

# **An Assessment of Job Satisfaction among South Carolina Correctional Officers**

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September 16, 2013

Report prepared for South Carolina Department of Corrections

In Submission To:

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## **EXECUTIVE SUMMARY**

Across the United States, a high percentage of correctional officers resign from their job shortly following their initial employment. Within the state of South Carolina, more specifically, the Department of Corrections documented a correctional officer turnover rate of approximately 34 and 35 percent during the year 2008-2009. In order to understand how many correctional officers desire to leave their position and the most important factors contributing to this, researchers from the University of South Carolina, in collaboration with South Carolina Department of Corrections administrative officials, distributed a job satisfaction survey to all correctional officers throughout the state. This survey was intended to not only identify the most important contributors to turnover, but also identify any factors associated with correctional officer satisfaction with the job. The goal of these surveys, furthermore, is to utilize data in order to improve the working experience of these correctional officers, enhance correctional culture, and ultimately to guide the functioning of the South Carolina Department of Corrections (SCDC).

## **KEY FINDINGS**

- Of the 3,409 correctional officials employed throughout the state, 1,650 successfully completed and returned the job satisfaction survey, resulting in a response rate of 48.4 percent.
- Roughly 60 percent of correctional officers indicated that they are not thinking about leaving their current position. Also, 75 percent of officers indicated that they do not desire to voluntarily leave their current job.
- Over 75 percent of correctional officers indicated that they are either not looking or looking only a little for employment elsewhere. Over 84 percent indicated that they are either likely or very likely to remain with SCDC within one year.
- The primary factors contributing to correctional officers desire to quit include a need for greater compensation packages (i.e., consisting of higher pay, better retirement benefits and healthcare coverage), along with improved safety measures that reduce the risk of disease and injury.
- Correctional officials also note that they are frequently required to conceal their negative emotions about staff, inmates and administration and that if they were provided with emotional outlets to voice their frustrations, this would help alleviate this stress.
- Correctional officers desired greater input into decision-making, more career advancement opportunities and additional opportunities to make a difference in other people's lives.
- Some of the more popular rival jobs identified include member of any law enforcement agency, correctional officer within jails, other prisons and detention centers and probation/parole officer.

- Correctional officers expressed satisfaction with the amount of vacation time they are receiving and with the amount of overtime available to them. Few correctional officers stated that the prison system is overcrowded.
- Despite concerns from SCDC administration regarding supervision, almost all correctional officers who responded stated that they held positive relations with their co-workers and supervisors.

## **KEY RECOMMENDATIONS**

- View compensation as a multi-dimensional concept. While CO's expressed concern about base pay, they were willing to placate this focus for alternative measure like improved retirement and healthcare benefits. This was also apparent in their appreciation of overtime pay.
- Develop a reward and recognition program for all correctional officials. They desire to be recognized and respected and by doing so, this can perhaps improve both retention rates and worker output. The researchers understand the financial constraints experienced by any modern day correctional system. One area of focus could be the SCDC email system in which administrative communication could include recognition of years of tenure at SCDC, birthdays, marriages and births related to CO's. The researchers received conflicting information on this email system and remain uncertain of its functionality.
- It is important to address work environment issues, and especially those concerning officer safety. Given the susceptibility officers have to injuries and disease, by protecting them, officers will perhaps feel more secure and better protected when interacting with inmates.
- Provide more emotional outlets for officers. CO's voiced considerable frustrations in dealing with inmates along with few personal coping strategies. Affording CO's opportunities or training on how to negotiate this unique workplace may reduce work-related stress and lessen turnover.
- Results from this report should be shared with the correctional officers who should be afforded more input into important decision-making within the entire institution. Correctional officers do hold both their supervisors and SCDC administration in high regard – this represents an important finding as it reveals a general sense of trust, respect, and connectivity. Technology represents the most cost-effective means of reinforcing communication and “sending out messages to the troops”.

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## I. INTRODUCTION

### A. Literature Review and Problem Statement:

Correctional officials (COs), largely because of the demands placed upon them, are regarded as one of the most essential elements of the entire prison (Lombardo, 1989; Kauffman, 1989; Crawley, 2004). Most correctional officers are not only required to monitor inmate behavior, but they are also required to interact with mentally ill persons, regulate inmate access to program and services, oversee guard towers, enforce rules and respond to life-threatening situations such as riots. These occupational demands frequently necessitate officers to possess certain behavioral attributes such as bravery, aggressiveness and assertiveness (Tewksbury & Collins, 2006).

Given their crucial role, research reveals that whether a prison successfully accomplishes its objectives of maintaining a safe and humane environment for inmates is largely contingent upon the work ethic and attitudes of correctional officers (Lambert *et al.*, 2009). Additionally, it has further been noted that in order to become a correctional officer, candidates are required to undergo extensive training regiments that typically cost taxpayers between \$2,000 and even \$6,000 per candidate, depending upon the state (Turner, 1975; BLS, 2011; VTDC, 2005). Despite the significant costs of training and employing correctional officials and the contributions these individuals make to the prison, research suggests that on both a statewide and national level there are consistently high turnover rates amongst American correctional line staff.

