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Predictors of Job Satisfaction Among County Jail Correctional Officers

Richara Simmons
Walden University

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Walden University

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Richara Simmons

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Walden University
2017

Abstract

Predictors of Job Satisfaction Among County Jail Correctional Officers

by

Richara Nikia Simmons

MS, Nova Southeastern University, 2009

BS, Florida A & M University, 2007

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

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Abstract

Job satisfaction among jail correctional officers is important because it ensures the continuity of officers who can promote and maintain a safe environment inside the jail for all staff and inmates. Most job satisfaction studies on correctional officers, however, are focused on prison officers and not county jail officers. The purpose of this correlational study was to test and extend Herzberg's Motivation-Hygiene theory by exploring job satisfaction and motivation among jail correctional officers in Miami-Dade Florida. Survey data were collected from 149 correctional officers using Specter's (1994) Job Satisfaction Survey. Data were analyzed through correlational and multiple regression analyses. Findings of the correlation results indicated positive relationships at the .05 level between the motivators and hygiene predictors with job satisfaction. Regression results indicated a statistically significant relationship between the motivators and hygiene predictors with job satisfaction ($p = 0.00$). The implications for social change include recommendations to jail administrators to provide channels through which their employees can inform them of prevalent issues to aid in increasing job satisfaction. Implementation of this recommendation may improve job satisfaction among jail correctional officers, thereby improving perceptions that the jail correctional officers are appreciated and trusted, increase their sense of self-sufficiency, improve morale problems, and help jail administrators invest in the well-being of current and future jail correctional officers that are needed to maintain the safety and security of correctional facilities.

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Chapter 1: Introduction to the Study

Introduction

Working in a correctional setting has been viewed as an overwhelming occupation that holds little respect in society (Lambert & Paoline, 2008). Correctional officers directly deal with inmates who may be violent and are being held against their will (Lambert & Paoline, 2008). Correctional officers who are satisfied with their jobs and free of stress can help an agency become a model for other correctional facilities. On the contrary, dissatisfied and stressed correctional officers can cause a correctional agency to fail (Lambert & Paoline, 2008). Job satisfaction of employees has been a continued research interest in many different occupations, but not that of county jail correctional officers. Existing research has focused primarily on correctional officers in prisons.

Job satisfaction is an area of interest to jail administrators because of the unique environment in which the officers work. Jails receive a variety of inmates that enter and exit the facility on a daily basis; jails face overcrowding and operate with limited staff, funding and resources (Lambert, Reynolds, Paoline, & Watkins, 2004). Those factors can have a direct effect on the county jail correctional officers' level of job satisfaction, organizational commitment and the overall turnover rate for an agency. This study explored the predictors of job satisfaction in the work environment of county jail correctional officers. The following sections provide more information about the research problem, the purpose and nature of the study, its framework and why this study was conducted.

Background Information

Correctional agencies have been under increased pressure to attract and keep qualified staff to maintain a correctional facility 24 hour a day, 7 days a week. County jail correctional officers are tasked with the direct supervision of inmates at all times, and escorting the inmates for meals, recreation, and other activities (Farkas, 2001). Jails have been described as the dumping ground for society's troubled individuals; its primary function is order maintenance and rabble management through brief periods of incarceration (Griffin, 2001). With jails experiencing a high admission rate (Castle, 2008), jail administrators are faced with a growing population. It includes inmates who are mentally ill, abuse drugs and/or alcohol, and have serious health problems and/or illnesses and diseases (Lambert & Paoline, 2008). Such are the inmates that county jail correctional officers interact with on a daily basis.

The work environment of a jail varies from that of a prison. County jail correctional officers constantly interact with millions of people who pass through jails each year (Lambert & Paoline, 2010). These individuals range from pretrial detainees, awaiting transfer to prison or other facilities (such as a mental health or drug treatment facility), probation and parole violators, and inmates awaiting sentencing for misdemeanors and felonies (Lambert & Paoline, 2010). Jails also experience a higher rate of suicide than prisons because of the many individuals who suffer from mental illnesses. The work environment of a jail, coupled with possible lack of funding, overcrowding, and staff shortages decrease the level of job satisfaction for county jail correctional officers.

The working conditions inside a jail has caused correctional officers to experience anxiety and burnout; they have then quit and caused high turnover rates (Byrd et al., 2000; Lambert et al., 2004; Castle, 2008; Lambert & Paoline, 2010; Leip & Stinchcomb, 2013). Losing correctional officers due to those issues can affect the direct and indirect costs of a correctional facility and how it operates. The direct and indirect costs of a correctional agency are affected by lack of funding and resources. The agency suffers in many ways: recruitment, screening, hiring, training, personnel are transferred from within the organization, time is lost to employees assigned to training, productivity and efficiency are lost prior to separation from the job, and the expense of filling vacancies during recruitment (Byrd et al., 2000).

Job satisfaction has been a contributing variable in the correctional literature to explain anxiety, burnout, inclination to quit, and turnover rate, among county jail correctional officers (Byrd et al., 2000; Lambert et al., 2004; Castle, 2008; Lambert & Paoline, 2010; Leip & Stinchcomb, 2013). These factors have led to chronic staff shortages and mandatory overtime, abuse of leave time, and the loss of valued workers (Leip & Stinchcomb, 2013). Research in correctional literature has shown that demographic characteristics and organizational factors are important predictors of job satisfaction as well. Older employees were least satisfied with their work and pay, and jail correctional officers with longer tenure expressed lower levels of job satisfaction (Byrd et al., 2000; Lambert et al., 2004). However, Lambert et al. (2004) reported in their

study that older county jail correctional officers were more satisfied than younger officers were and White officers experienced a higher level of job satisfaction than minorities.

When satisfaction with supervisors and opportunities for promotion were measured, minority county jail correctional officers reported lower levels of job satisfaction than White officers (Byrd et al., 2000). The level of job satisfaction decreased among correctional officers with a higher education, whereas officers with a lower level of education reported increased levels of job satisfaction (Castle, 2008). Job satisfaction and gender were not correlated according to Griffin (2001), but female county jail correctional officers reported a higher level of job satisfaction than their male counterparts did. According to Lambert et al. (2004), female officers also associated higher job satisfaction with pay than male officers. Pay and incentives were found to have a positive impact on job satisfaction in the current study.

To determine the predominant predictors of turnover among jail officers, five jails were surveyed in a study conducted by Kiekbusch, Price and Theis (2003). They concluded that the economy, intent to leave for other employment, educational opportunity, and perception of promotional opportunities were the most significant predictors of turnover. Significant predictors in reducing turnover were longevity of the county jail correctional officers and informing the officers of policy changes within the organization (Kiekbusch et al., 2003).

Predictors of occupational stress and general stress among county jail correctional officers were examined in a study conducted by Castle and Martin (2006). The results indicated that gender, dangerousness of the work environment, role problems,

administrative strengths, salary and job satisfaction were significant predictors of occupational stress. Dangerousness, role problems, correctional experience and training were also found to be positive, significant predictors of general stress. In this study, administrative strengths and job satisfaction were significant, although negative, predictors of general stress.

This study expanded on previous correctional literature on how the work environment affects the level of job satisfaction among county jail correctional officers, by examining predictors of job satisfaction in the work environment, for example, work performed, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision.

Problem Statement

While jail administrators understand the need for their staff to feel satisfied about their organizations. Stress, burnout and turnover rates are high, and job satisfaction is low (Byrd et al., 2000; Lambert & Paoline, 2008; Lambert & Paoline, 2010). The Florida Legislature's Office of Program Policy Analysis & Government Accountability (OPPAGA) reported that the Florida Department of Corrections (FLDOC) had a turnover rate of 15% of correctional officers at the end of fiscal year 2002-2003; the rate increased to 21% at the end of fiscal year 2005-2006 (most recent data available). The 21% turnover meant that approximately 500 correctional officer vacancies needed to be filled. Raising the level of job satisfaction among county jail correctional officers has been viewed as an important way to decrease the issues of stress, burnout and high turnover rates (Griffin, 2001). In the correctional literature, variables such as supervision,

organizational support, employee input, pay, incentives, perceived dangerousness and role ambiguity—that is, the lack of information employees receive in carrying out their responsibilities—have all been measured (Griffin, 2001; Lambert, Hogan & Barton, 2002; Lambert et al., 2004) and studied to learn the possible causes of job satisfaction (Lambert et al., 2002).

Studies conducted on job satisfaction among county jail correctional officers have been dominated by two models: the Importation-Differential Experiences model and Work-Role Prisonization model. Few studies have tested Herzberg's motivation-hygiene theory (MHT). Herzberg MHT differs from the Importation-Differential Experiences and Work-Role Prisonization models in predicting job satisfaction because Herzberg's theory notes that factors involved in producing job satisfaction are found in the work environment (Udechukwu, 2009). The Importation-Differential Experiences and Work-Role Prisonization models are concerned with gender differences among correctional officers. The Importation-Differential Experiences model argues that individual work experiences and perceptions are influenced by individual attitudes such as age, race, gender, and education (Lambert et al., 2007; Castle, 2008; Lambert et al., 2010). The Work-Role Prisonization model argues that work roles, such as on-the-job experiences, organizational structure, and prison management, are better predictors of work place experiences than age, race, gender, and education (Lambert et al., 2007; Castle, 2008; Lambert et al., 2010). The current research study explored predictors of job satisfaction in the work environment of county jail correctional officers by measuring the following elements as predictors of job satisfaction: work performed, promotional opportunity,

achievements, responsibilities, and recognition, working conditions, interaction with co-workers, company politics, salary, and supervision. The study explored the predictors of job satisfaction by applying of Herzberg's MHT.

Purpose of the Study

The purpose of this study was to determine if Herzberg's MHT is predictive of job satisfaction among county jail correctional officers. Herzberg's theory provides the following ten predictors of job satisfaction found in the work environment: work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision.

Research Questions

The research question that guided the study was as follows: What impact do predictors in the work environment of jails have on job satisfaction among county jail correctional officers? This question was broken down into two subquestions, which were used as the basis for the study:

1. What impact do work performance, promotional opportunity, achievements, responsibilities, and recognition have on job satisfaction among the responding county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department?
2. What impact do working conditions, interaction with co-workers, company politics, salary and supervision have on job satisfaction among the responding

county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department?

Two statistical hypotheses were tested in the research study.

H1_a: There is a relationship between the work performance, promotional opportunity, achievements, responsibilities, and recognition as predictors of job satisfaction.

H2_a: There is a relationship between the working conditions, interaction with co-workers, company politics, salary and supervision as predictors of job satisfaction.

Theoretical Framework

The theoretical framework for this study was Herzberg's MHT. According to Herzberg's theory, job satisfaction is dependent upon the motivators (an employee's satisfying work events or when he or she felt good on the job; Sachau, 2007) and hygiene predictors (an employee's unsatisfying work events or when he or she felt bad on the job; Sachau, 2007). The predictors of job satisfaction are the work performance, promotional opportunity, achievements, responsibilities and recognition, which are essential to the work environment. The predictors associated with job dissatisfaction include the working conditions, interaction with co-workers, company politics, salary and supervision, which is used to explain the context in which the work itself is performed (Udechukwu, 2009). Herzberg's MHT provided important predictors for job satisfaction found in the work environment. Job satisfaction was measured from this theoretical perspective. Table 1

lists the motivators and hygiene predictors that Herzberg used to define job satisfaction and job dissatisfaction.

Table 1

Herzberg's Motivation Hygiene Theory

Motivators	Hygiene predictors
Work Performance	Working conditions
Promotional Opportunity	Interaction with co-workers
Achievements	Company politics
Responsibilities	Salary
Recognition	Supervision

Nature of the Study

This study used a quantitative approach in order to examine the impact of job satisfaction predictors in the work environment. The dependent variable was the level of job satisfaction of county jail correctional officers; the independent variables were work performance, promotional opportunity, achievements, and responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision. To collect data, an online survey was used. This method maintained participants' anonymity, required minimal time, and was appropriate in order to generalize the data obtained from a substantial amount of county jail correctional officers to a broader population (Creswell, 2009). The job satisfaction survey (JSS), which is an established and validated survey, was used to measure the variables. It was developed in 1985 and revised by Spector (1994) (see Appendix B). It was designed to measure employee attitudes about the job and aspects of the job.

