefficient was computed to determine whether there is a relationship between rates of burnout (Emotional Exhaustion, Depersonalization, Personal accomplishment) and Occupational factors (workload, control, reward, community, fairness, and values) in county jails. The results indicate a significant negative relationship between Emotional exhaustion and workload, control, reward, fairness, and values (see Table 11). The scatter matrix for Emotional exhaustion and the AWS can be found in Appendix F, Figure F7. As workload, control, reward, fairness, and values increase, Emotional exhaustion decreases. The results indicate a non-significant negative relationship between Depersonalization and workload, control, reward, community, fairness, and values (see Table 11). The results indicate a significant positive relationship between Personal accomplishment and control (see Table 11). As control increases, Personal accomplishment also increases. A Scatterplot of Personal accomplishment in county jails can be found in appendix F, Figure F8.

Table 11

Correlations for County Jails – MBI and AWS

	Emotional Exhaustion	Depersonalization	Personal Accomplishment	Workload	Control	Reward	Community	Fai
Emotional Exhaustion	1							
Depersonalization	.450**	1						
Personal Accomplishment	-.390**	-.230	1					
Workload	-.555**	-.255	-.001	1				
Control	-.484**	-.067	.277*	.180	1			
Reward	-.511**	-.180	.114	.292*	.572**	1		
Community	-.253	-.146	-.058	.116	.360**	.506**	1	
Fairness	-.345**	-.075	.123	.179	.376**	.600**	.605**	
Values	-.262*	-.036	-.072	.263*	.267*	.459**	.412**	.5

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Research Question 3 Results

RQ3: In state prisons, with a higher probability of burnout (as measured by the MBI), to what extent is the relationship between burnout occupational factors (as measured by the AWS)? Burnout is defined by high scores of Emotional Exhaustion and Depersonalization and low scores in Personal Accomplishment. Occupational factors measured are workload, control, reward, community, fairness, and values.

$H_0$3: In prisons, there is not a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

H_a3: In prisons, there is a significant relationship between occupational factors (as measured by the AWS) and burnout (as measured by the MBI).

Emotional Exhaustion. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict emotional exhaustion. The equation for the regression line is:

$$emotional\ exhaustion = 63.945 - 8.119*workload - 4.156*control + .853*reward + 1.054*community - .472*fairness - 1.364*values$$

$R^2 = .772$, indicating that 77.20 % of the variance in emotional exhaustion is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were significant, $F(6, 89) = 21.92$, $p < .001$. We, therefore, must reject the null hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do significantly predict emotional exhaustion (see Table 12).

Table 12

Regression Analysis Results for State Prisons – Emotional Exhaustion Subscale (MBI) and AWS

Model		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	63.945	4.548		14.061	.000		
	Workload	-8.119	.980	-.602	-8.282	.000	.859	1.164
	Control	-4.156	1.105	-.318	-3.762	.000	.634	1.578
	Reward	.853	1.026	.070	.831	.408	.632	1.583
	Community	1.054	1.247	.069	.845	.400	.673	1.487
	Fairness	-.472	1.385	-.031	-.341	.734	.535	1.869
	Values	-1.364	1.340	-.092	-1.018	.312	.552	1.811

Dependent Variable: Emotional Exhaustion. Workload is a significant negative predictor of emotional exhaustion (B = -8.119, $p < .001$). Control is a significant negative predictor of emotional exhaustion (B = -4.156, $p < .001$).

The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met (see Figure G1, Appendix G).

The Durbin-Watson statistic is 1.70, so the assumption about the independence of observations has been met. Maximum Cook's distance is .12 and less than 1, so the assumption that there are no significant outliers has been met. Figure G2, in Appendix G,

shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

Depersonalization. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict depersonalization. The equation for the regression line is:

$$depersonalization = 23.069 – 1.609*workload – 1.454*control – .142*reward + .618*community + 1.442*fairness - .268*values$$

R^2 = .428, indicating that 42.80% of the variance in depersonalization is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were non-significant, $F(6, 89) = 3.32$, $p = .005$. We, therefore, fail to reject the null hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do not significantly predict depersonalization (see Table 13).

Table 13

Regression Analysis Results for State Prisons – Depersonalization Subscale (MBI) and AWS

		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
Model		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	23.069	3.735		6.177	.000		
	Workload	-1.609	.805	-.207	-1.998	.049	.859	1.164
	Control	-1.454	.907	-.193	-1.603	.113	.634	1.578
	Reward	-.142	.843	-.020	-.169	.866	.632	1.583
	Community	.618	1.024	.070	.603	.548	.673	1.487
	Fairness	-1.442	1.138	-.166	-1.268	.208	.535	1.869

	Values	-.268	1.100	-.031	-.244	.808	.552	1.811

Dependent Variable: Depersonalization. The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met. The normal P-P plot regression standardized residual can be found in Appendix G, Figure G3.

The Durbin-Watson statistic is 1.80, so the assumption about the independence of observations has been met. Maximum Cook's distance is .06 and less than 1, so the assumption that there are no significant outliers has been met. Figure G4, in Appendix G, shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

Personal Accomplishment. Regression analysis was conducted to determine whether workload, control, reward, community, fairness, and values predict personal accomplishment. The equation for the regression line is:

*personal accomplishment = 23.591 + .596*workload - .318*control + 1.998*reward + .153*community + 1.674*fairness + .136*values*

R^2 = .469, indicating that 46.90% of the variance in personal accomplishment is explained by workload, control, reward, community, fairness, and values. The results of ANOVA were significant, $F(6, 89) = 4.19$, $p = .001$. We, therefore, must reject the null

hypothesis that the slope of our regression line is zero and conclude that workload, control, reward, community, fairness, and values do significantly predict personal accomplishment. Reward is a significant positive predictor of personal accomplishment ($B = 1.998$, $p = .011$).

Table 14

Regression Analysis Results for State Prisons – Personal Accomplishment Subscale (MBI) and AWS

Model		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	23.591	3.413		6.913	.000		
	Workload	.596	.736	.082	.811	.420	.859	1.164
	Control	-.318	.829	-.045	-.384	.702	.634	1.578
	Reward	1.998	.770	.306	2.595	.011	.632	1.583
	Community	.153	.936	.019	.163	.871	.673	1.487
	Fairness	1.674	1.040	.206	1.610	.111	.535	1.869
	Values	.136	1.006	.017	.135	.893	.552	1.811

Dependent Variable: Personal Accomplishment. The normal P-P plot of regression standardized residual showed that the residuals are not normally distributed because the dots deviate from the line. Since we have more than 30 observations in the sample, according to Central Limit Theorem, residuals tend to be normally distributed. All VIF are less than 10, so the assumption about multicollinearity has been met. The P-P plot of regression standardized residual for Personal Accomplishment can be found is Appendix G, Figure G5.

The Durbin-Watson statistic is 1.93, so the assumption about the independence of observations has been met. Maximum Cook's distance is .16 and less than 1, so the assumption that there are no significant outliers has been met. Figure G6, in Appendix G, shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

MBI and AWS Correlations for State Prisons. A Pearson correlation coefficient was computed to determine whether there is a relationship between rates of burnout (Emotional exhaustion, Depersonalization, Personal accomplishment) and Occupational factors (workload, control, reward, community, fairness, and values) in state prisons. The results indicate a significant negative relationship between Emotional exhaustion and workload, control, reward, fairness, and values (Table 15, Figure G7). As workload, control, reward, fairness, and values increases, Emotional exhaustion decreases. The results indicate a significant negative relationship between depersonalization and workload, control, reward, fairness, and values (Table 15, Figure G8). As workload, control, reward, fairness, and values increases, depersonalization decreases. The results indicate a significant positive relationship between Personal accomplishment and workload, control, reward, fairness, community, and values (Table 15, Figure G9). As workload, control, reward, fairness, community, and values increases, Personal Accomplishment increases.

Table 15

Correlations for State Prisons – MBI and AWS

	Emotional Exhaustion	Depersonalization	Personal Accomplishment	Workload	Control	Reward	Community	
Emotional Exhaustion	1							
Depersonalization	.540**	1						
Personal Accomplishment	-.354**	-.322**	1					
Workload	-.703**	-.305**	.201*	1				
Control	-.501**	-.340**	.245*	.303**	1			
Reward	-.255*	-.234*	.419**	.234*	.507**	1		
Community	-.188	-.128	.246*	.231*	.261*	.381**	1	
Fairness	-.319**	-.305**	.377**	.250*	.475**	.501**	.462**	
Values	-.377**	-.248*	.266**	.317**	.431**	.372**	.508**	

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

113

*. Correlation is significant at the 0.05 level (2-tailed).

Research Question 4 Results

RQ4: Is there a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and high score of emotional exhaustion (as measured by the MBI)?

$H_0$4: There is not a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

H_a4: There is a positive relationship between the Impact of COVID (as measured by a moderate score of 10 or higher on the PEPS) and emotional exhaustion (as measured by the MBI).