According to the Management and Training Corporation Institute (2011), across the United States between 2000 and 2008, an average of 16.2 percent of all correctional officers resigned within one year of their initial employment. In 2004, the state of Vermont suffered

arguably the highest turnover rates in the country with over 35 percent of full-time and 77 percent of part-time officers resigning after only one year of employment (VTDC, 2005). Patenaude (2001) found that from 1998-2001, 35 percent of Arkansas correctional officers resigned annually. Within South Carolina, more specifically, in 1981 the Department of Corrections reported a turnover rate of 19.1 percent amongst statewide correctional officers. More recently, in 2008 the state documented a correctional officer turnover rate of 35.5 percent. Despite a slight reduction, the year after in 2009 saw over 34 percent of correctional line staff resigning from their post (SCDC, 2009). A number of studies have investigated both the reasons why so many correctional officers resign and the social and financial ramifications of this phenomenon.

Lommell (2004) found amongst a national sample of correctional officials that demanding hours and shift work, low national unemployment rates that offer other job possibilities, inadequate pay and benefits, stress and wrong initial employee selection were some of the most important factors influencing high resignation rates. Patenuade (2001) echoed some of these results after finding that low pay and employee benefits, stress, dangerous work environments and poor training and professional development all contributed to high CO turnover rates in Arkansas. Demographic variables such as gender, age, tenure, educational level and race have also been found to significantly influence correctional officer turnover intentions (Lambert *et al.*, 2011). Other reasons accounting for high CO resignation rates include low levels of job commitment and job satisfaction, poor co-worker relationships and a lack of recognition and fair treatment from managerial personnel and public members (Lambert *et al.*, 2011; Lambert & Paoline, 2012; Matz *et al.*, 2013). These predictors of turnover intent and ultimate



resignation, in turn, have contributed to a host of other problems that are experienced by the broader correctional system.

Kauffman (1989) and Crawley (2004) uncovered how work-related problems forced many correctional officers to resort to drugs and alcohol as coping mechanisms. In their research, moreover, reports of spouses and domestic partners leaving their CO-employed partners were cited as well as reports of some officers even contemplating suicide given their work-induced stress. Other research finds that because of such high CO resignation rates, states across the country are facing budget crippling deficits. In Vermont, for example, the state expends approximately \$6,000 to train and hire each individual correctional officer. However, in 2004 alone, over \$500,000 in expenditures were allocated towards training and recruiting officers who unfortunately resigned within their first year of employment (VTDC, 2005). This led the state to spending additional money on recruiting and training new officers. Their 2005 annual report cited additional problems for the remaining correctional officers and prisons including "...mandatory overtime, order-ins, a higher inmate to correctional officer ratio and working with a revolving door of inexperienced officers" (VTDC, 2005, p. 1).

Even the state of South Carolina noted that as of June 30<sup>th</sup>, 2009, the Department of Corrections was operating at a deficit of \$45.5 million and that part of this could be attributed to extremely high correctional line staff turnover rates. Due to the increased money needing to be spent on new recruits, SCDC has been forced to cut back on other resources such as radios, weaponry and ammunition (SCDC, 2009). Members of the taxpaying public, in the end, also suffer consequences resulting from high CO turnover rates since it is their money being spent on the revolving door of new recruits.

## II. OBJECTIVES

To address the general issues surrounding CO turnover rates, researchers from the University of South Carolina (USC) administered surveys to a statewide population of corrections officials. Data obtained from these surveys were then analyzed to understand the general perceptions these individuals held regarding their work. As such, survey data were analyzed to: a)-obtain a numerical estimate on the number of officers desiring to resign; b)-understand what factors influence desires to both resign or remain with SCDC and c)-provide policy suggestions as to what the South Carolina Department of Corrections could do in order to minimize correctional officer turnover intent. In the sections that follow, an outline of the methodology is provided, as well as an overview of the major findings. Finally, policy implications and key recommendations for the Department of Corrections are offered.

## III. METHODOLOGY

### A. Survey Administration:

In November of 2012, researchers from the University of South Carolina (Dr. Hayden P. Smith and Frank V. Ferdik) attended a meeting with key South Carolina Department of Corrections officials including though not limited to, Mr. John Carmichael (SCDC Deputy Director), Ms. Tessie Smith (SCDC Training and Staff Development), Mr. Charles Bradbury (Resource and Information Management) and Mr. Robert Ward (Deputy Director of Operations). A preliminary version of the correctional official job satisfaction survey was presented to these officials. Several survey items, especially those concerning turnover intent and its influences, were adopted and amended from previous research (see Lambert *et al.*, 2011; Lambert & Paoline, 2012). After discussing its content, important feedback was received from the SCDC officials, which was later incorporated into the final version of the survey (see Appendix A).