A qualitative design was also considered. Strategies used in qualitative studies include interviews, focus groups, and participant observation (Creswell, 2009). However, a qualitative design can require the researcher to spend an extended amount of time with each participant when conducting interviews, focus groups, or observing participants. (Creswell, 2007). I chose not to use a qualitative approach because the use of an anonymous online survey allowed the jail officers the flexibility to complete the survey at their own convenience.

The relationship between the dependent and independent variables was established empirically. The research study incorporated Spearman's rank correlation coefficient and a multiple regression model. Spearman's rho was appropriate to measure how well the dependent and independent variables were related. Multiple regression analysis helped to determine which predictors found in the work environment predicted job satisfaction. A positive correlation existed between predictors found in the work environment and job satisfaction.

Definition of Terms

This section offers definitions of the terms commonly used throughout the text, and especially the terms associated with Herzberg's MHT.

Correctional officer: A custody-oriented worker employed by a correctional facility or agency, responsible for the security and control of inmates (Lambert et al., 2002).

Jail administrator: An individual that ensure policies are consistently and fairly applied by all staff throughout the jail, support a professional work environment, and ensure all staff members work together (Paoline, Lambert & Hogan, 2006).

Jail correctional officer: An individual tasked with providing care and custody at the jail, work directly with inmates, and supervise inmates at all times. Depending on the location of the jail, jail correctional officers are often referred to as sheriff's deputies. (Castle, 2008; Griffin et al., 2010).

Job satisfaction: A response exhibited by employees concerning whether their needs are met by their jobs (Lambert et al., 2002).

Job satisfaction survey: A measure of employee attitude about the job and aspects of the job (Spector, 1994).

Work environment: An area comprised of characteristics and physical elements in which employees carry out their jobs (Lambert et al., 2002).

Motivators of Herzberg's MHT

Work performance: Doing actual work, tasks and duties on the job as the source of feeling good or bad about it (Bitsch & Hogberg, 2005).

Promotional Opportunity: Potential for advancement, change in status of the employee's position, not including lateral transfers (Bitsch & Hogberg, 2005).

Achievements: Specific success, seeing the results of the employee's work, failure or the absence of achievement (Bitsch & Hogberg, 2005).

Responsibilities: Given authority or responsibility for the employee's own work or work of others, lack of responsibility (Bitsch & Hogberg, 2005).

Recognition: Act of notice, praise or blame to the employee by supervisor, other management personnel, a client, peer, or the public (Bitsch & Hogberg, 2005).

Hygiene Predictors of Herzberg's MHT

Working conditions: Physical conditions of work, amount of work, facilities available for doing work, environmental characteristic (Bitsch & Hogberg, 2005).

Interaction with co-workers: Interactions with the following categories: superior, subordinate, and peers (Bitsch & Hogberg, 2005).

Company politics: Aspects of overall company, (in) adequacy of organization and management, unclear reporting relationship, harmful or beneficial aspects of policies (Bitsch & Hogberg, 2005).

Salary: Compensation of any form, wage or salary increases, or unfulfilled expectations of such (Bitsch & Hogberg, 2005).

Supervision: Competence or incompetence, (un)fairness, (un)willingness to delegate, (un)willingness to teach, nagging, critical or efficient (Bitsch & Hogberg, 2005).

Assumptions

The research study included the following three assumptions, which were necessary because they were beyond the control of the researcher. (a) The researcher did not know how many county jail correctional officers received the link to the survey. (b) participants provided honest responses to the survey items. (c) the findings of the study could be generalized to a larger population of county jail correctional officers.

Scope and Delimitations

The scope of the study was limited to the impact of predictors found in the work environment on job satisfaction of county jail correctional officers. The scope of the study was important because it was about being able to justify that predictors found in the work environment of the jail officers actually predicted job satisfaction. The research study was specific to the Miami Dade Corrections and Rehabilitation department, located in Miami, Florida of the United States. The link to the survey was emailed by an employee of Miami Dade Corrections and Rehabilitation department to the county jail correctional officers. The study was delimited to certified correctional officers with the rank of county jail correctional officer. Corporals, sergeants, lieutenants, captains and civilian personnel were not included in the study.

Limitations

The researcher works within a county jail but was neither employed by Miami Dade Corrections and Rehabilitation department nor worked as a county jail correctional officer.

Significance

This research study is significant because its data (a) help explain the effect of predictors in the work environment on the job satisfaction of county jail correctional officers and (b) could help jail administrators increase correctional officers job satisfaction. The research study can help jail administrators understand best ways to improve job satisfaction for employees. Improving job satisfaction among county jail correctional officers can reduce negative employee behaviors such as absenteeism,

turnover rates, or psychological withdrawal. It is important for jail administrators to recognize the potential of their staff and develop it in a methodical way to produce long-term benefits for the employees, inmates, the jail and society.

To help jail administrators recognize that potential, county jail correctional officers could become more involved in the decision-making process that directly affects their work environment and job duties because of the study. This can improve the officers' perceptions that they are valued and trusted.

The current research study is expected to contribute to correctional literature by examining the work environment of a jail, an area that has received less empirical attention than prisons.

Summary

Examining existing research into job satisfaction and corrections revealed many studies that have looked at mostly prison officers and their work environment. Existing research also revealed a specific area that has few studies, such as job satisfaction and jail officers. Research into job satisfaction and jail officers concludes that further research into this field is needed as different researchers have shown major or little to no differences in results when measuring the job satisfaction among jail officers. Out of those few studies, some of researchers included civilian personnel as part of their studies in addition to the jail officers, which may have attributed to the differences in the results.

Job satisfaction has been examined in various professions, while leaving the profession of jail officer to be under-researched at this time. The findings of this shortage

allowed my study to examine predictors of job satisfaction found in the work environment of jail officers. With the constant progression of the correctional workforce, there is a need to continue to study the correctional officers that make it up, in addition to their likes and dislikes about their positions. The theoretical framework of my study showed how predictors of job satisfaction in the work environment are defined, and how job satisfaction can be measured according to the effects of these predictors in the work environment.

Chapter 2 presents an examination of existing literature on job satisfaction, job satisfaction studies in corrections, Herzberg's MHT, county jail correctional officer, the duties of a county jail correctional officer, the work environment of a jail, and an expansion upon the points laid forth in the present chapter. Chapter 3 discusses the methodological features of the study and how the analysis of the study proceeded. Chapter 4 shows and analyzes the results of the study. Chapter 5 interprets the findings of the study, notes the limitations, provides recommendations for future research, notes implications of the study, and lastly conclusions of the study.

Chapter 2: Literature Review

Introduction

The majority of the published research on job satisfaction and correctional officers' concerns prisons as opposed to jails. There is limited research on job satisfaction among jail correctional officers (Byrd et al., 2000; Griffin, 2001; Castle, 2008). To date, those studies have examined the predictors of job satisfaction and the impact of job satisfaction on job performance and stress levels.

Thus, the purpose of this study was to contribute to the literature on job satisfaction among county jail correctional officers by examining the predictors of satisfaction in the work environment and assessing those predictors' impact on job satisfaction. With limited staff and resources, jail correctional officers supervise a large population of inmates that continuously enter and exit the system. Their lower levels of job satisfaction are due to inclination to quit and job-related stress (Byrd et al., 2000; Lambert & Paoline, 2008; Griffin, Hogan, Lambert, Tucker-Gail and Baker, 2010).

In this chapter, I describe the foundation of the research study—a review of the literature on job satisfaction and county jail correctional officers. The following topics are covered: literature search strategy; Herzberg's MHT as the foundation for assessing job satisfaction among county jail correctional officers a description of jail correctional officers, their work environment, duties and responsibilities, and job satisfaction; empirical studies that measured job satisfaction among jail correctional officers by studying variables such as stress, burnout, organizational commitment, turnover rate, occupational factors, demographic factors, and inclination to quit.

Literature Search Strategy

To identify prospective, peer-reviewed articles and books, the following databases— Google Scholar and ProQuest Dissertations and Theses—were searched for the years 2000-2013 using the following keywords: *correctional officer, jail correctional officer, jail work environment, correctional theories, job satisfaction, and predictors of job satisfaction*. I used the Boolean operators, AND and OR to optimize the results.

Abstracts were used to judge an article's relevancy to the research question. The references of significant articles were scanned for additional sources.

A search of dissertations related to the topic of job satisfaction and jail correctional officers yielded no dissertations related to job satisfaction among jail correctional officers.

Theoretical Model

The theoretical model that guided the correctional literature for the research study was Herzberg's MHT. Herzberg's theory evolved from Abraham Maslow's diversion of psychology studies from animals to humans (Udechukwu, 2009). Herzberg supported Maslow's diversion and advocated for the diversion of more psychology studies, which eventually led to work concepts we know today as "job context" or intrinsic satisfaction and "job content" or extrinsic satisfaction (Udechukwu, 2009). Most of the research on job satisfaction has focused on the cognitive process, instead of the physical and psychological needs of the employee (Udechukwu, 2009). Herzberg's MHT is a content theory that focuses on the psychological needs of employees when assessing job satisfaction (Udechukwu, 2009).

Intrinsic satisfaction is administered by the employee, and extrinsic satisfaction is under the control of the supervisor or someone other than the employee (DeShields et al., 2005). When an employee feels a sense of accomplishment and self-actualization from the work performance, the employee has experienced intrinsic satisfaction. Predictors described in Herzberg's theory that are intrinsic include work performance, promotional opportunity, achievements, responsibilities and recognition. If an employee feels good about the rewards that will come because of the work performance, that employee has experienced extrinsic satisfaction. Predictors described in Herzberg's theory that are extrinsic include working conditions, interaction with co-workers, company politics and salary, and supervision. The application of Herzberg's MHT was appropriate for the research study because county jail correctional officers work with unruly inmates in an inhospitable work environment.

Based on Herzberg's MHT it is noted that if an employee experienced a low level of job satisfaction, it does not mean the employee is dissatisfied. Similarly, if an employee experienced a low level of job dissatisfaction, it does not mean the employee is satisfied (Desields et al., 2005).

To date, there have been no studies on job satisfaction among county jail correctional officers that used Herzberg's MHT as the theoretical framework. Instead, much of the correctional literature on job satisfaction and county jail correctional officers utilized the Importation-Differential Experiences model and the Work-Role Prisonization model (Lambert, Paoline, Hogan and Baker, 2007; Castle, 2008; Lambert, Hogan,

Alzheimer and Wareham, 2010) as a theoretical framework. However, Herzberg's MHT has become a known and widely used theory for explaining job satisfaction (DeShields et al., 2005). Herzberg's theory has been tested across different occupations, samples, cultures, and methods.

Herzberg's theory provides predictors found in the work environment of county jail correctional officers that can have a direct impact on their level of job satisfaction. Considering the work environment of county jail correctional officers, which is often times inhospitable conditions and overcrowded with unruly inmates, the predictors identified in Herzberg's theory can help jail administrators determine the level of job satisfaction of their employees and understand which personal needs are being met by their job. The Importation-Differential Experiences model and Work-Role Prisonization model assess the views, attitudes and behaviors of male and female correctional officers (Lambert et al., 2007). The Importation-Differential Experiences model holds that correctional officers' import attributes such as age, race, sex, gender and education, into correctional work that influence their work experiences and perceptions (Castle, 2008). The Work-Role Prisonization model notes the correctional environment help shape the perceptions, views, attitudes, and behaviors of the employees, regardless of demographic characteristics (Lambert et al., 2007).