PEPS and AWS for Both County Jails and State Prisons. Regression analysis was conducted to determine whether the extent of pandemic impact, resources, risk perception, work life, organizational management, and immediate supervisor predict emotional exhaustion. The equation for the regression line is:

emotional exhaustion = 50.12+ + 0.461 extent of pandemic impact + .992*resources + 1.358*risk perception – 8.668*work life – 2.074*organizational management + 1.168*immediate supervisor*

R^2 = .386, indicating that 38.60% of the variance in emotional exhaustion is explained by extent of pandemic impact, resources, risk perception, work life, organizational management, and immediate supervisor. The results of ANOVA were significant, $F(6, 146) = 15.27$, $p < .001$. We, therefore, must reject the null hypothesis that the slope of our regression line is zero and conclude that extent of pandemic impact, resources, risk

perception, work life, organizational management, and immediate supervisor do significantly predict emotional exhaustion (see Table 16).

Table 16

Regression Analysis Results for Emotional Exhaustion Subscale (MBI) and PEPS

Model		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
		B	*SE*	Beta	*t*	*p*	Tolerance	VIF
1	(Constant)	50.127	5.534		9.058	.000		
	Extent of pandemic impact	.461	.877	.035	.525	.600	.942	1.061
	Resources	.992	1.174	.075	.845	.399	.531	1.884
	Risk perception	1.358	.646	.139	2.100	.037	.962	1.039
	Work life	-8.668	1.408	-.572	-6.154	.000	.487	2.052
	Organizational management	-2.074	1.137	-.170	-1.824	.070	.484	2.065
	Immediate Supervisor	1.168	.815	.118	1.433	.154	.621	1.610

Dependent Variable: Emotional Exhaustion. Risk perception is a significant positive predictor of Emotional exhaustion ($B = 1.358$, $p = .037$). Work life is a significant negative predictor of Emotional exhaustion ($B = -8.668$, $p < .001$).

The normal P-P plot of regression standardized residual showed that the residuals are normally distributed because the dots do not deviate from the line. All VIF are less than 10, so the assumption about multicollinearity has been met. The Normal P-P plot of

regression standardized residual for Emotional Exhaustion can be found in Appendix H, Figure H1.

The Durbin-Watson statistic is 184, so the assumption about the independence of observations has been met. Maximum Cook's distance is .06 and less than 1, so the assumption that there are no significant outliers has been met. Figure H2, in Appendix H, shows the scatterplot for residuals and shows that the assumption about homoscedasticity of residuals has been met.

PEPS Sand AWS Correlations for both County Jails and State Prisons. A Pearson correlation coefficient was computed to determine whether there is a relationship between Emotional exhaustion and Extent of pandemic impact, Resources, Risk perception, Work life, Organizational management, and Immediate Supervisor. The results indicate a significant negative relationship between Resources, Work life, Organizational management, and Immediate Supervisor and Emotional exhaustion (Table 17). As Resources, Work life, Organizational management, and Immediate Supervisor increase, Emotional exhaustion decreases. The results indicate a significant positive relationship between Risk perception and Emotional exhaustion (Table 17). As Risk perception increases, Emotional exhaustion increases.

Table 17

Correlations for Emotional Exhaustion Subscale (MBI) and PEPS

	Emotional Exhaustion	Extent of pandemic impact	Resources	Risk perception	Work life	Organizational management	Immediate Supervisor

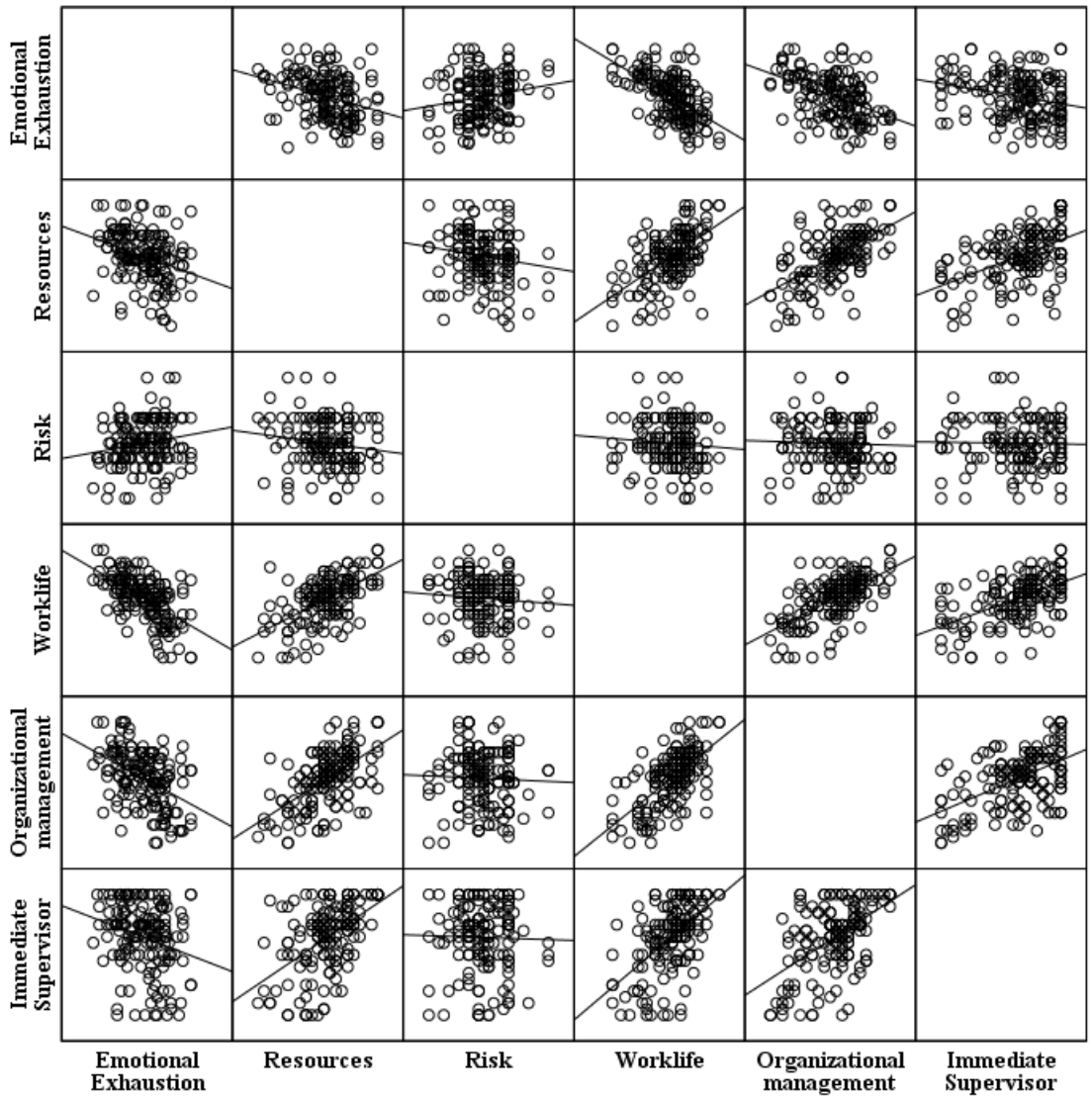
Emotional Exhaustion	1						
Extent of pandemic impact	.115	1					
Resources	-.319**	.024	1				
Risk perception	.179*	.067	-.152	1			
Work life	-.586**	-.088	.584**	-.080	1		
Organizational management	-.442**	-.164*	.587**	-.038	.641**	1	
Immediate Supervisor	-.253**	-.075	.505**	-.022	.550**	.521**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 1

Scatter Matrix for Emotional Exhaustion and Resources, Risk Perception, Work Life, Organizational Management, Immediate Supervisor



Summary

The research questions in this study aimed to address occupational burnout factors among mental health clinicians in county jails and state prisons. Research question 1 hypothesized that mental health clinicians in county jails experience higher rates of burnout than mental health clinicians in state prisons. The results indicated a non-significant difference in all three areas of burnout, Emotional Exhaustion, Depersonalization and Personal Accomplishment. We fail to reject the null hypotheses that mental health clinicians in county jails do not experience higher rates of burnout than clinicians in state prisons.

Research question 2 looked specifically at county jail mental health workers to determine the extent of the relationship between burnout and occupational factors. A regression analysis was completed to determine that the occupational factors of workload, reward, community, fairness and values do predict emotional exhaustion, but do not significantly predict depersonalization or personal accomplishment. A Pearson correlation was completed to determine whether there is a relationship between burnout rates and occupational factors in county jails and found that there is a significant negative relationship between emotional exhaustion and AWS Variables. As workload, control, fairness, and values increase, emotional exhaustion decreases. Additionally, there was a significant positive relationship between personal accomplishment and control in county jails.

Research question 3 addressed specifically state prison mental health workers to determine the extent of the relationship between burnout and occupational factors. A

regression analysis was completed to determine whether the occupational factors of workload, control, reward, community and fairness predict each area of burnout. It was determined that occupational factors do significantly predict emotional exhaustion as both workload and control were negative predictors of emotional exhaustion. Occupational factors did not significantly predict depersonalization in state prisons but did predict personal accomplishment. Reward was a significant positive predictor of personal accomplishment. A Pearson correlation was also run to determine whether there is a relationship between the dimensions of burnout and occupational factors. The results indicated significant negative relationships between emotional exhaustion and depersonalization. As workload, control, reward, fairness, and value increase, emotional exhaustion and depersonalization decreases. The results indicated a significant positive relationship between personal accomplishment and occupational factors. As workload, control, reward, community and values increase, personal accomplishment increases.