On April 16<sup>th</sup>, 2013, Dr. Smith and Mr. Ferdik attended a regular state-wide meeting of SCDC officials, which included wardens from each of the 26 prisons throughout the state. At the end of the meeting, the researchers handed each of the wardens a box with the required number of surveys for their particular institution, which was calculated according to the number of COs working within that prison. Over the next month, each of the wardens administered the surveys to their respective correctional officials, with all completed ones being returned to Dr. Smith on May 16<sup>th</sup>, 2013 at the next SCDC official's meeting. Collectively, it was decided that a self-administered survey would yield higher response rates than either mail or electronic versions (Dillman, Smyth & Christian, 2009).

#### **B. Survey Development and Data Analysis:**

Section I of the survey questioned respondents about various demographic characteristics. Questions about race, age, gender, general correctional officer tenure and SCDC tenure, as well as marital status, education completed and security level (either I, II or III) were included in the initial part of the survey. Aside from the question asking how many years the respondent had been employed as a correctional officer, which was measured continuously, all other questions in this section were measured categorically (Long, 2006). As previously indicated, research notes that compensation, general working conditions, co-worker and supervisor relationships and extraneous economic factors all influence correctional officer's desires to resign (Lombardo, 1989; Kauffman, 1989; Crawley, 2004; Patenuade, 2001; Lommell, 2004; Lambert *et al.*, 2011; Lambert & Paoline, 2012).

Section II of the survey, subsequently, asked respondents about their perceptions of the compensation received from SCDC. This section included 8 items, which respondents had to rate on a 4-point Likert scale: Strongly Agree, Agree, Disagree and Strongly Disagree. All neutral

responses such as “I don’t know” were removed in order to prompt a directional response from correctional officers. Item responses were numerically coded so that higher values indicated greater satisfaction and lower values represented lower satisfaction with overall compensation. For example, item 1 read: “I wish I earned more money.” Strongly Agree was coded 1; Agree was coded 2; Disagree was coded 3 and Strongly Disagree was coded 4. Since Strongly Disagree indicated a higher degree of satisfaction with this particular item, it received a higher numerical ranking. On the other hand, item 2 read: “I feel like I will never be fired.” For this item, Strongly Agree was coded 4; Agree was coded 3; Disagree was coded 2 and Strongly Disagree was coded 1. A higher numerical ranking here, which was represented by a Strongly Agree response, indicated higher satisfaction with compensation. All remaining Likert scale items were coded in the same manner.

The remaining sections of the survey were as follows: Section III included 15 items inquiring about general working conditions and captured information regarding the cleanliness of the facilities and whether respondents experienced racial prejudice or sexual harassment; Section IV included 5 items measuring turnover intent and asked such questions as whether respondents desired to leave and whether in the last six months they began searching for other employment; Section V included 4 items about co-worker relationships and asked such questions as whether respondents had friendly dispositions with the other employees; Sections VI and VII collectively included 13 items inquiring into overall supervisor and managerial relationships and asked whether supervisors or management are supportive of line staff and whether inmates are treated more favorably than correctional officers; Section VII inquired into various economic factors found to influence CO turnover such as whether the current state of the economy was keeping respondents from leaving this job and whether being a CO is just a stepping stone to a new job.

The final section of the survey containing Likert-scale items captured psychological variables not previously investigated in past literature on this topic. This section included items such as whether respondents thought it was expected of them to help inmates through their problems and whether they should conceal negative emotions towards inmates, other employees and administration. Finally, respondents were offered an opportunity to write down any rival jobs in which they were interested within their immediate communities, as well as list the reasons for desiring those jobs and any other relevant issues that were not addressed in the survey. Completed surveys were then entered into the statistical software package SPSS 20 for data analysis. Answers to the final question were analyzed in a qualitative manner to see whether themes emerged from the various responses.

#### **IV. RESULTS AND INTERPRETATION**

##### **A. Participation Rate and Respondent Characteristics:**

Table 1 provides a breakdown of the participation rate by institution and security level. Overall, with a total of 3,409 correctional officials employed throughout the state of South Carolina, 1,650 successfully completed and returned the survey, which resulted in a response rate of 48.4 percent. Most correctional researchers qualify any response rate approaching 50 percent as satisfactory (Lambert *et al.*, 2011). Within each of the institutions, response rates ranged from a low of 17 percent (for Wateree River) to a high of 94 percent (for Catawba). Apart from the low response rate obtained from a larger prison such as Wateree River, another low response rate came from the Broad River facility with only 61 out of 254 correctional officials responding to the survey (response rate of 24 percent). Table 2, additionally, provides a general description of the demographic breakdown of respondents. A description of each variable and their respective median values are presented. Respondents generally fell within the age category of 36-41 and

had a high school education at the time the survey was taken. Most all respondents, finally, were male, Black or African American, married and had been working for SCDC between 2 and 5 years at the time the survey was completed.