Herzberg's theory was more appropriate for this study because males and females perceive the work environment differently, which cause their attitudes, views, and behaviors to differ. The use of Herzberg's theory is focused on the work environment of county jail correctional officers, in which both male and female officers perform the same

work duties and responsibilities. The use of Herzberg's theory also determined the level of job satisfaction among county jail correctional officers, and will help jail administrators identify specific areas in the work environment that they can work to improve upon, and in addition, increase the level of job satisfaction for the officers.

County Jail Correctional Officer

A county jail correctional officer is responsible for the safety and supervision of inmates in a county jail. A county jail correctional officer is a sworn individual with a current Correctional Officer Certification from the Criminal Justice Standards and Training Commission in the state of Florida. County jail correctional officers maintain the safety and security inside county jails. County jail correctional officers that are employed in a county jail serve at the level of correctional officer, corporal, sergeant, lieutenant, captain, and major. The positions of lieutenant, captain and major can be classified as a correctional administrator or executive, and those individuals typically do not perform in the capacity of a traditional correctional officer. A newly hired county jail correctional officer receives a minimum number of hours of training during their first year of employment, which depends on the agency. Most of those hours are completed prior to being independently assigned to a designated post. New county jail correctional officers are required to successfully complete a field-training program during the probationary period. A field training program covers a variety of topics such as standards of conduct, use of force, safety procedures, emergency procedures, offender rights, supervision of inmates, and code of ethics to name a few.

Once training is successfully completed, county jail correctional officers receive a certain number of hours of annual training. Annual training includes topics such as emergency and evacuation procedures, blood borne pathogens, reporting procedures, confidentiality requirements, sexual assault/abuse awareness, prevention and response, and supervision of offenders. County jail correctional officers also receive training on the use of firearms and chemical agents, and use of force to control inmates. The correctional officer is an entry-level position that supervise inmates in housing units, advise inmates in housekeeping and sanitation, make periodic patrols of inmate housing units and work areas, conduct counts of inmates, conduct cell and work area searches for contraband, patrol inside and outside the facility to ensure security of the facility, and monitor inmate visitation. County jail correctional officers also work in specialized units such as booking, bonding and release, classification of inmates, transportation department, training division and emergency response teams (Byrd et al., 2000).

The corporal is a position under the direct supervision of the sergeant. Corporals perform the full range of duties as a correctional officer; in addition, train other county jail correctional officers in the areas of work methods and techniques, technology, and operation and use of equipment. Persons holding this position assist the sergeant in implementing general orders and policies/procedures that are received from correctional administrators and/or executives, attend and participate in department meetings, attend workshops, conferences and/or classes to increase professional knowledge in the field of corrections, and perform the duties of sergeant in his or her absence, including the supervision of subordinates. A corporal serves as an administrative worker and works in

specialized units as well. Corporal is a promotional position in which county jail correctional officers have the opportunity to advance based on the requirements of the agency (Byrd et al., 2000).

The sergeant is a position under the direct supervision of the lieutenant. Sergeants are responsible for the supervision and training of staff, assigning staff work schedules, ensuring the shift is fully staffed, approve overtime, review written reports, and evaluate the work performance of the staff. Persons holding this position also discipline staff, handle employee problems such as grievances and time off requests, investigate inmate involved incidents, assist in the development, organization, and evaluation of correctional programs, and supervise staff in specialized units such as booking, bonding and release, classification of inmates, transportation, and critical response teams. A sergeant can perform the duties of a county jail correctional officer as required; act as an information source regarding the operations of a county jail, and works directly with the lieutenant. Sergeant is a promotional position that requires having served a number of years as a county jail correctional officer, depending the on the requirements of the agency (Byrd et al., 2000).

All correctional officers must follow a code of ethics that is established by the employing agency. This is especially true for county jail correctional officers because their position is primarily to work with inmates. The responsibility of a county jail correctional officer is to protect and respect the civil and legal rights of inmates, not establish any relationship with an inmate or his/her family, not enter into any agreement or activity that interferes with the performance of duties, not allow personal feelings to

impair performance of duties, and not use their position to obtain personal advantages for themselves or others. County jail correctional officers are to treat every situation in a professional manner with concern for the safety of the individuals involved, cooperate with other disciplines within the criminal justice system, provide information to the public to the extent permitted by the law, and report any issues to the appropriate authority. The relationships county jail correctional officers have with each other should be respectful, improve the quality of service and not hinder the performance of duties (Byrd et al., 2000).

The Work Environment

The primary function of a county jail is the secure and custody of individuals charged with or convicted of a crime. This function guarantees the safety of the community, personal security of staff members and inmate protection. It is accomplished through twenty-four-hour supervision and visual surveillance of inmates inside the county jail. County jails experience a revolving population of inmates, along with a higher admission rate of inmates than that of prisons. The attitudes of inmates are that of no respect for authority or the law. County jail correctional officers supervise a population of inmates that experience drug and/or alcohol abuse, mental illness, medical issues, poverty, and potential suicidal inmates. The environment of a county jail is unpredictable, unstable and unsafe due to the variety of inmates that enter and exit the facility. County jails receive individuals awaiting trial, arraignment, conviction or sentencing; whereas prisons house inmates that are to be incarcerated for one year or more (Castle, 2008). County jails re admit individuals who have violated

probation/parole or bond and absconders, hold federal or state inmates due to overcrowding, hold mentally ill persons pending transfer to a mental facility, detain juveniles pending transfer to a juvenile facility, release convicted individuals into the community once their sentence is complete and operate as a community – based program as an alternative to incarceration (Castle, 2008).

The types of inmates that county jail correctional officers supervise inside a county jail are males, females, maximum and medium security inmates, and juveniles. When males and females are housed in the same facility, county jail correctional officers of each gender must work on each shift at all times. Male and female inmates are housed separately. If a male county jail correctional officer has to enter the housing unit of females, he will be accompanied by a female county jail correctional officer unless an emergency dictates otherwise. Maximum-security inmates are individuals that are a dangerous threat to other inmates, staff members, themselves and are an escape risk. County jail correctional officers should not enter the housing unit or cell of a maximum-security inmate without another officer. Medium security inmates are individuals that have committed misdemeanor offenses and do not pose a dangerous threat to others. Maximum and medium security inmates are housed separately. Juveniles, individuals under the age of 18, are not housed in county jails unless they are subject to trial as adults. In the event juveniles are confined to a county jail, those that are not subject to trial as an adult are separated out of sight and sound from the adult population. Those that are subject to trial as an adult will be housed with the adult population (P. Brown, personal communication, February 8, 2014).

County jails are operated by shift work. Shift work is any work performance outside of the traditional workday or work week, which is Monday through Friday 8 A.M. to 5 P.M. Shift work, is used to describe operations that are continuous or 24 hours, such as a county jail. These facilities require deputies to work on the following three shifts: 11 P.M. to 7 A.M, 7 A.M. to 3 P.M., and 3 P.M. to 11 P.M. Sunday through Saturday. County jail correctional officers are informed of their work days, days off and shift and post assignment. Often times; the officers are required to work double shifts in certain circumstances. Those circumstances include staff shortages on the upcoming shift, voluntarily working an additional shift, or emergencies. On all shifts, county jail correctional officers are required to maintain a daily report of the events that occurred, and communicate that information to the officers of the oncoming shift. The report is an explanation of the duties that were conducted on the shift, notation of any problems that have occurred, number of inmates in each respective housing unit, and if any task needs to be completed. A report such as the one described is crucial in the daily operations of a county jail because all correctional staff must be aware of what is going on inside and outside the facility. It is the responsibility of the county jail correctional officers to give the report to the sergeant at the end of the shift, and communicate the information verbally to the officers of the oncoming shift (P. Brown, personal communication, February 8, 2014).

First shift operates between the hours of 11 P.M. to 7 A.M. (2300-0700). County jail correctional officers control the movement of kitchen trusties into the kitchen to begin breakfast tray preparation, monitor breakfast tray movement to the housing units,

wake and prepare inmates that have court appearances, and conduct a final head count before the shift ends. Second shift operate between the hours of 7 A.M. to 3 P.M. (0700-1500 hours). County jail correctional officers on this shift monitor in door and /or outdoor recreation and inmates attending various programs within the facility, monitor inmate visitation, escort and supervise trustees in and out of the facility to attend work programs, transport inmates to and from court appearances, evaluations and drug treatment programs, and conduct a final head count. Third shift operate between the hours of 3 P.M. to 11 P.M. (1500-2300). County jail correctional officers supervise the entrance of inmates returning from court or work programs and ensure the inmates that enter the facility are the same inmates that initially exited the facility, monitor lunch tray movement to the housing units, and conduct a final head count (K. Burden, personal communication, February 1, 2014).

County jail correctional officers provide the supervision of inmates twenty-four hours a day. The inmate housing units must have at least one officer present at all times. This county jail correctional officer will be either located in or adjacent to the inmate housing units to allow that officer to hear and respond rapidly to calls for help or emergencies. County jail correctional officers assigned to supervise inmate housing units make certain the sanitation and hygiene standards are met by assigning inmates to specific housekeeping duties. Those inmates are also responsible for the care of their uniforms and bedding items. County jail correctional officers enforce the care of inmate uniforms and their bedding as well. As a part of their job, county jail correctional officers must have personal contact and interact with inmates so other staff members are aware of

the conditions of inmate housing units and how to respond to the needs and concerns of the inmates (K. Burden, personal communication, February 1, 2014).

County jail correctional officers are required to maintain control and authority over inmates so they do not gain control over other inmates. All cell doors inside a county jail are to remain locked at all times to for security purposes. When cell doors are opened, it is done one at a time. In the event of an emergency, more than one cell door may be opened at one time, but approval must be obtained from a supervisor. County jail correctional officers control the movement of inmates inside and outside of county jails. The purpose is to maintain control, security and order inside the facility. The officers can also move inmates from cell to cell. When a maximum-security inmate is moved, the presence of two county jail correctional officers is required. Alertness is a trait deputy must use in the supervision, movement and transportation of inmates (K. Burden, personal communication, February 1, 2014).

Duties and Responsibilities

Once a county jail correctional officer receives his or her assigned post inside the county jail, post orders or written procedures help him or her understand what is required of that post are by outlining the duties and responsibilities. In addition to post orders, county jail correctional officers must use good judgment and pay careful attention to details and the surroundings when performing work duties. It is the responsibility of correctional administrators and/or executives to ensure the post orders are annually reviewed by the officers and updated as necessary. County jail correctional officers on all three shifts are required to physically account for the inmates inside the facility, verify all

keys are accounted for, and ensure areas in the facility are secure. In addition, the officers assist nurses with the distribution of medication, monitor all cameras inside and outside of the facility, open doors for authorized personnel at their request, and control access of individuals that enter and exit the facility, and transport inmates to various places. An inmate head count is conducted at the beginning of each shift. This responsibility requires the county jail correctional officers to visually check for inmates at least 1-3 times per shift every half hour to an hour. The head count for juveniles, direct supervision inmates, maximum-security inmates, and suicidal inmates are conducted at fifteen-minute intervals (P. Brown, personal communication, February 8, 2014).

Inside county jails, county jail correctional officers conduct searches for contraband through a cell search, strip or visual search of the inmate, body cavity search, the use of inspection devices, the boss chair, and full body scanners. Contraband is any item an inmate possesses or find within the facility that is illegal and prohibited. Items considered as contraband are unauthorized written or recorded communication, money, extra articles of clothing or food, alcoholic beverages, drugs, controlled substances, and weapons. The variety of searches not only decrease the amount of contraband that goes into and out of a county jail, but also allow the officers to find contraband that inmates are in the process of manufacturing such as weapons and escape devices. Searches uncover and subdue the trafficking of contraband between inmates and employees, discourage theft among inmates, prevent damage to the facility, and discover hazardous issues that may have gone unnoticed (B. Smith, personal communication, February 22, 2014).