Research question 4 addressed the impact of COVID-19 and emotional exhaustion of mental health clinicians in county jails and state prisons. It was determined that there is a significant negative relationship between resources, worklife, organizational management and immediate supervisor. As these areas increase, emotional exhaustion decreases. The results also indicated a significant positive relationship between risk perception and emotional exhaustion. As one's risk perception increases, emotional exhaustion increases.

Chapter 4 discussed the results of this study, including the descriptive statistics, the assumptions, statistical tests that were run and results of each research question.

Chapter 5 will discuss why this study was completed and summarize the key findings of this study. In chapter 5, I will interpret the findings of this study as well as discuss limitations to this study. Last, I will express recommendations for future research within the boundaries of this study.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this study was to identify occupational factors that contribute to burnout among correctional mental health workers. This quantitative, comparative study examined the differences in burnout levels among clinicians in county jails and state prisons. This study looked at occupational factors contributing to burnout among correctional mental health workers that need to be studied and compared among different environmental settings. Maslach and Leiter (2016) explained how it continues to remain unclear "whether burnout is generally susceptible to a range of strategies or whether it is crucial to fit the strategy to the specific context of a workplace to be effective" (p. 109). Determining the differences in burnout between correctional environments may help organizational leaders understand what needs to occur to avoid burnout among their mental health clinicians. There are many considerations for the research questions and hypotheses applicable for this study. This study included multiple a priori directional research questions to guide the key findings in this study.

Key Findings

The key findings of this study will be discussed by research question. Research Question 1 hypothesized that mental health clinicians in county jails experience higher rates of burnout than mental health clinicians in state prisons. The findings indicate non-significant differences in all areas of burnout (emotional exhaustion, depersonalization, and personal accomplishment). The sample mean for county jail emotional exhaustion scores was higher than that in state prisons, but not by a significant amount. The same was for scores of personal accomplishment, but not by a significant amount. Therefore,

there is no significant difference in burnout among mental health clinicians working in county jails and mental health clinicians working in state prisons.

Research Question 2 asked about the extent of the relationship between burnout and occupational factors of mental health workers in county jails. Key findings indicated that 75.5% of the variance of burnout was predicted by emotional exhaustion. This shows that one's level of workload, control, reward, community fairness and values does significantly predict the level of emotional exhaustion for county jail mental health workers. Emotional exhaustion was found to have a significant negative relationship with workload, control, reward, fairness and values. This indicates that when workload, control, reward, and fairness increase, emotional exhaustion decreases. Additionally, workload and control were both found to be a significant negative predictor of emotional exhaustion. The other two areas of burnout, depersonalization and personal accomplishment, did not significantly predict burnout of mental health workers in county jails. When looking specifically at the occupational factors, the results indicated a significant positive relationship between Personal accomplishment and control. This means that that as control within the workplace increases, the worker's personal accomplishment also increases. Therefore, one out of three areas of burnout can be predicted for this population.

Research Question 3 assessed the relationship between burnout and occupational factors of mental health workers in state prisons. Key findings indicated that workload, community, control, reward, fairness, and values do significantly predict emotional exhaustion in state prisons; 77.2% of the variance in emotional exhaustion was explained

by occupational factors. Specifically, workload is a significant negative predictor of emotional exhaustion, and control is a significant negative predator of emotional exhaustion. The occupational factors did not significantly predict depersonalization of mental health workers in state prisons but did significantly predict personal accomplishment. Reward is a significant positive predictor of personal accomplishment. Per a Pearson correlation, there is a significant negative relationship between both emotional exhaustion and depersonalization for the occupational factors (workload, control, reward, fairness, community, and values). As occupational factors increase, emotional exhaustion and depersonalization decrease. In comparison, there was a significant positive relationship between personal accomplishment and the occupational factors. As workload, control, reward, fairness, community and values increase, personal accomplishment increases.

Research Question 4 assessed whether there was a positive relationship between the impact of COVID and emotional exhaustion for mental health workers in county jails and state prisons. The result indicated at 38.60% of the variance that emotional exhaustion was explained by the impact of COVID-19. The null hypothesis was rejected, and it was concluded that the impact, resources, risk perceptions, worklife, organizational management, and one's immediate supervisor do significantly predict emotional exhaustion for county jail and state prison mental health workers. Specifically, Perception of risk (of contracting COVID-19) has a significant positive relationship with emotional exhaustion. As risk perception of contracting COVID-19 increases, emotional exhaustion

increases. Work life (during a pandemic) was a significant negative predictor of emotional exhaustion.

Interpretation of the Findings

This study extends upon the knowledge in the discipline in many ways. Different areas of burnout were found to be higher based on the location of the mental health provider. The mean Emotional Exhaustion and Personal Accomplishment findings were higher for those working in county jails than those in state prisons. In contrast, Depersonalization was higher for those working in state prisons. There has yet to be a study in the literature that compares burnout of mental health workers in county jails and state prisons. Research has found that therapists who worked in maximum security settings experience higher overall rates of burnout than those working in a less restrictive environment (Carrola et al., 2016). This would confirm this study's results of depersonalization and personal accomplishment rates being higher in prisons, as a state prison is a more restrictive environment than county jail. This study adds to the literature by breaking down all three areas of burnout—emotional exhaustion, depersonalization and personal accomplishment—and comparing these rates in both county jails and state prisons.

Looking at the three areas of burnout in county jails, *t*-test results indicated non-significant differences between all three areas of burnout (emotional exhaustion, depersonalization and personal accomplishment) between jails in prisons.

In consideration of the AWS in county jails, emotional exhaustion was found to be a significant negative predictor of the variables within the AWS. Specifically,

workload was found to be a significant negative predictor of burnout in both county jails and state prisons. The results of workload as a significant negative predictor of emotional exhaustion in both settings is a contradictory finding. This would mean that as an employee's workload increases, emotional exhaustion decreases. These results disconfirm what the literature has shown and would typically not be seen in this setting. McCormack and Mother (2013) found that increased caseloads, or "workload," led to higher rates of burnout. Similarly, Kinman et al. (2017) explained that high workload has powerful effects on employees' mental health status. Therefore, results in both settings are quite interesting as to how an increased workload would decrease employees' levels of emotional exhaustion. Due to this non-confirmation of the findings as it relates to the literature, workload and burnout rates should be further studied in future research. This will be further described in the Recommendations section below.

Another noteworthy area of research outcomes for this study is the variable of control. Control was found to be a significant negative predictor of emotional exhaustion in both county jails and state prisons. This means that in both settings, as control increases, Emotional Exhaustion decreases. These findings confirm the current literature as, historically, the less control one has over their work environment, the higher psychological strain they may exhibit (Lambert et al., 2018; McCormack & Cotter, 2013). Control can be identified as a protective factor against emotional exhaustion and has been previously identified to aid in decreasing burnout symptoms (Griffin et al., 2012). As one feels they have more control in their environment, they are able to participate in decision-making and other events which impact their work, leading to

decreased burnout (McCormack & Cotter, 2013). The confirmation of these findings also adds to the literature by identifying specific areas of burnout and how they are influenced by control, which is emotional exhaustion.

Reward has been minimally researched in terms of its correlation with burnout in prison settings. Leiter and Shaughnessy (2006) explained that reward is a conjunction of both intrinsic and extrinsic rewards and a recognition from others of a job well done. In this study's results, in the prison setting, the variable Reward was found to be a positive predictor of personal accomplishment. Logically, it would make sense that as the job rewards increase, so does one's sense of personal accomplishment. It should be noted that this predictor was only significant among state prisons and not county jails.

The findings from the COVID-19 survey (i.e., the PEPS), which assessed to what extent the pandemic may impact correctional mental health workers, identified two significant predictors of emotional exhaustion. The perception of risk was found to be a significant positive predictor of emotional exhaustion. These results are logical as these results indicate that the more an employee sees COVID-19 as a risk, the more likely they are to experience emotional exhaustion. This somewhat confirms the literature, as Khasne et al. (2020) explained that workers had been experiencing symptoms such as depression and anxiety when they had been treating patients diagnosed with COVID-19. Though not a direct correlation, one could assume that these mental health factors may have been due to the fear of contracting the virus themselves and putting themselves at risk during work.

Another area that was a significant negative predictor of emotional exhaustion on the PEPS was work life. This means that, as workload increased, emotional exhaustion

decreased. This was a similar finding with both the jail and prison population, which would make sense since it was also relevant in regard to the PEPS instrument. It should be noted that the PEPS is relatively new due to the recent outbreak of COVID-19. There has been minimal research completed with this measure. Additional areas for research and recommendations will follow in regard to the use of this instrument.

Through the lens of the JD-R model, this study addressed which areas in the work environment may be contributing to the burnout of clinical staff. This study looked at burnout of mental health staff in both jails and prison settings. The theoretical framework aligned with this study's purpose, problem, research questions and background. This model hypothesizes that each job has specific factors that influence burnout, categorized into job resources and job demands (Chen et al., 2019). This study utilized the AWS to conceptualize the factors that may be impacting workplace burnout. The AWS variables can be considered a reward or a demand, as the JD-R model defines the indicators of burnout. The AWS assesses levels of control, fairness, workload, community, values, and reward that mental health workers felt their workplace encompasses. With the use of the MBI to measure burnout and through the lens of the JD-R model, my study results indicated that employees in county jails experience a higher sense of control, community, and fairness in the workplace, while mental health workers in state prisons experience higher workloads along with a higher sense of values and rewards.