<b>Table 1: Response Rates by Institution and Security Level</b>				
<b>Institution</b>	<b>Total Number of Officers</b>	<b>Security Level <sup>a</sup></b>	<b>Number of Respondents</b>	<b>Response Rate</b>
Allendale	148	II	71	48 %
Broad River	254	III	61	24 %
Camille	128	III	68	53 %
Campbell	30	I	26	86 %
Catawba	18	I	17	94 %
Coastal	24	I	18	75 %
Evans	185	II	121	65 %
Goodman	60	I	34	56 %
Kershaw	197	II	129	65 %
Kirkland	306	III	142	46 %
Leath	88	III	28	32 %
Lee	234	III	63	27 %
Lieber	204	III	101	50 %
Livesay	64	I	36	56 %
Lower Savannah	27	I	9	33 %
Manning	89	I	49	55 %
McCormick	151	III	91	60 %
McDougal	95	II	32	34 %
Palmer	27	I	21	77 %
Perry	193	III	117	60 %
Ridgeland	139	II	64	46 %
Trenton	109	II	92	84 %
Turbeville	194	II	95	49 %
Tyger River	190	II	83	44 %
Walden	89	I	53	60 %
Wateree River	166	II	29	17 %

Note: <sup>a</sup> I=Minimum Level Security; II=Medium Level Security; III=Maximum Level Security.

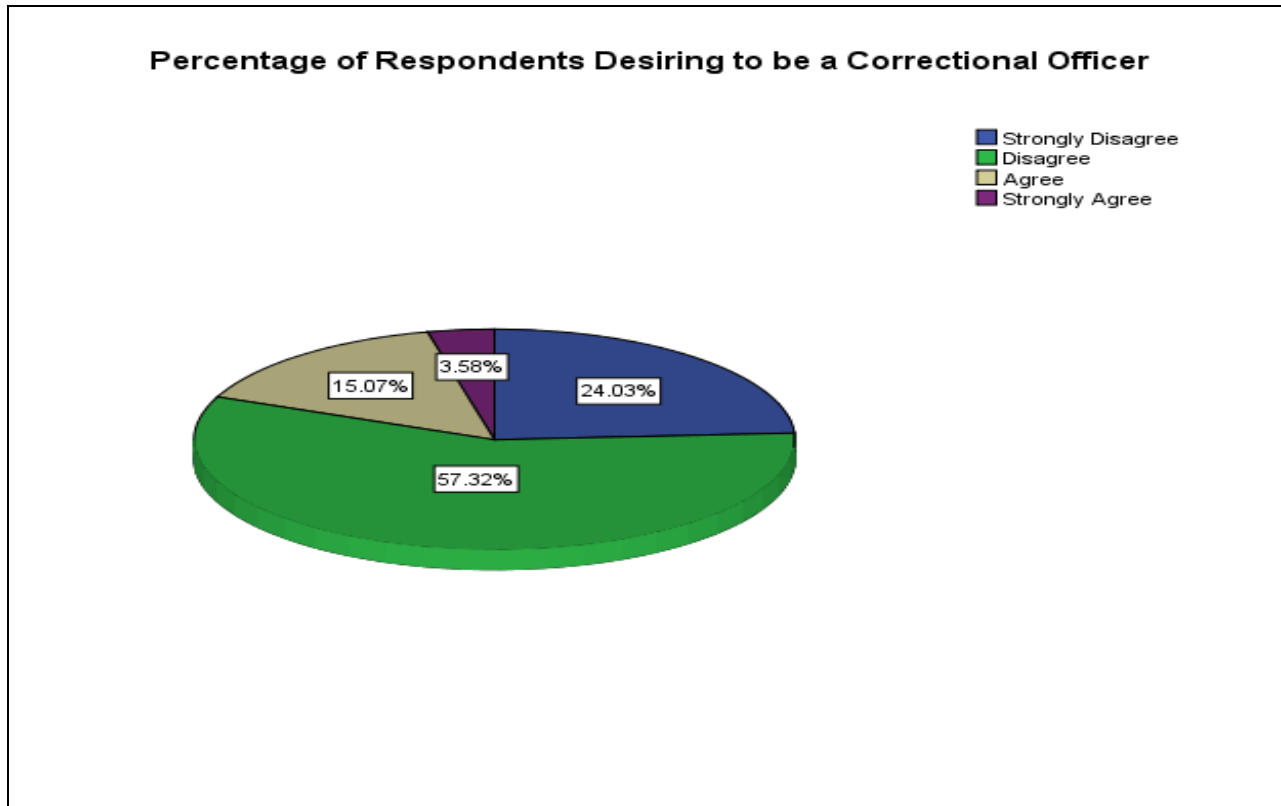
**Table 2: Demographic Characteristics of Respondents**

<b>Variables</b>	<b>Description</b>	<b>Code or Min/Max</b>	<b>Median of Percentage</b>
Age	Captured respondent's age at time survey was taken	1 = 18-23 2 = 24-29 3 = 30-35 4 = 36-41 5 = 42-47 6 = 48-53 7 = 53 or older	4.00
Educational Level	Captured highest level of education achieved by respondent at time survey was taken	1 = Less than High School 2 = High School/GED 3 = 2-year College/A.A. 4 = 4-year College 5 = Master's Degree/Doctoral Degree 6 = Professional Degree 7 = Other	2.00
Ethnicity	Asked whether respondent was of Hispanic heritage	0 = No 1 = Yes	0 = 96.64 Percent 1 = 3.36 Percent
Gender	Captured respondent's gender	0 = Male 1 = Female	0 = 63.74 Percent 1 = 36.36 Percent
Marital Status	Captured respondent's marital status	0 = Single 1 = Married 2 = Divorced/Separated 3 = Widowed 4 = Other	1.00
Race	Captured respondent's race	1 = Black or African American 2 = White or Caucasian 3 = Other	1 = 59.66 Percent 2 = 36.38 Percent 3 = 3.96 Percent
SCDC Employment	Asked how many years respondent has been employed with South Department of Corrections	1 = Less than a Year 2 = 1-2 Years 3 = 2-5 Years 4 = 5-8 Years 5 = 9-12 Years 6 = 13-17 Years 7 = 18-23 Years 8 = 24-29 Years 9 = 30 plus Years	3.00