These searches are conducted when an inmate has made contact with the public such as visitation, returning from work detail or work release, transfer from another facility, history of contraband, refusal of searches, escape attempts, when inmates cause a disturbance, or an off-site appointment. The search for contraband is done so in a manner that does not involve the use of unnecessary force, or cause the embarrassment of the inmates. County jail correctional officers should not search an inmate or inmate housing units as a form of punishment or harassment to the inmates. When the search of a cell or inmate housing unit is conducted, it is unannounced and conducted on an irregular basis. County jail correctional officers search the entire area of the inmate's cell or housing unit, including lockers and sleeping areas. The officers must respect the personal property of the inmates and not intentionally discard or break any of those personal effects. Once the search is completed, the cell or inmate housing unit should be as close as possible to the condition it was in prior to the search. Cell searches are notated on the officers' daily report log explaining if anything was found and what was found (B. Smith, personal communication, February 22, 2014).

A strip search involves the inmate removing or arranging all or some of his or her clothing to allow a visual inspection of the body by an inmate. A body cavity search is the inspection of an inmate's anal or vaginal cavities by a deputy. County jail correctional officers of the same gender as the inmate being searched perform strip searches and body cavity searches. In the case of pat searches, male or female county jail correctional officers may pat search a male inmate. However, a female officer will only pat search a female inmate. Pat searches used most often in the daily routine of a county jail

correctional officers and do not require the inmates to remove clothing, other than hats, gloves, socks and shoes. Inspection devices are electronic devices such as search wands or mirrors. These devices are usually small and permit the officer to reach difficult places such as contraband hidden in mattresses and other well concealed locations. Boss chairs and full body scanners are also considered inspection devices. These electronic machines are bigger in size. An inmate is placed on the boss chair while the machine scans for metal objects that are concealed in the inmate's feet, abdomen, hair, mouth, nose, and anal or vaginal cavities. A full body scanner does the same thing, but the inmate stands up and the machine detects metal object that are hidden on or in the body (B. Smith, personal communication, February 22, 2014).

County jail correctional officers assigned to the booking department receive individuals arrested on fresh charges, warrants, and violation of probation/parole. Fresh charges include any felony or misdemeanor crime(s) someone has committed. The different type of warrants includes fresh charges, violation of probation/parole, violation of supervised release, nonpayment of child support, out of county charges and out of state charges. Individuals that commit crime(s) while on in-house arrest can be arrested as well, because that is a violation of the in-house arrest agreement. When individuals are brought to a county jail to be booked, the arresting law enforcement officer must have the proper paperwork for the arrest. The documentation includes arrest affidavits, rough arrest form, and any other paperwork required by law or policy of the agency. All of the paperwork is complete prior to the arrival of the arresting officer and the suspected criminal. Once inside the county jail, the booking officer checks the paperwork to ensure

it is free of error. If the individual arrested appears to be injured, ill or intoxicated, receive medical attention prior to being booked. In the event the suspected criminal requires additional medical attention that the jail nurse cannot provide, the individual is transported to the nearest hospital for treatment. Once treatment is complete, the suspected criminal is transported back to the county jail (M. Cribbs, personal communication, March 1, 2014).

If the suspected criminal does not require medical attention at the hospital, he or she is pat down, placed on the boss chair and body scanned. This is to ensure the suspected criminal does not have any contraband hidden on or in the body. Next, the individual has his or her photograph taken, booked into the system, and fingerprinted. When individuals arrested enter the county jail, they wait in a holding cell pending the completion of the booking process. Some individuals are released on their own recognizance, or post bond. These individuals may only be in jail for a few hours depending on the caseload of the booking department. If the charge(s) does not carry a bond, the suspected criminal receives a jail uniform and assigned to a housing unit. The classification officer is responsible for housing unit assignments. This process begins during the admission process of arrested individuals and continues throughout the person's incarceration. The purpose of classifying inmates is to identify and house inmates based on the current charges, criminal history, gang affiliation, medical history, level of violence, and level of suicide. Proper classification of inmates ensures the safety and security of the correctional staff, facility, keep certain inmates separate from each

other and allow placement of inmates into certain treatment programs (M. Cribbs, personal communication, March 1, 2014).

County jail correctional officers assigned to the release department follow strict procedure during the release process of an inmate. An inmate is released into the community upon completion of sentence, probation/parole, supervised release, own recognizance, and posting of bond. Upon release from a county jail, the inmate is positively identified, release papers are verified to ensure authenticity, the personal property of the inmate is returned, and an officer escorts the inmate out of the facility. Some county jail correctional officers receive assignments on special teams such as an emergency response team. Officers on an emergency response team provide support and rapid response to other deputies inside the facility and in emergencies. The support these jail correctional officers provide is in the use of specialized tactics and/or weapons, or the use of a canine. Emergency response team officers assist with hostile inmates that cause harm to correctional staff or other inmates, randomly conduct cell for contraband, and diffuse situations inside the facility that have the potential to evolve rapidly (M. Cribbs, personal communication, March 1, 2014).

Job Satisfaction

Job satisfaction has been studied in many disciplines. The concept of job satisfaction can be viewed as the subjective feeling of an individual reflecting the extent to which the personal needs are met by a certain job (Lambert et al., 2002). It is suggested that job satisfaction is “a response based upon a comparison of outcomes with those that are expected, needed, wanted, desired or perceived to be fair or just” (Lambert et al.,

2002). More specifically, job satisfaction is broken down into two perspectives, which are humanitarian and utilitarian. The humanitarian perspective suggests that employees should be treated fairly and the level of satisfaction or dissatisfaction of those employees will reflect the extent of how fairly they were treated (Udechukwu, 2009). The utilitarian perspective proposes that satisfied employees are more likely to behave in a certain way that affects the organization in a positively, functioning manner (Udechukwu, 2009).

The measurement of job satisfaction has two approaches, one is faceted and the other is global (Lambert et al., 2002). The faceted approach views job satisfaction as a multidimensional concept and therefore it should be measured by a number of intrinsic and extrinsic indicators, including work performance, pay and benefits, promotional opportunity, work relationships and supervision (Lambert et al., 2002). The global approach holds that it is the responsibility of the employee to decide his or her own level of job satisfaction (Lambert et al., 2002). This approach is not concerned with facets such as those mentioned in the faceted approach. The global approach measures job satisfaction by allowing respondents to assess mentally what they feel are relevant dimensions in formulating a response to job satisfaction (Lambert et al., 2002).

The faceted measure of job satisfaction allows for the identification of specific problem areas that can increase or decrease an employee's level of job satisfaction. The global measure of job satisfaction allows individuals to assess what they feel contributes to their level of increased or decreased job satisfaction. A disadvantage of the faceted approach is the assumption that a scale measuring job satisfaction includes all significant areas of job satisfaction for all employees. This limits the measure to certain areas, which

may not be specific to all employees and produces a biased measure in the process. The global measure of job satisfaction attempts to alleviate bias by allowing individuals to decide what aspects of the job are most important to them in terms of achieving a high level of job satisfaction.

Job Satisfaction Studies in Corrections

The effect of anxiety, job related stress, and job satisfaction on the inclination to quit among jail correctional officers employed in a large county jail in West Central Florida was examined (Byrd et al., 2000). The participants included 280 detention deputies, 41 detention corporals, and 31 detention sergeants. Self-administered questionnaires that were the result of discussions between the researchers and agency staff were distributed to the participants. The questionnaire was divided into the following parts: demographic and work experience information, respondents' inclination to quit, and variables measuring job related stress, job satisfaction and trait anxiety. The items in the questionnaires were measured using a five-point ordinal scale, and a six-point Likert response scale ranging from 1 (*disagree very much*) to 6 (*agree very much*).

Ordinary least squares regression was utilized to determine the effects of job satisfaction, job-related stress, and trait-anxiety on jail employees' inclination to quit their jobs (Byrd et al., 2000). Jail employees that reported higher levels of anxiety, job stress and job dissatisfaction were more inclined to quit their job. Younger jail employees, racial/ethnic minority employees and detention deputies also reported higher inclinations to quit their jobs. Also, respondents who reported the most dissatisfaction with their job were most inclined to quit. Results of the study concluded that trait anxiety

was a predictor of job related stress, which was a predictor of job dissatisfaction. Job satisfaction was found to be the strongest predictor on the detention officers' inclination to quit.

Two other studies conducted by Lambert et al. (2004) and Castle and Martin (2006) also examined the relationship stress and job satisfaction among jail correctional officers. The effects of occupational stressors and demographic characteristics on job satisfaction among jail staff at the Orange County Corrections Department (OCCD) in Orlando, FL was examined (Lambert et al., 2004). Occupational stressors consisted of role conflict, role ambiguity, dangerousness, and mandatory overtime. Demographic information included age, education, gender, race and position. Focus groups were conducted with jail staff employees from nine facilities, which included occupations that ranged from correctional officers, case managers, food service workers, industry staff, medical staff, etc. The data received from the focus groups were used to develop a questionnaire in which 1,062 jail staff members completed. Through OLS regression, it was found that older jail correctional officers reported a high level of job satisfaction than younger jail staff members and white jail staff reported a high level of job satisfaction than minority jail staff. Among the occupational stressors, role ambiguity and dangerousness had negative impacts on job satisfaction. Despite the expectations of the researchers, role conflicts and mandatory overtime had insignificant effects on job satisfaction. Pay and incentive programs had a positive impact on job satisfaction.

Results for nonsupervisory jail officers (i.e., custody officers) were also included. The researchers included this group of individuals because previous research was limited

to prison correctional officers and custody jail officers are the largest group of employees in most jails (Lambert et al., 2004). Results for the non-supervisory jail custody officers indicated that education and gender did not have significant effects on job satisfaction. White non-supervisory jail custody officers reported higher satisfaction with their jobs. The occupational stressors, role conflict and dangerousness had insignificant effects on job satisfaction, as well as pay and attitudes about the incentive program. Role ambiguity displayed a negative effect in relation to job satisfaction. Perceptions of pay and mandatory overtime among the nonsupervisory jail custody officers had a significant impact on job satisfaction that was positive.

Predictors of occupational stress and general stress among jail correctional officers were examined in a study conducted by Castle and Martin (2006). The categories of stressors explored were individual level, organizational level and jail factors. The individual level factors were gender, perceptions of danger, role problems, correctional experience and education. The organizational level factors were administrative strengths, supervisory and peer support, job conditions, and job satisfaction. The jail factors were inmate supervision style, jail unit, overcrowding, and training. Twenty-five jails in one Northeastern state in the United States participated in the study, with 373 responding officers. A survey was distributed to those 25 jails. Multivariate OLS regression was used to examine the impact of those factors on occupational stress and general stress.

The individual level variables, gender, dangerousness, and role problems were found to be significant predictors of occupational stress. Administrative strengths, salary and job satisfaction were the most significant predictors of occupational stress from the

category of organizational level variables. Of the individual level variables, dangerousness, role problems and correctional experience were significant and positive predictors of general stress. The organizational level variables, administrative strengths and job satisfaction were significant and negative predictors of general stress. Training was the only jail factor that was a significant and positive predictor of general stress. Direct supervision, jail unit and overcrowding were found to not be significant predictors of either occupational stress or general stress.

The survey data collected in Lambert et al. (2004) was used in other studies to examine the impact of different variables on job satisfaction among jail correctional officers (Lambert & Paoline, 2008; Lambert & Paoline, 2010; Paoline & Lambert, 2010). The impact of demographic variables, organizational characteristics and job characteristics on job stress, job satisfaction and organizational commitment was examined by Lambert and Paoline (2008). Demographic variables included race, education, age, gender, rank, position and tenure. Organizational characteristics included instrumental communication, formalization, input into decision making, and promotional opportunity. OLS regression was used to calculate the results. Supervisors reported higher levels of stress than non-supervisors. Employees that worked at the custody level reported less stress than the non-custody employees. Job stress increased as the tenure of the jail employees increased. Instrumental communication, input in decision making, and promotional opportunity increased while job stress decreased. Perceived dangerousness and role strain increased along with job stress. As the age of employees increased, so did the level of job satisfaction.