Looking at these results, one could conclude that state prisons place more demand on their mental health workers. The JD-R model has also been used to guide research on burnout (Andersen et al., 2017; Bakker et al., 2003; Chen et al., 2019; Demerouti &

Bakker, 2011; Gonzalez-Mulé et al., 2021; Kinman et al., 2017; Schaufeli & Taris, 2014). Burnout was measured through the three variables of emotional exhaustion, depersonalization and personal accomplishment. Looking through the JD-R, my study findings could deduce that mental health workers in state prisons have higher rates of depersonalization due to higher work demands, specifically higher workloads. County jail workers experience higher rates of personal accomplishment. This could be due to higher overall level of resources, such as control, community and fairness.

Limitations of the Study

No study comes without limitations. The following limitations were identified within this study. First, the use of a cross-sectional design was a limitation to this study as it comes with constraints. With such a design, ideally there would be a larger sample size to help estimate the extent of conditions within a specific population (Health Knowledge, 2018). Additionally, a cross-sectional study works best when there is representation of the entire population. Due to the restraint of accessibility to resources, this study utilized available county jails and state prisons, which may not fully represent the clinical population. Another limitation of using a cross-sectional approach is that it will be challenging to derive causal relationships from a one-time measurement (Setia, 2016).

In my study, bias concerning self-reporting was a limitation as participants can easily overreport or underreport when responding to survey questions, leading to inaccurate findings and results. Additionally, in this study, I examined burnout among the participants. The concept of test fatigue can be seen as a limitation as those who completed the survey may already be experiencing burnout or fatigue at the time of the

report. This may compromise the validity of the responses. With this population already having difficult job duties, the additional task of completing a volunteer survey may increase the chance of fatigue.

The sampling method of non-problematic convenience sampling involves a subjective judgment in choosing participants (QuestionPro, 2021). My study targeted only mental health workers in jails and prisons. This sampling method can be seen as a limitation as convenience sampling creates difficulty in replication. Emerson (2021) explained that the best way to avoid the limitations of convenience sampling is to structure the design to meet the minimum sample size appropriately. The minimum sample size for this study was 128 total participants. The minimum sample size was met, and the total number of participants was 153 to aid in the limitation of convenience sampling.

Another limitation of this study was associated with the design. I utilized a correlational design which can limit making causal statements (Leedy & Ormrond, 2015). My design did seek predictive relationships between occupation factors in the workplace during a pandemic and high burnout levels. A cause-and-effect relationship was not addressed, which requires further research to be completed to look at the causation of burnout. Last, the instrumentation used can be seen as a limitation. The use of the PEPS can be considered a limitation due to its recent creation. There has yet to be a manual or scoring system created for this measure, and, therefore, results related to the PEPS will need to be interpreted with caution.

Recommendations

Based on the findings of this study, there are multiple recommendations for future research. Due to the inconsistencies in the literature and with the variable of workload in both jails and prisons, it is recommended that the concept of workload and burnout in these settings be further researched. For example, the outcome of this study found that increased rates of workload led to decreased rates of emotional exhaustion. The reasons behind this finding are recommended to be further studied by looking for a cutoff point at which too high of a caseload becomes more emotionally exhausting. Further research may be warranted to consider whether there is a co-variable that mediates workload and emotional exhaustion.

Future researchers may consider working towards the creation of a valid and reliable instrument to solely measure workload, as the AWS that was used in this study addressed many different areas in an occupational setting, with workload being one of them. Researchers may consider breaking down workload into different areas, such as direct work with clients, indirect work (such as paperwork), and so forth, to determine what areas are specifically impacting employees' burnout. Researchers may also consider speaking to experts in the field to assess what they have found in regard to workload impacting burnout levels. Additionally, further research may consider the use of other instruments to assess the occupational factors within the workplace to see if correlations confirm this study's results.

Another variable from this study that is recommended for future research would be reward, which was found to be a significant positive predictor of personal

accomplishment, but only within the prison population. Further research to determine why this finding was not also significant in a jail setting should be considered. Further exploration would determine why Reward is not an indicator of feelings of Personal Accomplishment within the jail setting. Another consideration with these findings would be to look at the productivity outcomes based on levels of burnout and occupational factors. For example, knowing that Reward is a positive predictor of personal accomplishment, one might look at the difference in employee productivity. Productivity could be studied as a causation with any of the significant predictors found in this study.

This study did not address any of the demographic information that was collected. Additional research may take further consideration of the demographic information as, historically, demographics have been used to address burnout levels. It should be noted that the demographic data is available for those who wish to replicate or further this study's research. Additionally, further research could look at causal relationships to burnout in regard to occupational factors by implementing an intervention as a mediator to burnout rates.

Implications

This study has the potential impact for positive social change on multiple levels. Knowing the outcome of this study, county jails and state prisons may consider changes in policy or administration related to the occupational factors that were found to be significant in predicting burnout for mental health providers. On an individual level, supervisors in state prisons may consider increasing reward for their providers as this study has found that reward is a positive predictor of personal accomplishment.

Additionally, this study's outcome determined that all variables within the AWS are predictors of emotional exhaustion. Knowing these occupational factors (workload, control, reward, community, fairness, and values) explained over 70% of the variance for emotional exhaustion of mental health workers in both county jails and state prisons is the first step to improvement. With these results, supervisors implement change or just pay closer attention to these specific occupational factors to prevent burnout in mental health employees. The literature has determined that those with a higher rate of occupational burnout experience physical implications in brain functioning such as reduction in gray matter, overall volume of the anterior cingulate, putamen and caudate (Double et al., 2019). Burnout also reduces an employee's ability to regulate emotional stressors. Therefore, reducing burnout of employees has the potential implication of improving both their mental and physical health.

On a broader level, supervisors and administration in both county jails and state prisons may consider providing their employees with higher autonomy, or more control, within the work setting in order to aid in keeping their staff's levels of emotional exhaustion down. Keeping employees' emotional exhaustion down may lead to overall better quality of mental health care provided and reduction of staff turnover due to burnout. Knowing that the factors in the AWS predict emotional exhaustion, supervisors and administration can work to prevent burnout or intervene once burnout has begun. This will allow institutions to reduce the amount of staff turnover and even increase quality of treatment of inmates. Improved quality of treatment may result in lower recidivism rates and decreased financial burden on the department of corrections.

Also, on a societal level, this study may display positive implications as COVID-19 is still relevant in many work settings. Risk perception was found to be a positive predictor of emotional exhaustion. Therefore, if jails and prisons can reduce the perception of their employees contracting the virus, the level of emotional exhaustion may be reduced. There have also been minimal studies that have utilized the PEPS. This study has furthered the research in the area of COVID-19 and correctional mental health providers.

This use of the theoretical framework and methodology of this study also have implications for social change. The use of the JD-R model as a theoretical framework proved to be useful in determining appropriate methodology and instrumentation for this study. The JD-R Model considered multiple occupational factors which aligned with the use of the AWS as instrumentation for this study. Future research may consider utilization of both the JD-R and the AWS as they have proved to appropriately align in this research. It is recommended that future practice in this study take burnout seriously, especially in the areas of emotional exhaustion and depersonalization. As both of these areas found significant results in correlation with occupational factors, correctional institutions should be cognizant of monitoring their mental health employees' levels of exhaustion and sense of accomplishment in the work setting.

Conclusion

The purpose of this study was to examine the relationship between burnout and occupational factors within correctional settings. This study focused on mental health providers in county jails and state prisons. It was hypothesized in this study that burnout

rates of mental health professionals in county jails are higher than mental health professionals in state prisons. This study also hypothesized that there is a relationship between occupational factors and burnout among mental health providers in county jails and state prisons. Last, this study hypothesized that COVID-19 had an impact on the level of emotional exhaustion of mental health providers in county jails and state prisons. A cross-sectional, multiple regression analysis was run to determine the degree to which two or more independent variables predicted the outcome of a single dependent variable.

This analysis concluded that emotional exhaustion was correlated to occupational factors in both county jails and state prisons. The analysis also confirmed that the variable Reward was a positive predictor of personal accomplishment in state prisons; the variable Workload is a significant predictor of emotional exhaustion in both county jails and state prisons; and the variable Control is a significant predictor of emotional exhaustion in both county jails and state prisons. Finally, this study concluded that the perception of risk in contracting COVID-19 positively predicts emotional exhaustion of mental health providers in county jails and state prisons. The correlational findings of this study reveal the importance of continued research and efforts needed to reduce burnout among mental health employees in county jails and state prisons.

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Appendix A: License to Reproduce AWS

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To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Areas of Worklife Survey (AWS)

The six sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument may not be included or reproduced at any time in any other published material.

Sample Items:

I do not have time to do the work that must be done. I have control over how I do my work.
I receive recognition from others for my work. Members of my work group communicate openly.
Resources are allocated fairly here.

My values and the Organization's values are alike.

Citation of the instrument must include the applicable copyright statement listed below.

Sincerely,

Robert Most
Mind Garden, Inc. www.mindgarden.com

Appendix B: License to Reproduce MBI

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To Whom It May Concern,

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Maslach Burnout Inventory forms: Human Services Survey, Human Services Survey for Medical Personnel, Educators Survey, General Survey, or General Survey for Students.