## **B. Overview of Desire to be a Correctional Officer and Desire to Leave:**

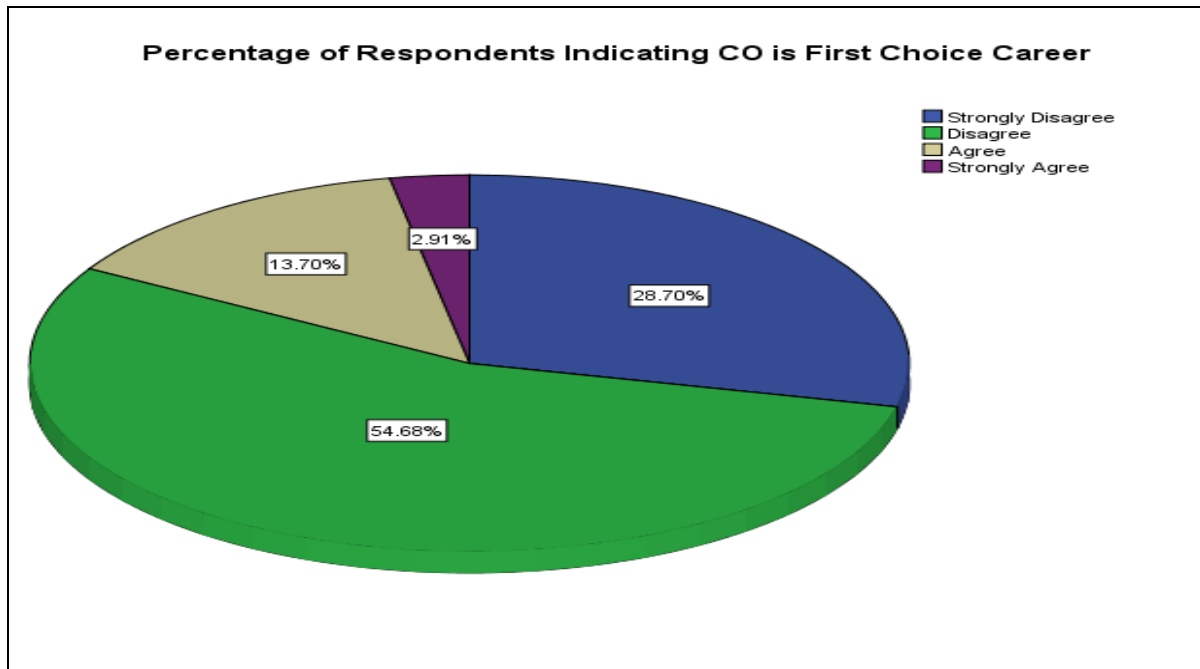
We begin our analysis by documenting the percentage of respondents desiring to be a correctional officer. In the first pie chart below, it is shown that about 18 percent of survey takers

agreed or strongly agreed with the statement: “I have always desired to be a CO,” while just over 80 percent either disagreed or strongly disagreed. This indicates that a vast majority of current SCDC correctional officials never originally desired to be employed within the correctional field.