Unlike the negative effects instrumental communication, input in decision making and promotional opportunity had on job stress, the effect on job satisfaction was positive (Lambert & Paoline, 2008). Job variety was the only job characteristic with a positive impact on job satisfaction. White jail staff, custody officers, and jail staff with more tenure reported lower levels of organizational commitment when compared to non-white jail staff, non-custody officers, and jail staff with less tenure. Instrumental communication, formalization, and promotional opportunity had positive impacts on organizational commitment. Job variety also had a positive relationship with organizational commitment. However, as role strain increased, organizational commitment decreased.

Predictors of turnover intent were studied by Lambert and Paoline (2010). The variables were divided into three categories: personal characteristics (i.e. gender, age, tenure, race, education, position, and supervisor), work environment perceptions (i.e. role strain, job variety, coworker relations, dangerousness, input in decision making, and instrumental communication) and job attitudes (i.e. job involvement, job stress, job satisfaction, organizational commitment). OLS regression was used to calculate the results. Level of education had a positive association with turnover intent, while supervisory status had an inverse relationship. The other personal characteristics did not have significant associations with turnover intent. Dangerousness had a positive association with turnover intent, while input in decision making had an inverse relationship. The other work environment perceptions had a non-significant association with turnover intent. As job involvement, job satisfaction, and organizational

commitment increased, turnover intent decreased. Job stress was the only job attitude that had a non-significant effect on turnover intent.

The staff perception of professionalism, detainee control, and administrative support in relation to job stress, job satisfaction, and organizational commitment was examined by Paoline and Lambert (2010). Pearson product moment correlations and OLS regression was used to calculate the results. In this study supervisors reported lower stress levels than non-supervisors. Jail staff who held a custody position reported higher stress levels than non-custody jail staff. Tenure increased along with job stress. However, increases in professionalism resulted in decreases in job stress. White jail staff and supervisors were more satisfied with their jobs than nonwhite and nonsupervisory staff. As professionalism, detainee control and administrative support increased, job stress decreased. Increases in age, views of professionalism, perceptions of detainee control and perceptions of support were associated with increased levels of job satisfaction. An increase in age was also associated with increased organizational commitment. In contrast, jail staff with a college degree reported a lower level of organizational commitment. As professionalism, detainee control, and administrative support increased, so did organizational commitment.

The effect of organizational climate variables on a detention officer's level of job satisfaction was tested by Griffin (2001). The organizational climate variables were structure and organization, supervision and support, and personal efficacy. The quantitative study utilized a self-administered survey that was issued to detention officers employed in seven jails in Maricopa County, AZ. According to Griffin (2001),

organizational climate variables such as role demands, quality of supervision and training received significantly influenced job satisfaction, based on the regression analysis used to analyze the results. The results also concluded that gender and job satisfaction did not correlate. However, female detention officers experienced a high level of job satisfaction than male detention officers. Male detention officers reported quality of supervision and training received as significant predictors on their level of job satisfaction. The individual level variables gender, race, age, education, and tenure were not correlated with job satisfaction for male detention officers. Quality of supervision emerged as a predictor of job satisfaction among female detention officers, but the fear of victimization was the most significant. The individual level variables age and education were found to be significant in explaining the level of job satisfaction for female detention officers.

Previous studies aligned more closely with the proposed study are that of Kiekbusch et al. (2003) and Castle (2008). The focus of each study was predictors on turnover intent and job satisfaction among jail correctional officers. Predictors of turnover in jail correctional officers in sheriff operated jails were conducted by Kiekbusch et al. (2003). Three jails on the east coast, one on the west coast, and one in central United States participated in the study with a total of 429 responding officers. A 50-question survey was administered and contained questions regarding demographic information, officer attitudes, and their intention to leave within one year. The questions were divided into three groups: factors under the control of the sheriff, factors under the control of the county government and exogenous factors, not controlled by the sheriff or county government.

The results of the study conducted was analyzed through OLS regression, and indicated that administrative interest in creating challenging jobs, providing equal promotional opportunities, cultivating the officers' personal/career paths, and longevity were the most significant predictors of jail officer turnover controlled by the Sheriff (Kiekbusch et al., 2003). Of the predictors controlled by the county government, retirement benefits, wages and education were the most significant in predicting turnover. The most important predictors of jail officer turnover of the exogenous variables were the perception to of better employment opportunities out the jail, and the desire to be a law enforcement officer. It was also reported that even though longevity was a significant predictor of jail officer turnover, it was found to reduce turnover as well. The sheriff controlled factor of informing jail officers of policy changes is another important variable in reducing jail officer turnover.

Predictors of job satisfaction among 373 jail correctional officers in one Northeastern state in the United States were investigated by Castle (2008). Surveys were issued to determine the predictors of job satisfaction. The independent variables were divided into two categories: individual level factors and organizational level factors. Individual level factors included gender, race, age, education, and correctional experience. Organizational level factors included role conflict, administrative/organizational support, supervisor and peer support, satisfaction with salary, opportunities for promotion, and perceptions of danger, job stress, and general stress. Multivariate OLS regression was used to assess the impact of the individual level factors and organizational level factors on job satisfaction. The results indicated that a

lower level of education was associated with a higher level of job satisfaction. Having more education such as a college degree was associated with decreased job satisfaction. Jail correctional officers that reported having more supervisory support indicated higher levels of job satisfaction. Officers that reported increased occupational stress and general stress indicated a lower level of job satisfaction. Job stress, general stress and supervisory support were the most significant predictors of job satisfaction.

Summary and Conclusion

Previous studies have explored various predictors of job satisfaction among county jail correctional officers. The studies listed above concluded similar and contradictory results. Younger, nonwhite, and racial/ethnic employees were least satisfied with their jobs and more likely to quit. Non-supervisory employees were also least satisfied with their jobs than supervisors. Supervisory staff experienced less stress than non-supervisory staff, but in another study supervisors reported a higher level of stress than non-supervisors. This could be due to the responsibilities that vary between correctional facilities and its officers. As the job satisfaction decreased for the county jail correctional officers, the inclination to quit and turnover rate increased. The struggling economy, desire for a career outside of the correctional field and desire for a career in law enforcement were predictors that significantly influenced the inclination to quit and turnover rates among county jail correctional officers. The level of job satisfaction for county jail correctional officers increased with quality of supervision, perception of pay, and training received. Job satisfaction decreased when job roles were not clearly defined for the county jail correctional officers and their level of stress increased. Commitment to

the organization was increased if there was professionalism and administrative support present in the workplace.

The contradiction in findings could be the result of the type of participants studied (e.g., sworn deputies, corporals, sergeants and civilian personnel); location of the jails, number of jails that participated in the study, type of jail (e.g., sheriff, county, or city operated), varying sample size, different variables measured, or survey design. Each of the studies utilized self-administered questionnaires, which were designed by the researchers and jail administrators of each facility. The jails vary in administrators, officers, work environment and responsibilities, which account for the changing results. The theoretical model used for those studies were the Importation-Differential Experiences model or the Work-Role Prisonization model.

This study was different from previous studies because Herzberg's MHT was used as the theoretical framework for the study. Herzberg's theory identified predictors of job satisfaction found in the work environment of county jail correctional officers. Instead of designing a survey as previous research has shown, the predictors of job satisfaction were measured through the JSS, a validated survey that is used to measure job satisfaction. This was a weakness the study sought to address because previous studies used surveys that were designed based on issues specific to the facility being studied. Each facility may not experience the same issues. The participants consisted only of sworn county jail correctional officers with the rank of correctional officer, employed at the Miami Dade Corrections and Rehabilitation department. Civilian personnel were not allowed to participate in the study.

The JSS along with the methodology and research design is discussed more in detail in Chapter 3. Data collection and analysis techniques will also be discussed in chapter 3.

Chapter 3: Research Method

Introduction

The intent of the study was to determine the impact of predictors, as found in the work environment, had on job satisfaction among county jail correctional officers. The correlation of these predictors was determined through Spearman's rank correlation coefficient and multiple regression. A regression analysis approach was appropriate because the independent effects of each predictor on job satisfaction were identified. This study data, including demographic characteristics, were collected from county jail correctional officers using a survey methodology and the JSS. The data collected was used to answer two subquestions developed for the study. Chapter 3 describes the research design, population, sampling procedure, recruitment of participants, data collection process, and ethical concerns.

Research Design and Rationale

In this quantitative study, I used an online survey method to collect data from participating county jail correctional officers. The dependent variable was the level of job satisfaction among the correctional officers. The independent variables were the work performance, promotional opportunity, achievements, and responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision. A quantitative research design was appropriate for two reasons: (a) to test objective theories by examining the relationship among variables; this design controlled for alternate explanations, reduced bias, allowed for replication, and the generalizability

(Creswell, 2009). Herzberg's MHT was tested by examining the impact of work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary, and supervision on job satisfaction. The variables were not manipulated and participants received neither treatment nor intervention.

The survey method, which was used to measure the dependent and independent variables, was appropriate because it provided the numeric data to answer the research question of the study. A quantitative survey design was important because the participants lacked the time to participate in any other data collection process other than the survey method.

Population

The population for the study consisted of county jail correctional officers employed at the Miami Dade Correctional and Rehabilitation department in Miami, FL. It is the eighth largest jail system in the country, housing over 6,000 inmates across their five detention facilities, and employing over 2,600 sworn and civilian personnel. The county jail correctional officers employed in any of the five detention facilities operated by the Miami Dade Corrections and Rehabilitation department that agreed to participate has functioned in different areas including central control, security and housing, intake, bonding and release, classification, transportation, visitation, work release, sanitation, kitchen, recreation and laundry.

The population was limited to jail county correctional officers with the rank of correctional officer. County jail correctional officers with the rank of corporal, sergeant,

lieutenant, or captain and civilian personnel were not invited to participate in the study. County jail correctional officers in the position of corporal, sergeant, lieutenant, and captain have different levels of job satisfaction due to the nature of their responsibilities, which involve decision-making, changing and/or implementing police, and procedures that affect the work duties of the county jail correctional officers.

Sampling and Sampling Procedure

This study included a purposive sample of county jail correctional officers who met the inclusionary criteria for the study. According to Trochim and Donnelly (2007), a purposive sample is used when a researcher samples with a purpose in mind, seeking one or more specifically predefined groups. Purposive sampling was useful for the study because the targeted sample, which was county jail correctional officers in Miami, FL that met the inclusionary criteria, was readily available (Trochim & Donnelly, 2007). The inclusionary criteria for the sample was that each participant (a) must be an employee of the Miami Dade Corrections and Rehabilitation department; (b) must be a certified correctional officer; and (c) must hold the rank of correctional officer. Type of employee and rank are the exclusionary criterion for the participants. The sample size was determined with the use of a power analysis program called G* Power 3.1. Developed by Faul, Erdfelder, Buchner and Lang (2009), G * Power 3.1 can perform a variety of statistical tests such as correlations and regression analyses.

Procedures for Recruitment, Participation and Data Collection

The county jail correctional officers received an informed consent form outlining the role of the researcher, nature of the study, invitation to participate, participation

criteria, dates and times of administration of surveys, and notice that all involvement in the study is confidential. The informed consent form was included in the link provided to the online survey. In addition to the criteria to participate in the study, the participants had to acknowledge that they are 19 years of age or older, not a member of any protected category of participants and acknowledge their understanding of the nature of the study. Protected participants as defined by Creswell (2009) include minors, mentally incompetent individuals, victims of a crime, persons with neurological impairments, pregnant women or fetuses, inmates, and individuals with AIDS. Participation in the study involved responding to a 42-question online survey. Participation was voluntary, and participants could opt not to participate or withdraw from the study at any time. The results and any information provided as part of the study remains confidential.