The three sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material.

Citation of the instrument must include the applicable copyright statement listed below.
Sample Items:

MBI - Human Services Survey - MBI-HSS:
I feel emotionally drained from my work.
I have accomplished many worthwhile things in this job. I don't really care what happens to some recipients.

Sincerely,

Robert Most
Mind Garden, Inc. www.mindgarden.com

Appendix C: License to Reproduce PEPS

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To Whom It May Concern,

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Pandemic Experiences and Perceptions Survey (PEPS)

The seven sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument may not be included or reproduced at any time in any other published material.

Sample Items:

- To what extent has the pandemic affected the work of your organization?
- Please rate the adequacy of support staff availability.
- Please indicate to what extent did your training, equipment, and support provide you with control over your contact with the virus?
- How dangerous to you personally was the virus during the pandemic period?

Citation of the instrument must include the applicable copyright statement listed below.

Sincerely,

Robert Most
Mind Garden, Inc. www.mindgarden.com

Appendix D: Survey Demographics Form

Job Location:

County jail
State prison

Age:

18-24
25-30
31-50
51-65
65+

Highest Level of Education:

Masters
Doctorate
Other

Position/Title:

LSW
LCSW
LPC
LPCC
PhD
PsyD
Nurse MP
Psychiatrist
Other

Gender:

Male
Female

How long have you worked in a correctional setting?

0-6 Months
7-11 Months
1-2 Years
3-5 Years
6-10 Years
11-15 Years
12-20 Years
21 + Years

How long have you worked for this Organization?

0-6 Months
7-11 Months
1-2 Years
3-5 Years
6-10 Years
11-15 Years
12-20 Years
21 + Years

How long have you worked in your present position?

0-6 Months
7-11 Months
1-2 Years
3-5 Years
6-10 Years
11-15 Years
12-20 Years
21 + Years

Youth employment status

full-time
part time

At what level is your position considered?

Front Line Staff
Supervisor
Management (First-level)
Management (Intermediate)
Management (Senior)

Appendix E: Skewness and Kurtosis and Levene's Test

Table E1

Skewness and Kurtosis for All Variables

		Skewness		Kurtosis	
	N	Statistic	*SE*	Statistic	*SE*
Emotional Exhaustion	153	-.01	.20	-.67	.39
Depersonalization	153	.33	.20	-.83	.39
Personal Accomplishment	153	-.33	.20	-.17	.39
Workload	153	.13	.20	-.21	.39
Control	153	-.58	.20	-.10	.39
Reward	153	-.33	.20	-.55	.39
Community	153	-.88	.20	.74	.39
Fairness	153	.11	.20	-.08	.39
Values	153	-.05	.20	-.49	.39
Extent of pandemic impact	153	-.28	.20	-.32	.39
Resources	153	-.35	.20	.09	.39
Risk	153	.08	.20	.40	.39
Work life	153	-.60	.20	.23	.39
Organizational management	153	-.26	.20	-.43	.39
Immediate Supervisor	153	-.73	.20	-.23	.39

Table E2

Skewness and Kurtosis for All Variables for Those Working in County Jails

		Skewness		Kurtosis	
	N	Statistic	*SE*	Statistic	*SE*
Emotional Exhaustion	57	.24	.32	-.52	.62
Depersonalization	57	.28	.32	-.93	.62
Personal Accomplishment	57	-.66	.32	-.08	.62
Workload	57	.04	.32	-.68	.62
Control	57	-.45	.32	-.11	.62
Reward	57	-.36	.32	-.75	.62
Community	57	-.89	.32	.34	.62
Fairness	57	-.06	.32	-.83	.62
Values	57	-.03	.32	-1.00	.62
Extent of pandemic impact	57	-.27	.32	-.07	.62
Resources	57	-.34	.32	-.06	.62
Risk	57	-.31	.32	.11	.62
Work life	57	-.91	.32	.27	.62
Organizational management	57	-.37	.32	-.40	.62
Immediate Supervisor	57	-.67	.32	-.52	.62

Table E3

Skewness and Kurtosis for All Variables for Those Working in State Prisons

		Skewness		Kurtosis	
	N	Statistic	*SE*	Statistic	*SE*
Emotional Exhaustion	96	-.12	.25	-.79	.49
Depersonalization	96	.37	.25	-.76	.49
Personal Accomplishment	96	-.15	.25	-.02	.49
Workload	96	.13	.25	-.14	.49
Control	96	-.67	.25	-.05	.49
Reward	96	-.30	.25	-.40	.49
Community	96	-.62	.25	.27	.49
Fairness	96	.23	.25	.60	.49
Values	96	-.05	.25	-.11	.49
Extent of pandemic impact	96	-.28	.25	-.44	.49
Resources	96	-.37	.25	.23	.49
Risk	96	.18	.25	.37	.49
Work life	96	-.35	.25	.09	.49
Organizational management	96	-.21	.25	-.40	.49
Immediate Supervisor	96	-.76	.24	.00	.49

Table E4

Levene's Test Results

		Levene's Test for Equality of Variances	
		F	*p*
Emotional Exhaustion	Equal variances assumed	.851	.358
	Equal variances not assumed		
Depersonalization	Equal variances assumed	.085	.771
	Equal variances not assumed		
Personal Accomplishment	Equal variances assumed	.229	.633
	Equal variances not assumed		