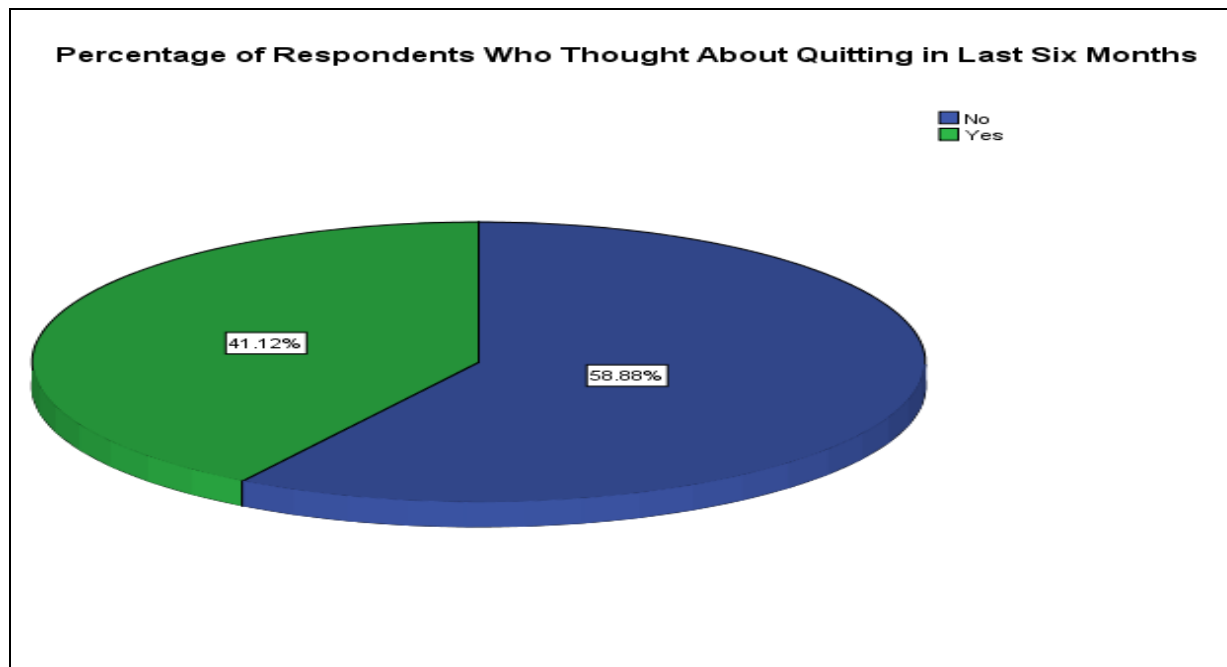


Our second pie chart below shows that about 80 percent disagreed or strongly disagreed that being a correctional official was their first career choice, while roughly 16 percent strongly agreed or agreed with the statement: “Being a CO was my first career choice”. These figures may be indicative of the fact that most correctional officials perceive of having few job possibilities available to them and therefore they enter this profession as a means of earning some form of income.

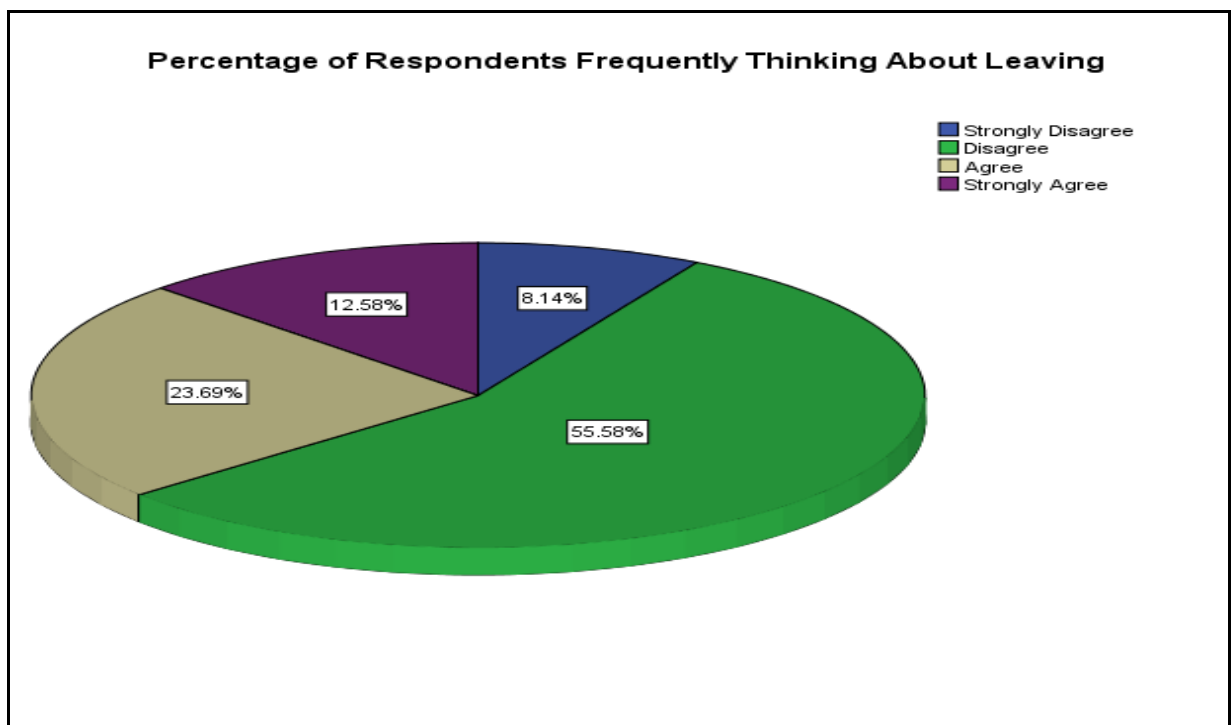
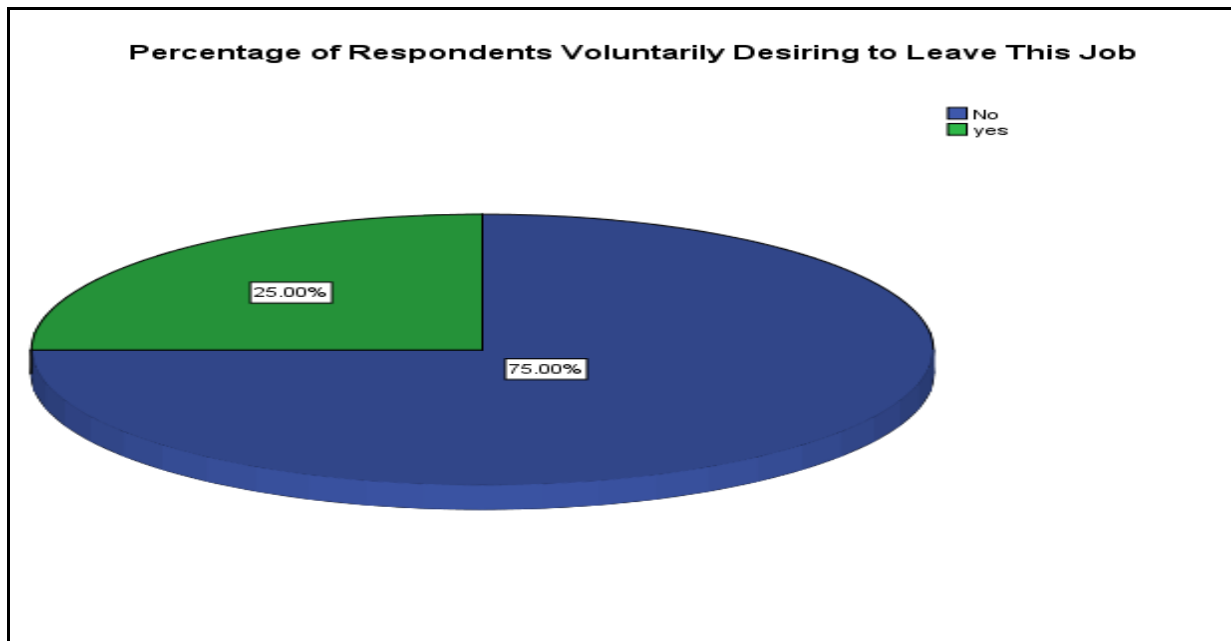