To ensure the anonymity of the participants, names were not mentioned on the survey, and participants were not required to sign the informed consent form. A completed survey served as consent to participate in the study. The researcher received an email stating that a survey has been completed. However, the researcher did not know which participant specifically completed a survey, but only that a survey was completed. Data collected is confidential, available only to the researcher, and kept in a secure location by the researcher. The data collection for the study was collected from participants' responses to the online survey. This is consistent with the quantitative methodology.

Demographic Questions

Six demographic questions were developed to obtain professional and demographic characteristics from the participants (see Appendix A). The six questions served as Part One of the online survey. County jail correctional officers indicated their gender, age, and ethnicity, level of education, and years of service as a county jail correctional officer. The six demographic questions consisted of fill in the blank and forced choice questions.

Job Satisfaction Survey

The job satisfaction survey (JSS) was developed in 1985 and revised by Spector (1994) (see Appendix B). The Job Satisfaction questions were covered in Part Two of the online survey. They were designed to measure employee attitudes about the job and aspects of the job. The JSS is a 36-item instrument that uses a 6-point Likert response with scores ranging from 1 (*disagree very much*) to 6 (*agree very much*). The groups measured by the JSS are pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. The JSS was initially developed for use in human service organizations, which made this an appropriate scale to use in the current study of jail correctional officers.

The JSS is free to use for educational and research purposes and is available for download. However, permission to use the JSS for this study is included (see Appendix C). Dr. Spector does ask that the results of the study be shared with him. The JSS eliminates the “neutral” response, which makes it easier for participants to answer, and forces them to respond to each item. Some of the items on the JSS are written in a

positive and negative manner. Negative responses to items on the JSS were reversed scored to create positive responses. Previous research related to the study did not use the JSS to assess job satisfaction among county jail correctional officers (Byrd et al., 2000; Griffin, 2001; Castle, 2008; Leip & Stinchcomb, 2013; Stinchcomb & Leip, 2013). Those studies used self-administered surveys that were developed with the use of jail administrators at their respective research sites.

Operationalization

The independent variables for the study are the work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary, and supervision. The dependent variable is the level of job satisfaction of county jail correctional officers. For the purposes of this quantitative study, the independent and dependent variables were operationalized according to the predictors associated with Herzberg's MHT:

1. Work performance: the actual work performed by the county jail correctional officers.
2. Promotional opportunity: change in the status of the county jail correctional officer's position.
3. Achievements: success as the result of the work performed by the county jail correctional officers.
4. Responsibilities: having authority over the employee's own work or work of other county jail correctional officers.
5. Recognition: praise by the supervisor(s) or other jail administrator(s).

6. Working conditions: physical condition of the jail, type of work and amount of work conducted by the county jail correctional officers.
7. Interaction with co-workers: interactions with superiors, subordinates and peers inside the jail.
8. Company politics: characteristics of the overall correctional agency.
9. Salary: wages or salary increases.
10. Supervision: competency of the jail supervisors.
11. Job satisfaction: the feeling county jail correctional officers has about their job and different aspects of the job.

There was no manipulation of the independent and dependent variables. The JSS was used as the instrument to measure the dependent and independent variables. The level of measurement for the dependent and independent variables was ordinal. The dependent and independent variables were measured by a Likert scale on the JSS was used, with scores ranging from 1 (*disagree very much*) 6 (*agree very much*). A Likert scale is used to quantify results and typically range from strongly disagree to strongly agree. Some of the statements on the JSS are negatively worded, which required reverse scoring to make the statements positive before data analysis could begin. Table 2 shows an example of reverse scoring on the JSS, used in this study. Once reverse scoring of the negative statements is complete, the total score for each of the nine groups on the JSS: pay, promotion, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication can range from 4–24. The total score for job

satisfaction, based on all 36 statements, with reverse scoring of the negative statements can range from 36–216.

Table 2

Likert Score Item – Job Satisfaction Survey

Meaning	Original score item	Reversed score item
Disagree very much	1	6
Disagree moderately	2	5
Disagree slightly	3	4
Agree slightly	4	3
Agree moderately	5	2
Agree very much	6	1

Note. 1 = the strongest disagreement; 6 = strongest agreement on positively worded questions.

Data Analysis Plan

All statistical analysis was performed using an excel spreadsheet. All of the analyses in this study use a standard alpha level of .05. The excel spreadsheet helped to process the dependent and independent variables, compute descriptive statistics for the dependent and independent variables, calculate Spearman's rank correlation coefficient, and analyze data from the study through the use of multiple regression. Spearman's rank correlation coefficient was used to measure the strength of association between the dependent and independent variables. Since the data collected was through the survey method, which is nonexperimental, the dependent variable was labeled the criterion, and the independent variables were labeled as predictors in the analysis, respectively.

Research Subquestions and Hypotheses

1. What impact do work performance, promotional opportunity, achievements, responsibilities, and recognition have on job satisfaction among the responding county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department?
2. What impact do working conditions, interaction with co-workers, company politics, salary and supervision have on job satisfaction among the responding county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department?

Work performance, promotional opportunity, achievements, responsibilities and recognition are the motivators according to Herzberg's Motivation – Hygiene Theory. The motivators are predictors associated with job satisfaction that arise from intrinsic conditions in the immediate work environment. Working conditions, interaction with co-workers, company politics, salary and supervision are the hygiene predictors of Herzberg's Motivation – Hygiene Theory. The hygiene predictors associated with job dissatisfaction that arise from extrinsic conditions in the immediate work environment.

H1_a: There is a relationship between the work performance, promotional opportunity, achievements, responsibilities, and recognition as predictors of job satisfaction.

H2_a: There is a relationship between the working conditions, interaction with co-workers, company politics, salary and supervision as predictors of job satisfaction.

Threats to Validity

Validity is the best approximation to the truth of a proposition, inference or conclusion as noted by Trochim and Donnelly (2007). The two common types of validity are external and internal. External validity is the assumption that there is a causal relationship between two constructs in a research study or the effects of one of the constructs can be generalized to other persons, places or times (Trochim & Donnelly, 2007). Internal validity is the assumption that the relationship is causal, if there is a relationship present in a research study (Trochim & Donnelly, 2007). In this study, threats to external validity can exist in the people, places or times. In the sampling model, a population was selected to generalize, a sample size representative of that population was selected and that sample size was studied. Problems with the sampling model include not knowing what part of the population to generalize, or not being able to generalize at different times. The place of the study and times conducted can be unusual.

The county jail correctional officers in this study may or may not represent an exclusive group. There are other county jail correctional officers in the United States, but their structure and the citizens they represent may vary from those of this research study. However, the study may be useful to other jails, with the findings generalizable to county jails similar to the facility that was studied. To improve the threat to external validity that exists in the sampling model, a sample was selected from the population at random, but with a purpose in mind. In addition to random selection, it is the responsibility of the researcher to ensure participants actually participate in the study to decrease the dropout rate.

Another way to address an external validity threat is to provide data about the degree of similarity between different groups of people, places and times from similar studies conducted on job satisfaction among county jail correctional officers. The ability to generalize can be improved through the replication of this study with different people, places and times. The more this study is replicated, the stronger the external validity will be in terms of generalization. Internal validity is relevant to studies that attempt to establish a causal relationship, such as the effects of program, intervention and pre-posttest (Trochim & Donnelly, 2007). Just because a researcher finds a relationship or conclude that variables are correlated in a research study, it does not necessarily mean the relationship is a causal one.

The threat of mortality was a concern for the study. A mortality threat means the participants are dropping out of the study (Trochim & Donnelly, 2007). If the mortality rate was high, then the sample size cannot be representative of the population, thus reducing the attempt to generalize the results. To reduce the mortality threat to internal validity, a large sample size was recruited to account for dropout rates (Creswell, 2009). Other threats to internal validity are not an issue to a non-experimental study. Construct validity threats occur when the researcher use poor definitions and measures of variables in a study (Creswell, 2009). Threats to construct validity are not an issue to a non-experimental study.

Ethical Procedures

Before they could take part in this study, county jail correctional officers read informed consent forms before participating in the study. The informed consent form

assured the county jail correctional officers of anonymity. If any of the county jail correctional officers decided to participate, no identifying information such as name, signature or identification number was required. A completed survey was evidence of implied consent to participate in the study. All participants understood that participation was voluntary and anyone can withdraw from the study at any time. If a participant withdrew from the study, that documentation was not included because it is not relevant.

To further reassure participants that all necessary actions were taken assure confidentiality and anonymity, the Institutional Review Board (IRB) ensured all ethical issues have been considered. An IRB is a panel of individuals that review research proposals to determine if additional measures need to be taken in reference to ethical considerations (Trochim & Donnelly, 2007). This is necessary to ensure the safety of the participants and protect their rights. Permission was received from Walden University's IRB (Approval No. 12-22-15-0234761). Participants received assurance that their involvement in the study will not harm them, all information is confidential and anonymity was maintained throughout the duration of the study. The data obtained is kept in a secure location by the researcher, in order to protect the participants' rights. A support letter stating agreement for the study to take place at the Miami Dade Corrections and Rehabilitation department was included (see Appendix D).

Summary

This chapter described how a nonexperimental, quantitative research design was employed. The participants for this study and the predictors used were defined and their uses discussed. The online survey instrument used to collect the data have been discussed

and how it was appropriate to answer the research question in the study. Spearman's rho was the correlational design used to assess the strength of the relationship between the predictors and job satisfaction. A multiple regression analysis was the main statistical test used to analyze the data and determine which predictors actually predicted job satisfaction. Ethical concerns and possible threats were addressed and applied throughout the study. Data for this study was analyzed using an excel spreadsheet, and the storage of that data was discussed.

Chapter 4 shows how the data was analyzed, using the statistical tests discussed in chapter 3. The results of the analysis are noted and explained in chapter 4. Chapter also shows the acceptance or rejection of the alternative hypotheses for both of the research subquestions used in the study, demographic information for the participants, descriptive statistics, and a summary of the results.

Chapter 4: Results

Introduction

The purpose of this study was to explore whether work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision was predictive of job satisfaction among county jail correctional officers in Miami Dade County, Florida. The research question that guided the study focused on ten predictors of job satisfaction found in the work environment and was associated with Herzberg's HMT. The hypotheses helped to determine whether the motivators or hygiene predictors were more predictive of job satisfaction among county jail correctional officers. This chapter presents the data collection techniques, the data collected, and the results.

Data Collection

The JSS, including demographic questions, was created in an online format using Survey Monkey, a self-serve, survey platform (see Appendix E). An invitation to participate in the study was e-mailed to the sample them to. It was sent by Dr. Anita Jones, an employee at Miami Dade Corrections and Rehabilitation's Policy and Planning Bureau. The survey was open over a 2-week period from March 14, 2016 to April 29, 2016. First, participants answered six demographic questions about age, gender, ethnicity, education, rank, and years of experience. They then answered the 36 questions on the JSS.

A total of 277 responses were received. After eliminating those with no or incomplete responses, a total of 149 participant responses were used for the final analysis. As summarized in Table 3, the respondents were largely African American (75%) and Hispanics (20%) between the age 24 and 54 (89%). Those with some college education or a college degree accounted for 78% of the sample; males and females were almost equally divided (49% vs. 51%).

Table 3

<i>Demographic Information</i>			
	Variable	Frequency	%
Gender	Male	73	49
	Female	76	51
Age	18-24	4	3
	25-34	39	26
	35-44	44	30
	45-54	49	33
	55-64	13	8
Ethnicity / Race	African American	111	75
	Asian	2	1
	Caucasian	4	3
	Hispanic	30	20
	Native American	2	1
Education	High School	32	22
	Some College	69	46
	Associate's Degree	0	0
	Bachelor's Degree	36	24
	Some Grad School	6	4
	Master's Degree	6	4
	Ph.D.	0	0
Total		149	100

Results of the Study

The JSS consist of nine groups: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and

communication. Each group contained statements in a positive or negative direction. Each statement on the JSS was scored using a *Likert* scale, ranging from 1 (*disagree very much*) to 6 (*agree very much*). Before the positively worded statements on the JSS were summed, each negatively worded statement was reversed scored, as summarized in Table 2. Reversed scoring allowed all of the statements on the JSS to be combined meaningfully. Table 4 summarizes the descriptive statistics for the JSS based on the responding county jail correctional officers.