Appendix F: Research Question 2 Figures

Figure F1

Normal P-P Plot of Regression Standardized Residual for Emotional Exhaustion

Figure F2

Scatter Plot of Emotional Exhaustion in County Jails

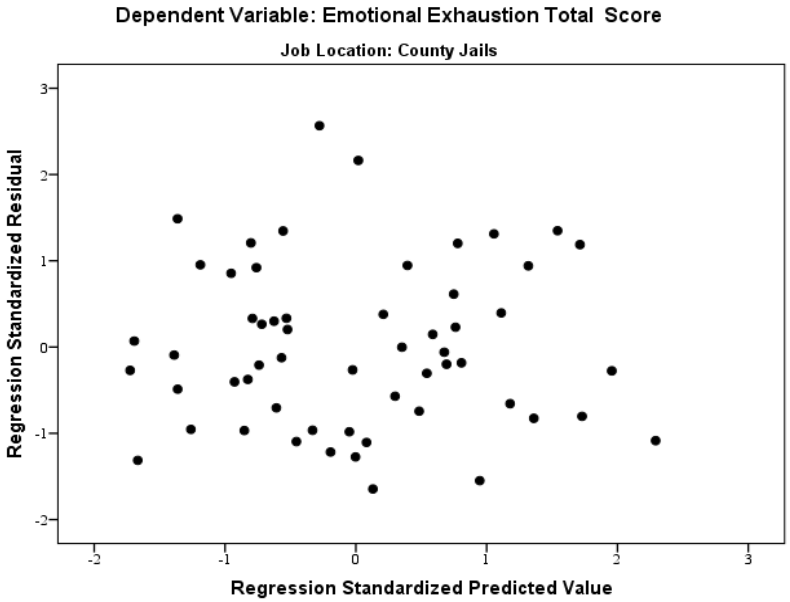


Figure F3

Normal P-P Plot of Regression Standardized Residual for Depersonalization

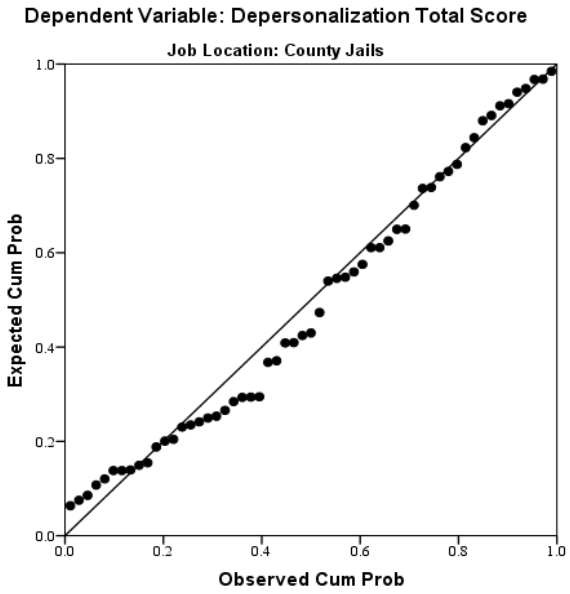


Figure F4

Scatter Plot of Depersonalization in County Jails

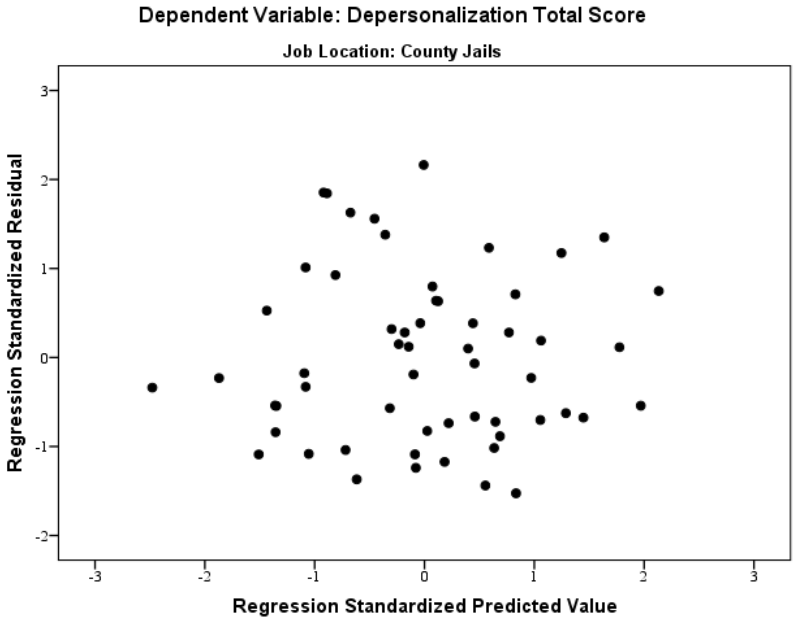


Figure F5

Normal P-P Plot of Regression Standardized Residual for Personal Accomplishment

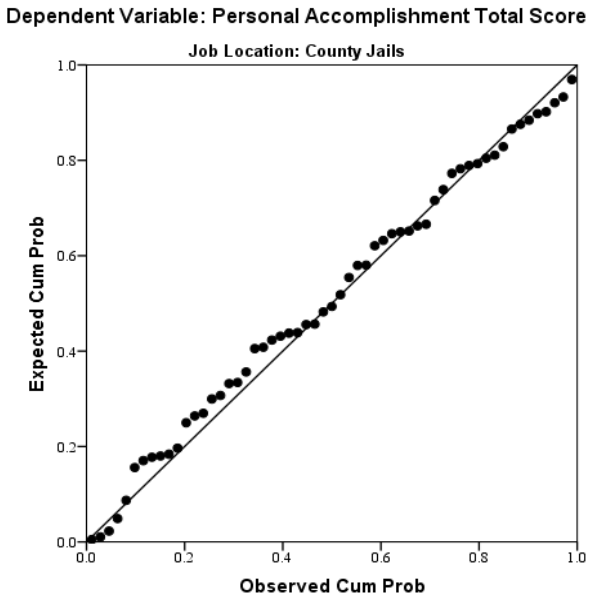


Figure F6

Scatter Plot of Personal Accomplishment in County Jails

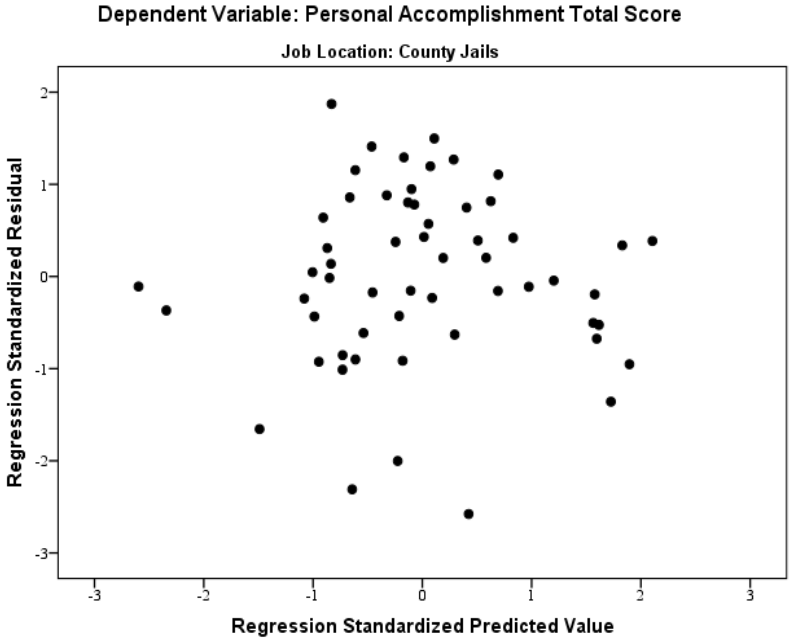


Figure F7

Scatter Matrix for Emotional Exhaustion and AWS Variables (County Jails)

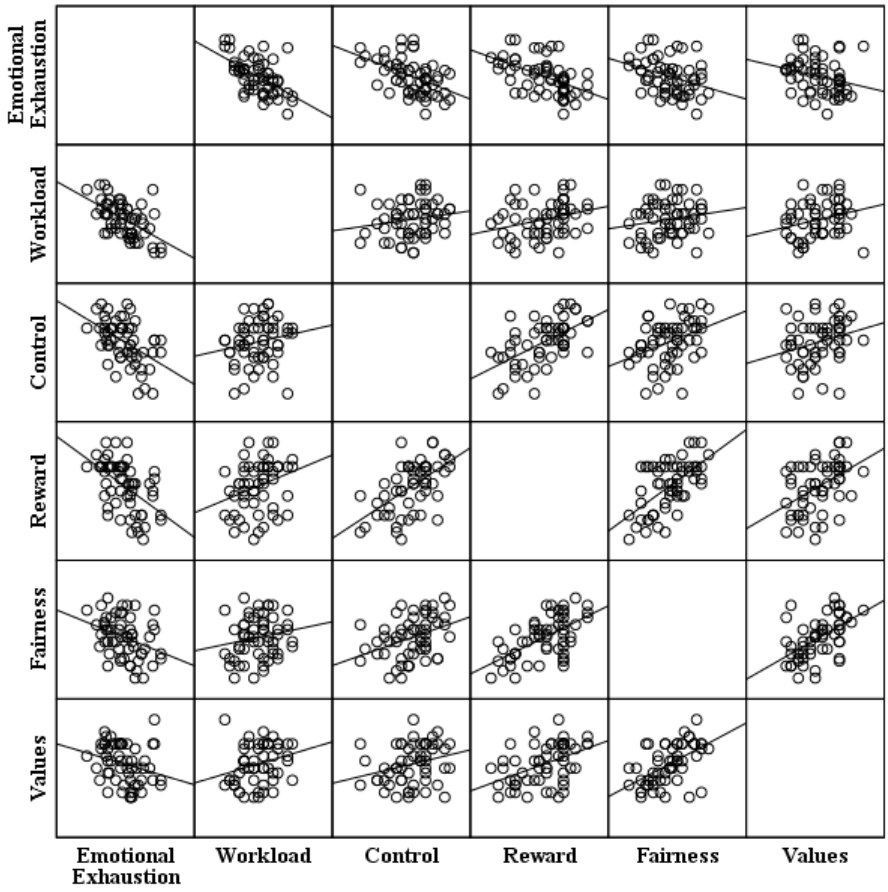
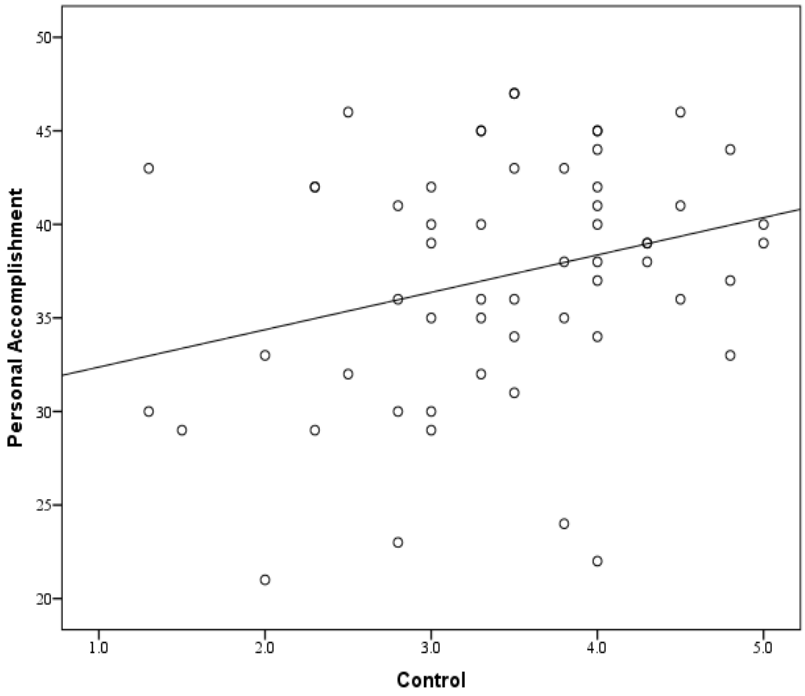


Figure F8

Scatter Plot for Personal Accomplishment and Control



Appendix G: Research Question 3 Figures

Figure G1

Normal P-P Plot of Regression Standardized Residual for Emotional Exhaustion in State Prisons