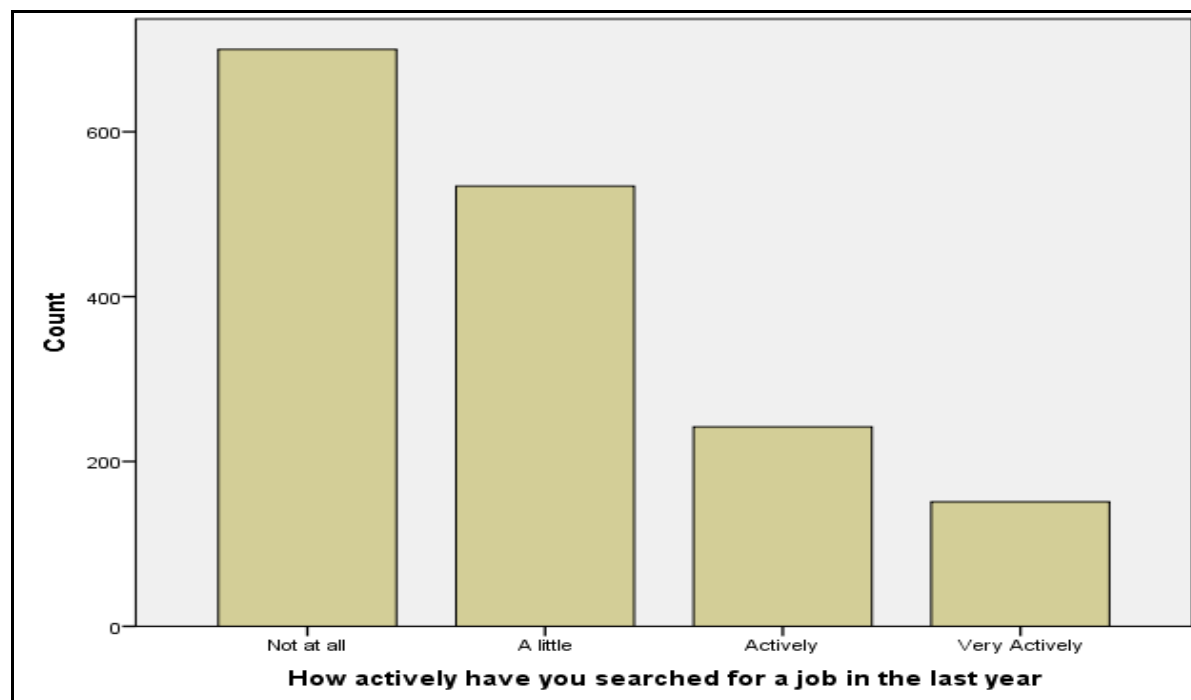
Below is a pie chart indicating the percentage of respondents who have thought about quitting their job in the last six months. Just under 60 percent of respondents indicated that they have not thought about quitting their current position within the last half year. This means that the majority of correctional officers have intentions of continuing a career at SCDC. Having only less than half of respondents thinking about quitting provides a positive outlook for current SCDC administration. It should be noted, however, that this question pertains to simply thinking about quitting, but does not indicate if any formal actions were taken to make this a reality.