The median was used in the descriptive statistics instead of the mean as the best measure of central tendency for the responding county jail correctional officers, because the data is ordinal and not normally distributed. Some of the responding county jail correctional officers reported very low scores for some or all of the nine groups on the JSS. This caused their overall job satisfaction scores to be very low as well. Those low scores, or outliers, significantly varied from other responding county jail correctional officers who reported higher scores on some or all of the nine groups on the JSS, which resulted in higher overall job satisfaction scores for those county jail correctional officers.

Table 4

Job Satisfaction Survey Descriptive Statistics

JSS Category	<i>n</i>	Minimum	Maximum	Median	<i>SD</i>
Pay	149	4	24	16	4.7
Promotion	149	4	24	16	4.1
Supervision	149	4	24	17	5.0
Fringe benefits	149	4	24	16	3.9
Contingent rewards	149	4	24	12	5.1
Operating procedures	149	5	22	14	3.3
Co-workers	149	4	24	15	4.0
Work Performance	149	4	24	19	4.6
Communication	149	4	24	13	6.7
Job satisfaction	149	43	207	138	26.7

Note. SD = Standard Deviation. *n* = number of participants. 1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, 6 = agree very much

To test the strength and direction (positive or negative) between the dependent variable job satisfaction, and the independent variables work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision, Spearman's rank correlation coefficient was calculated. Spearman's rho is a non-parametric test in which the sample is not statistically significant and the data is not normally distributed (Gay et al., 2003). The value of Spearman's rho can take a range of values between -1 (perfect negative correlation) and $+1$ (perfect positive correlation). A value closer to 0 indicates a weak or no correlation. Spearman's rank correlation coefficient between the dependent variable job satisfaction and the independent variables work performance, promotional

opportunity, achievements, responsibilities, recognition, working conditions, interpersonal relationships, company politics, salary and supervision is summarized in Table 5.

Table 5

Spearman's Rank Correlation Coefficient

Dependent variable	Independent variable	Spearman's rho
Job satisfaction	Salary	.63
Job satisfaction	Promotional opportunity	.64
Job satisfaction	Supervision	.66
Job satisfaction	Recognition	.46
Job satisfaction	Achievements	.81
Job satisfaction	Working conditions	.52
Job satisfaction	Co-workers	.70
Job satisfaction	Work performance	.72
Job satisfaction	Company politics	.69

Note. N (number of samples) = 149; *df* (degrees of freedom) = 147, $\alpha = .05$.

Multiple regression was used to test if work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision significantly predicted job satisfaction. The multiple regression model with all four motivators: promotional opportunity, recognition, achievements and work performance, produced: $F(4, 144) = 304.18$, $p < 0.05$, with an R^2 of .89. The results of the multiple regression indicated that the following motivators: promotional opportunity, recognition, achievements and work performance explain 89 % of the variance in job satisfaction. The multiple regression model is significantly a good fit based on the p values is less than .05. The p values of promotional opportunity, recognition, achievements, and work performance also suggest that each motivator is statistically important to job satisfaction. The high value of $F =$

304.18, suggest that job satisfaction is well described by promotional opportunity, recognition, achievements and work performance, with contingent rewards having the greatest impact. The results of the multiple regression analysis for the motivators are summarized in Table 6.

Table 6

Summary of Multiple Regression Analysis for Motivators Predicting Job Satisfaction (N = 149)

Variable	β	Standard Error	p-Value
Promotional Opportunity	1.721	0.216	0.000*
Recognition	1.475	0.197	0.000*
Achievements	2.350	0.174	0.000*
Work performance	1.998	0.197	0.000*
R^2		0.89	
F		304.18	

Note. * $p < .05$

The multiple regression model with all five hygiene predictors: salary, supervision, working conditions, interaction with co-workers, and company politics produced ($F(5, 143) = 332.73, p < 0.05$, with an R^2 of .92). The results of the multiple regression indicated the following hygiene predictors: salary, supervision, working conditions, interaction with co-workers, and company politics explain 92 % of the variance in job satisfaction. The multiple regression model is significantly a good fit based on the p values is less than .05. The p values of salary, supervision, working conditions, interaction with co-workers and company politics also suggest that each hygiene predictor is statistically important to job satisfaction. The high value of $F = 332.73$ suggest that job satisfaction is well described by salary, supervision, working conditions, interaction with co-workers and company politics, with interaction with co-

workers having the greatest impact. The results of the multiple regression analysis for the hygiene predictors are summarized in Table 7.

Table 7

Summary of Multiple Regression Analysis for Hygiene Predictors of Job Satisfaction (N = 149)

Variable	β	Standard Error	p-Value
Salary	1.671	0.158	0.000*
Supervision	1.518	0.155	0.000*
Working conditions	1.388	0.214	0.000*
Co-Workers	1.953	0.201	0.000*
Company politics	1.790	0.154	0.000*
R^2		0.92	
F		332.73	

Note. * $p < .05$

Summary

The findings of this study led the researcher to conclude that work performance, promotional opportunity, achievements, responsibilities, recognition, working conditions, interaction with co-workers, company politics, salary and supervision are significant predictors of job satisfaction among the responding county jail correctional officers. The independent variable achievements as shown in table 6 has a β value of 2.350, which indicate this variable is the strongest predictor of job satisfaction among the motivators, for the responding county jail correctional officers. Work performance is similarly a relatively strong predictor of job satisfaction with a β value of 1.998. The remaining motivators promotional opportunity and recognition was also found to be predictors of job satisfaction. Based on the multiple regression results, the researcher can be 95%

confident that the motivators found in the work environment significantly predict job satisfaction for the responding county jail correctional officers.

The independent variable interaction with co-workers as shown in table 7 have a β value of 1.953, which indicate this variable is the strongest predictor of job satisfaction among the hygiene predictors, for the responding county jail correctional officers. Company politics is also a relatively strong predictor of job satisfaction with a β value of 1.790. Salary, supervision, and working conditions were found to be predictors of job satisfaction as well. The researcher can be 95% confident based on the multiple regression results that the hygiene predictors found in the work environment of the responding county jail correctional officers significantly predict job satisfaction. This study supports Herzberg's MHT that job satisfaction is dependent upon the motivators and hygiene predictors found in the work environment.

Chapter 5 includes a summary of the study, interpretation of the findings, limitations of this study, recommendations for further research, and implications for social change.

Chapter 5: Conclusion

Introduction

This study was conducted to determine if Herzberg's MHT was predictive of job satisfaction among county jail correctional officers. The study used a nonexperimental quantitative approach to analyze the data collected from county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department. Based on the findings, the alternative hypotheses were accepted: there is a statistically significant relationship between the motivators, hygiene predictors, and job satisfaction. This chapter interprets the findings, describes the limitations of the study, provides recommendations for further research, and discusses implications for social change.

Interpretation of the Findings

Supporting previous research by Griffin (2001), the climate-level variables in this study significantly predicted job satisfaction among county jail correctional officers. In Griffin's (2001) study, the climate level variables analyzed included alienation, authority, fear of victimization, organizational support and quality of supervision, role ambiguity, and training. The dependent variable analyzed in Griffin's (2001) study was job satisfaction. Alienation and role ambiguity were found to not be significant predictors of job satisfaction. Griffin (2001) found that the climate-level variables had a greater impact on job satisfaction than the individual-level variables tested in the study, which included age, education, race, and tenure.

Castle (2008) reported the organizational level factors were found to be significant predictors of job satisfaction among jail correctional officers. In this study, they were dangerousness, role problems, administrative strengths, peer support, supervisory support, opportunity, salary, job stress, and general stress. Supervisory support was found to be the strongest predictor of job satisfaction of the organizational level factors among jail correctional officers. Peer support, job stress, and general stress had negative beta values among the organizational level factors.

The motivators and hygiene predictors found in the work environment for the current study were found to be predictors of job satisfaction among county jail correctional officers— just as previous researchers (Griffin, 2001; Castle, 2008) had found. The motivators measured in this study were promotional opportunity, recognition, achievements, and work performance. The hygiene predictors measured were salary, supervision, working conditions, interaction with co-workers, and company politics. The motivators and hygiene predictors measured in the study were provided by the theoretical framework for the study, Herzberg's MHT.

Griffin (2001) measured the jail correctional officers' individual perceptions of climate-level variables in the work environment. The climate level variables included alienation, authority and fear of victimization, organizational support, quality of supervision, role ambiguity, and training. Griffin (2001) measured the climate level variables with a six-item index developed by Hepburn and Knepper (1993). The indices reflected the jail correctional officers' perceptions of those climate level variables, found in the correctional environment in which the officers worked. Like the current study,

Castle (2008) investigated predictors of job satisfaction among jail correctional officers. The theoretical framework for Castle's (2008) study was guided by the Importation-Differential Experiences and Work-Role Prisonization models.

Castle (2008) measured the effect individual and organizational level factors found in the work environment had on job satisfaction. The individual level factors included gender, age, race, education and correctional experience. The organizational level factors included role conflict, administrative or organizational strengths, supervisor and peer support, satisfaction with salary, opportunities for promotion and perceptions of danger, job stress, and general stress. Castle (2008) also used the six-item index developed by Hepburn and Knepper (1993) to measure the effects of individual and organization level factors had on job satisfaction among jail correctional officers.

Kiekbusch et al. (2003) conducted a study on predictors of turnover intent among jail correctional officers employed at five jails within the United States. The jail correctional officers' attitudes and their intention to leave the agency were measured to determine the effects each had on turnover intent. Kiekbusch et al. (2003) used a 50 question, six-point Likert scale survey to gather demographic information, jail correctional officers' attitudes about the job, and whether the jail correctional officers intended to leave the agency in the near future. The questions on the survey were specific to factors in the work environment that were controlled by the Sheriff local government of the jails that participated in Kiekbusch et al.'s (2003) study. Factors outside the control of the Sheriff and local government were also addressed by the questions on the survey. Factors controlled by the Sheriff measured in Kiekbusch et al.'s (2003) study included

rank, longevity, job variety, administrative support, promotional opportunity, educational opportunities, work performance, and policy and procedures. Factors controlled by the local government measured in the study included wages and salary, medical benefits, life insurance, retirement benefits, vacation, sick leave, and paid holidays. Factors uncontrolled by the Sheriff or local government measured in the study included family income, other career availability, ease of gaining employment at another jail, and ease of gaining employment not in correctional work. Kiekbusch et al. (2003) concluded that factors found in the work environment were also predictors of turnover intent.

These studies (Griffin, 2001; Kiekbusch et al., 2003; Castle, 2008) are closely aligned with the current study because it focused on jail correctional officers. Majority of the research focused on correctional staff employed in prisons. This study confirmed Herzberg's MHT that job satisfaction does depend on the motivators and hygiene predictors found in the immediate work environment. This study is unique from previous studies (Griffin, 2001; Kiekbusch et al., 2003; Castle, 2008) because Herzberg's MHT was the theoretical framework that guided the study. The Importation – Differences and Work – Role Prisonization models guided the previous studies (Griffin, 2001; Castle, 2008) as the theoretical framework. The current study used the JSS, an established and validated survey, to gather data from the respondents. Kiekbush et al. (2003) used a survey that contained questions specific to factors in the correctional work environment that are controlled by the Sheriff or local government. This study extends the knowledge about job satisfaction and predictors to county jail correctional officers because few studies have been conducted on the topic. The current study revealed areas in the work

environment that jail administrators can address in the hope of increasing job satisfaction among the county jail correctional officers.