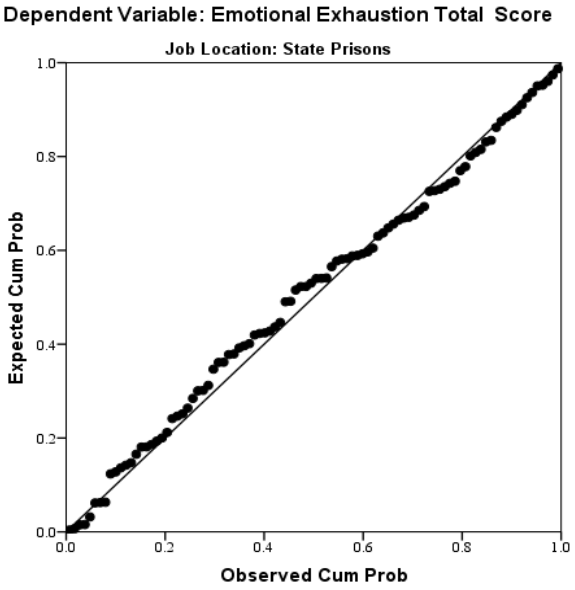


Figure G2

Scatter Plot for Emotional Exhaustion in State Prisons

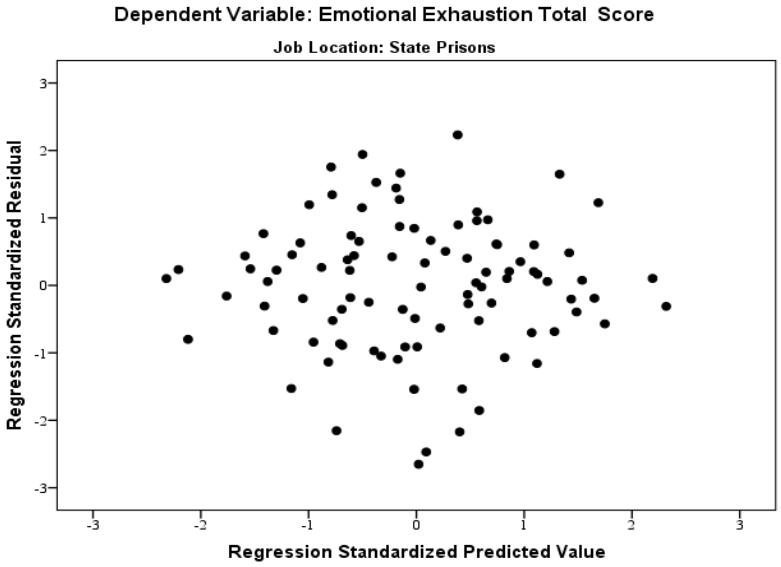


Figure G3

Normal P-P Plot of Regression Standardized Residual for Depersonalization in State Prisons

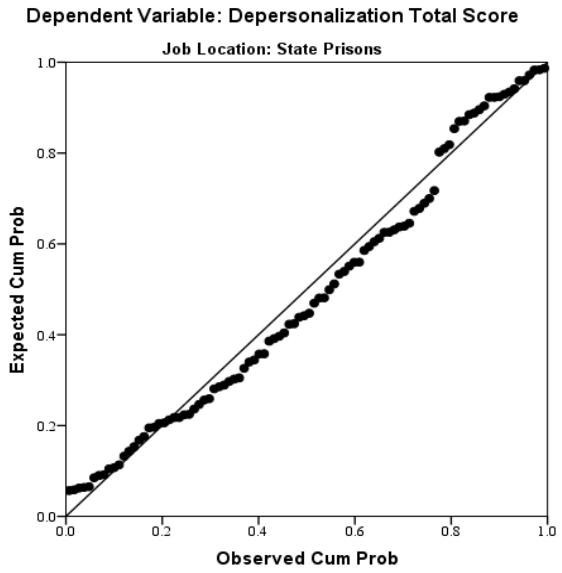


Figure G4

Scatter Plot for Depersonalization in State Prisons

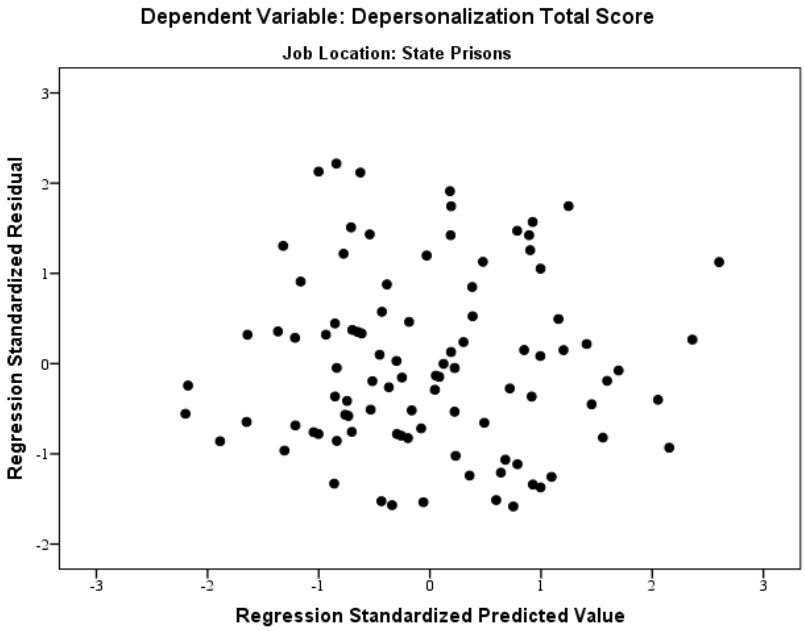


Figure G5

Normal P-P Plot of Regression Standardized Residual of Personal Accomplishment in State Prisons

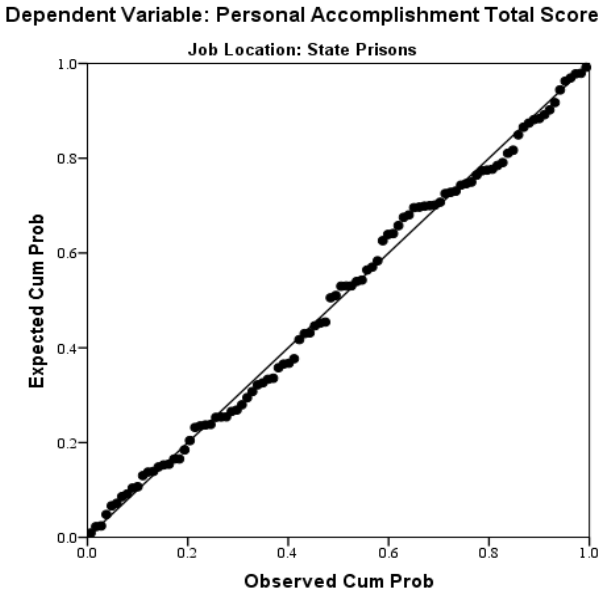


Figure G6

Scatter Plot for Personal Accomplishment in State Prisons

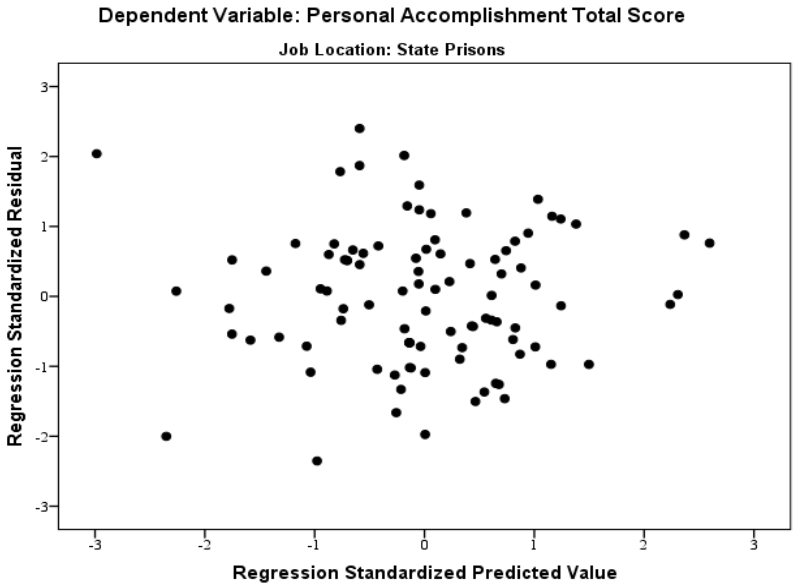


Figure G7

Scatter Matrix for Emotional Exhaustion and AWS Variables (State Prisons)

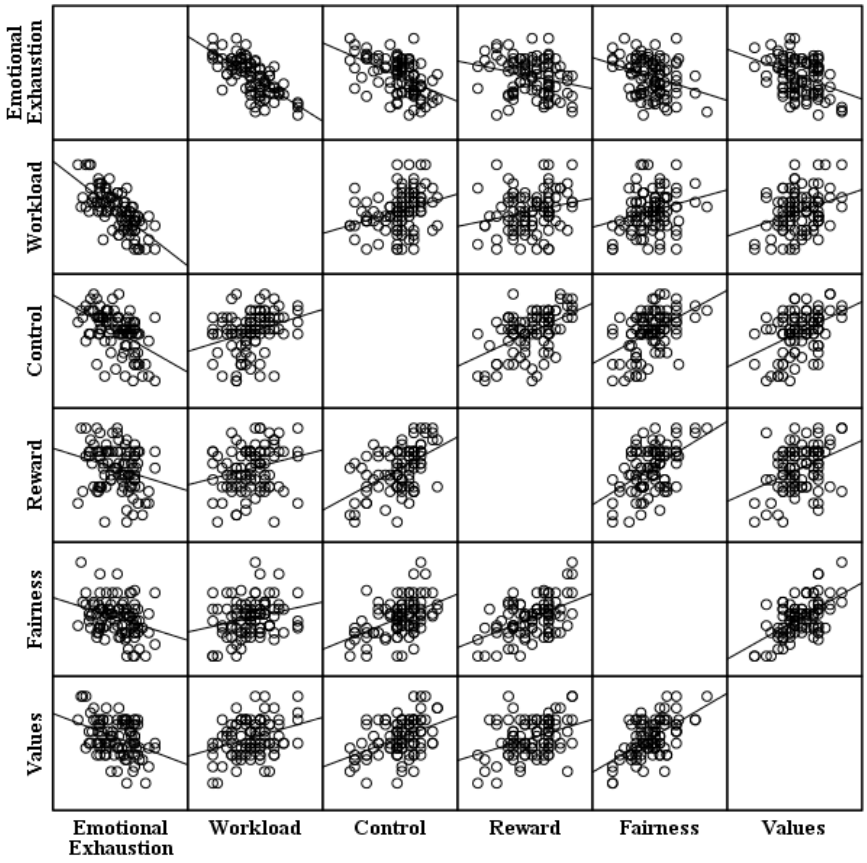


Figure G8

Scatter Matrix for Depersonalization and AWS Variables (State Prisons)