Limitations of the Study

There are various limitations to this study other than the limitation noted in chapter one. This study used participants employed at Miami Dade Corrections and Rehabilitation department. Only sworn correctional officers holding the rank of county jail correctional officer were surveyed. Corporals, sergeants, lieutenants, captains and civilian personnel were not surveyed because they do not perform the same work duties as the county jail correctional officers. The county jail correctional officers received an email containing the link to participate in the study. Most of the returned surveys not used in the final analysis were due to incompleteness. The respondents were not forced to answer each question on the survey. Knowledge of the type of study being conducted after the county jail correctional officers received the email could have altered their decision to participate and in the responses given. The results of this study are only unique to the responding county jail correctional officers in Miami Dade County, Florida. The results of this study are not generalized to the population of all county jail correctional officers employed at Miami Dade Corrections and Rehabilitation department due to the small sample size.

Recommendations for Future Research

Addressing the limitations of this study is a recommendation for further research. Further research on job satisfaction among jail correctional officers is needed. The current study did not address the jail correctional officers' attitudes about dealing with

aggressive inmates, working in hazardous conditions, being in altercations that may require use of force, operating with insufficient staff, lack of resources needed to carry out daily work duties, and mandatory overtime, to name a few. Researchers can explore those factors and more found in the work environment to determine the effects it would have on the jail correctional officers' job satisfaction levels. This study did not address what individuals expected when they chose the career of a jail correctional officer, the strain this career choice could place on the jail correctional officers' families, perception of external employment opportunities, and intent to leave. Further research is needed in those areas because the work environment of a jail differs from a prison work environment, and the perceptions of the different work environments may have an effect on the jail correctional officers' level of job satisfaction.

Researchers should consider using Herzberg's MHT as the theoretical framework, and utilize job satisfaction surveys that have already been established and validated. If researchers choose to use surveys developed by the researcher with or without the aid of jail administrators, the surveys should include additional survey items that are specific to working in jails. Correctional facilities vary type, size, location, classification of inmates housed, and whether the correctional agency is public or privately operated. The differences among correctional facilities may have different effects on the level of job satisfaction among jail correctional officers employed at various correctional agencies. Further research should also be conducted at other jails in different locations to allow better generalization of the results to the population of jail correctional officers.

Recommendations for practice include jail administrators making changes in the work environment of the jail to improve job satisfaction. Increasing the employee input of the jail correctional officers can help jail administrators determine which areas in the work environment need improvement and/or change. In addition to improvements and/or making changes, jail administrators must follow up with the jail correctional officers to ensure those improvements and/or changes have resulted in increased job satisfaction. Solutions to increase organizational commitment among jail correctional officers is a recommendation a jail administrator can practice. Increasing the organizational commitment level among jail correctional officers may reduce job stress, increase job satisfaction, influence how well the jail correctional officers performs at work, and how long the jail correctional officers remain employed at the correctional agencies.

The current study revealed the responding county jail correctional officers collectively were uncertain about fringe benefits, contingent rewards, operating procedures, their co-workers and communication. Jail administrators at the participating correctional agency can use the information to obtain feedback from the jail correctional officers about their work environment, and include the officers in the decision-making process. The consequences of job satisfaction among county jail correctional officers, whether positive or negative, may affect how the county jail correctional officers perform in the work environment. Jail administrators should strive to maintain a safe environment for all staff members and inmates.

Implications for Social Change

Implications for social change from this study include the knowledge that factors found in the work environment are predictors of job satisfaction. Jail administrators can use this information to recognize those factors in the work environment of jail correctional officers and begin to understand and/or address those areas to improve job satisfaction of the jail correctional officers. The JSS revealed that overall, the areas of concern for the responding county jail correctional officers were achievements, company politics, working conditions, interaction with co-workers and recognition. Jail administrators can use the information from this study to better understand the work environment of their officers, obtain employee feedback about the work performed on a daily basis, implement training programs, implement and/or change policies, and improve employee morale and job satisfaction. The JSS and Herzberg's MHT can help jail administrators identify the factors in the work environment that needs to be assessed. To provide a safe correctional environment, jail administrators can explore the cause and consequences of job satisfaction among the jail correctional officers. Exploring the causes and consequences of job satisfaction can help jail administrators better understand job satisfaction for the jail correctional officers and how to achieve a positive level of job satisfaction.

Summary

Studies on job satisfaction among correctional officers tend to focus on prison staff. This study attempted to extend the knowledge, along with a few other studies, on job satisfaction among correctional officers in a jail setting. As found in this study,

factors in the immediate work environment impact job satisfaction. However, the findings of this study are representative only to the responding county jail correctional officers. The work environment and experience of jail correctional officers differ by facility, rank of jail correctional officer, state and region. Jail correctional officers are the driving force of the jails. They are responsible for various tasks and duties that must be completed on a daily, 24-hour basis to ensure the jail correctional facility is a safe, humane and secure facility for the staff and inmates. To operate a successful jail correctional facility, jail administrators should strive to help their jail correctional officers experience little or no stress; increase their level of job satisfaction and organizational commitment to the job. Jail correctional agencies remain a unique and understudied work environment of the criminal justice system. There is much to be explored and learned about jail correctional facilities and its' jail correctional officers. Job satisfaction, job stress, burnout, turnover, intent to leave, job performance and organizational commitment are a few topics in which further research is needed among jail correctional officers and their work environment. It is anticipated that this study, along with previous research, grabs the interest of more researchers to explore the work environment of jail correctional officers and the effects it could have on their level of job satisfaction. In the end, it is hoped that the jail correctional officers, jail administrators, and the jail correctional facility can benefit from the findings of this study and future research to ensure satisfied jail correctional officers operate a safe and successful jail correctional facility.

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Appendix A: Demographic Survey

Rank

_____ **Correctional Officer**

Month(s) / Year(s) as C.O.

Gender

_____ (1) Male

_____ (2) Female

Age

_____ 19-26

_____ 27-34

_____ 35-42

_____ 43-50

_____ 51-58

_____ 59 & Over

Ethnicity

_____ African American

_____ Asian / Pacific Islander

_____ Caucasian

_____ Hispanic

_____ Native – American

_____ Other (please specify)

Education

_____ High School Diploma / GED

_____ Some College

_____ Technical School (certificate)

_____ Community College degree (e.g. A.A.,
A.S., AAS)

_____ Bachelor's Degree (e.g., B.A., B.S.)

_____ Some Graduate or Professional School

_____ Master's Degree (e.g., M.A., M.S.)

_____ Doctorate or Professional Degree (e.g.,
Ph.D., M.D., J.D.)

Appendix B: Job Satisfaction Survey

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida <small>Copyright Paul E. Spector 1994, All rights reserved.</small>		
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Note. Negatively worded statements: 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36.

Appendix C: Permission to use JSS

Dear Richara:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms in the Scales section of my website <http://shell.cas.usf.edu/~spector>. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor
 Department of Psychology
 PCD 4118
 University of South Florida
 Tampa, FL 33620
 813-974-0357
pspector@usf.edu
<http://shell.cas.usf.edu/~spector>

From: Richara Simmons [mailto:richara.simmons@waldenu.edu]
 Sent: Tuesday, February 25, 2014 1:54 PM
 To: Spector, Paul
 Subject: Permission to use JSS

Hello Dr. Spector,

My name is Richara Simmons. I am a Doctoral candidate at Walden University. I'm conducting a study to measure job satisfaction among jail correctional officers, and how that level of satisfaction affects their job performance. I would like to use your Job Satisfaction Survey (JSS). I would appreciate your permission to use this instrument in my study. Any consideration of this request would be greatly appreciated. I am excited and humbled to continue the study of job satisfaction in the field of corrections. If you have any questions, comments or concerns, please do not hesitate to contact me.

Thanks,

Richara Simmons
 Student ID: A00234761

Appendix D: Permission to Conduct Study: Miami Dade Corrections



**Integrity
Professionalism
Service Excellence**

Corrections & Rehabilitation Department

Office of the Director
2525 NW 62 Steet • Suite 3227
Miami, Florida 33147
T 786-263-6010 F 786-263-6135

miamidade.gov

April 22, 2014

Tanya Settles, Ph.D.
Walden University
Academic Offices
100 Washington Avenue South, Suite 900
Minneapolis, MN 55401

Reference: *Richara Simmons' Dissertation Research*

Dear Dr. Settle

The Miami-Dade Corrections and Rehabilitation Department has reviewed the request by Ms. Simmons to conduct her doctoral dissertation research measuring the level of job satisfaction among correctional officers. We believe that our workforce is the cornerstone of our successes and in accomplishing our responsibility every day. It is our workforce that furthers our mission to "serve our community by providing safe, secure, and humane detention of individuals in our custody while preparing them for a successful return to the community". Therefore, we are supportive of efforts to measure the job satisfaction of our employees which will greatly assist us in identifying strategies to improve the work environment. The Department will facilitate the voluntary participation of our employees in the undertaking the job satisfaction survey.

We look forward to collaborating with Ms. Simmons on her dissertation research project and receiving her results. Please contact Commander Omar Fernandez, Policy and Planning Bureau, at telephone number 786.263.6289 for further information.

Sincerely,



Marydell Guevara
Interim Director

c: Omar Fernandez, Commander
Richara Simmons, Ph.D. (c)

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March 2014

Veronica Salom
Executive Assistant
Officer of the Director
Miami-Dade County Corrections and Rehabilitation Department
2525 Northwest 62 Street, 3rd Floor
Miami, FL 33146

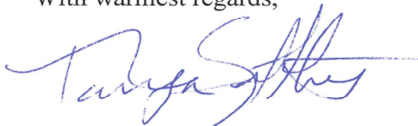
Dear Ms. Salom,

Several days ago, my student Richara Simmons contacted you regarding the possibility of conducting her doctoral dissertation research at the Miami-Dade County Corrections and Rehabilitation Department. I'm writing to you today, as the chair of Ms. Simmons' dissertation committee, to formally request your assistance in helping Richara with this important study.

The purpose of Richara's research study is to measure the level of job satisfaction among the jail correctional officers to determine if there is a relationship between job satisfaction and job performance. To better understand this relationship, Richara would like to administer two surveys, the Job Descriptive Index and the Job Satisfaction Survey to a sample of correctional officers who agree to participate in the study. Both surveys would be administered at the same time, and research participants should expect that, in total, the surveys will require about 15 minutes to complete. If your agency agrees to participate, the best method to administer the surveys will be determined and approved by your agency. Richara will also provide summary information to you about her findings, and a copy of the dissertation manuscript should you wish to see one.

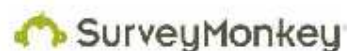
It is my understanding that Richara is sending, under separate cover, a copy of the testing instruments, her resume, and other required materials for your agency's internal review. If there is any other information you need from me, please do not hesitate to let me know. I can be reached at tanya.settles@waldenu.edu, or by phone at 303.887.1608.

With warmest regards,



Tanya Settles, Ph.D.

Appendix E: Permission to use Survey Monkey



SurveyMonkey Inc.
www.surveymonkey.com

For questions, visit our Help Center
help.surveymonkey.com

Re: Permission to Conduct Research Using SurveyMonkey

To whom it may concern:

This letter is being produced in response to a request by a student at your institution who wishes to conduct a survey using SurveyMonkey in order to support their research. The student has indicated that they require a letter from SurveyMonkey granting them permission to do this. Please accept this letter as evidence of such permission. Students are permitted to conduct research via the SurveyMonkey platform provided that they abide by our Terms of Use, a copy of which is available on our website.

SurveyMonkey is a self-serve survey platform on which our users can, by themselves, create, deploy and analyze surveys through an online interface. We have users in many different industries who use surveys for many different purposes. One of our most common use cases is students and other types of researchers using our online tools to conduct academic research.

If you have any questions about this letter, please contact us through our Help Center at help.surveymonkey.com.

Sincerely,

SurveyMonkey Inc.