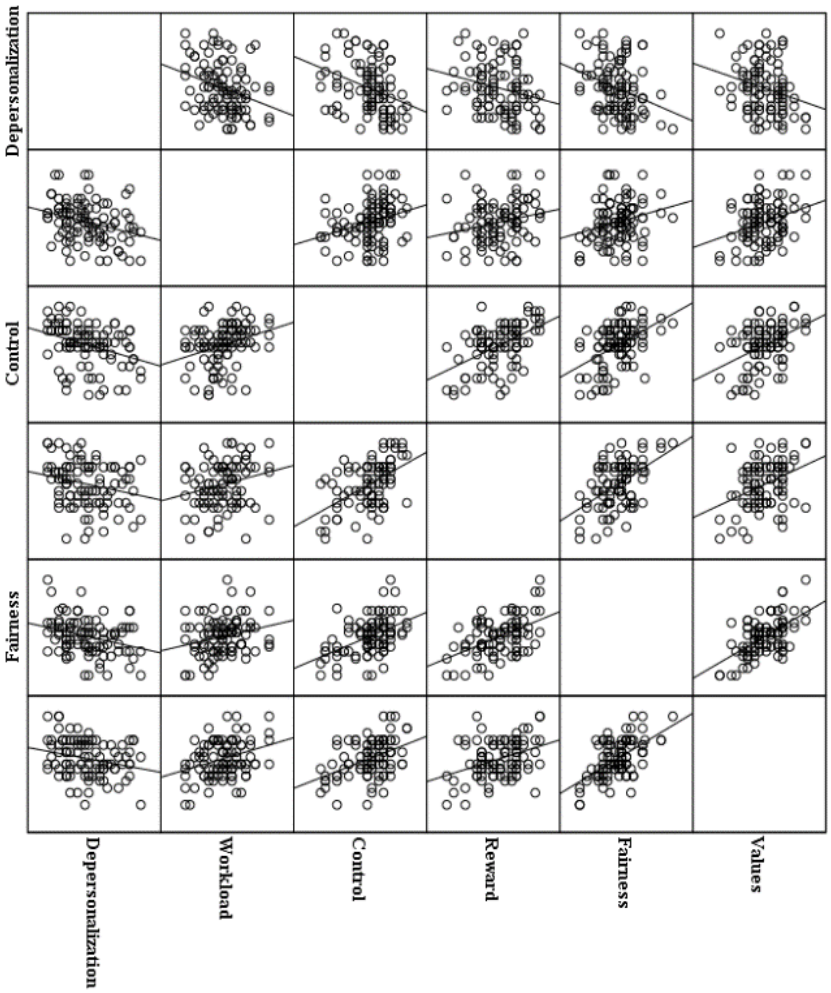
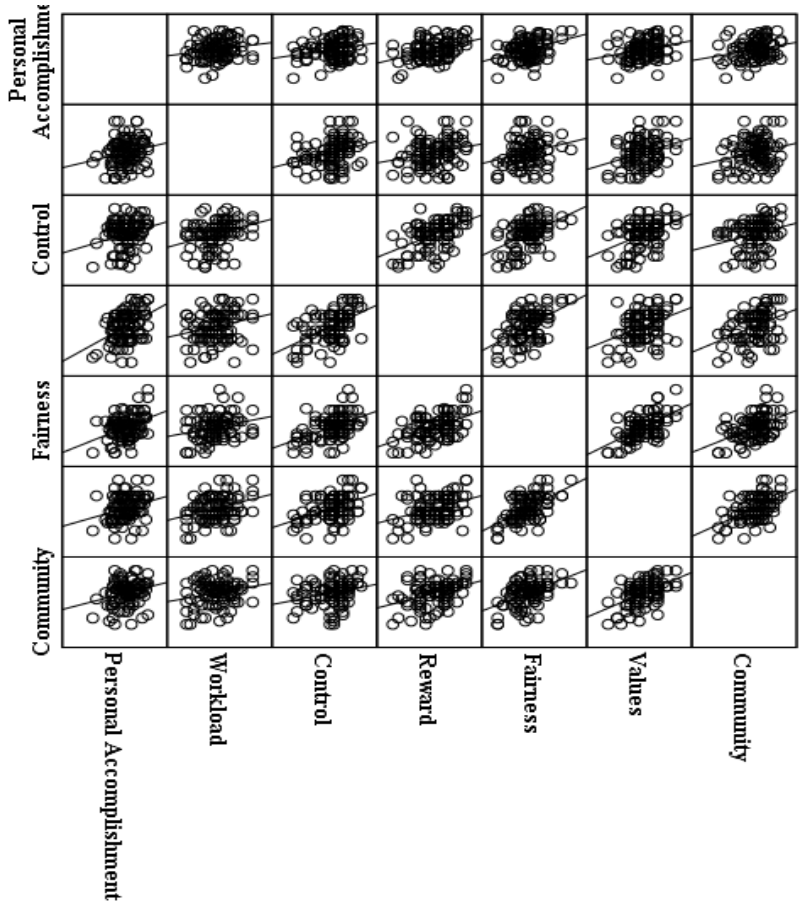


Figure G9

Scatter Matrix for Personal Accomplishment and AWS Variables (State Prisons)



Appendix H: Research Question 4 Figures

Figure H1

Normal P-P Plot of Regression Standardized Residual for Emotional Exhaustion

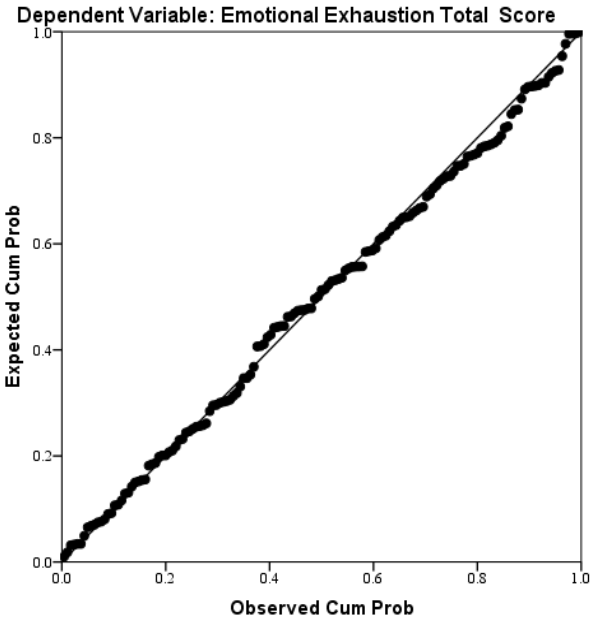
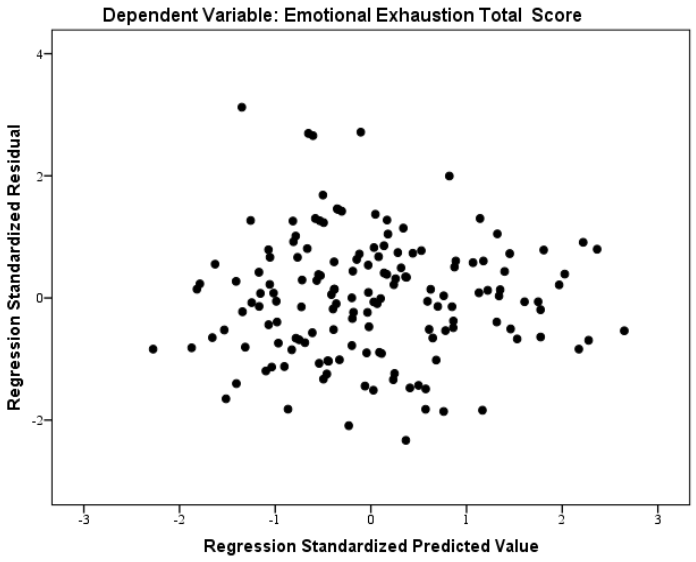


Figure H2

Scatter Plot for Emotional Exhaustion



Appendix I: CITI Program Course Completion

CITI PROGRAM

Completion Date 16-Apr-2022
Expiration Date N/A
Record ID 48492940

This is to certify that:

Morgan Gruhot

Has completed the following CITI Program course:

Not valid for renewal of certification through CME.

Student's
(Curriculum Group)
Doctoral Student Researchers
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Walden University

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?wbfaf3726-d1da-49a5-bc92-990ebfd69c8e-48492940