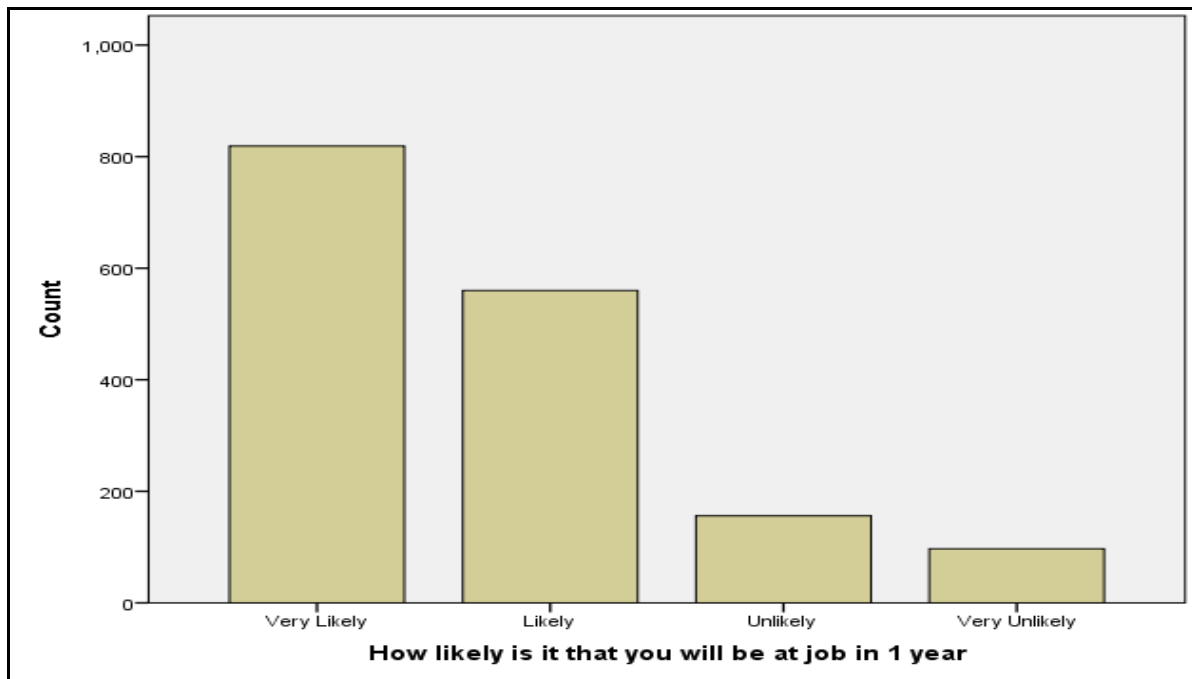


As indicated by the next two pie charts, three-quarters of respondents answered no to the statement: “Do you desire to voluntarily leave/quit your job?” Over 63 percent of respondents, moreover, answered either strongly disagree or disagree to the statement: “I frequently think about quitting my job at this prison.” These findings enhance the ones above in that a vast majority of current SCDC correctional line staff are indicating no interest in leaving, and instead, actually want to remain with this job.



Respondents were then asked how actively they had been searching for other employment and how likely they thought they would be at their current position within one year. These questions drive at the issue of what practical efforts the correctional officer has made to seek new employment. The charts below illustrate that a majority of respondents answered that they were both disinterested in searching for other employment, and confident that they would remain with SCDC within a year. More specifically, 1,379 out of 1,632 respondents (84.5%) believe that they will be at this job one year from now, and 1,234 out of 1,627 (75.8%) are either not looking or looking only a little for other employment. These data compliment the results on CO desire to leave reported above.





Although the above figures indicate that turnover intent is relatively low amongst this sample of correctional officials, there still are a number desiring to leave their position. Table 3 outlines some of the more popular rival jobs identified by respondents in their answers to the survey's open-ended question. From these responses, we see that any type of police/law enforcement position is the most popular rival job documented. The second most popular is correctional official, but in county detention centers, local jails and other prisons throughout the United States. Some of the primary reasons listed for interest in these rival jobs included: a)-more pay and better benefits; b)-less boredom compared to SCDC; c)-better managerial supervision; and d)-more respect from the public, especially if the job is in law enforcement.

<b>Table 3: Rival Jobs Identified</b>	
<b>Jobs Listed</b>	<b>Count of How Many Times Job was Identified</b>
Police/Law Enforcement <sup>b</sup>	143
Detention Centers/Jails/Other Prisons	55
Probation/Parole	20
Federal Prison Systems	18
School Resource Officer	7
Paralegal	3
Administrative Assistant	2
Military	2
Dispatcher	2
Mental Health Arena	1
Other <sup>a</sup>	5

Note: <sup>a</sup> Jobs included in the Other category were truck driver, nurse, school teacher, graduate student with assistantship and bartender. <sup>b</sup> Includes Local, County, State and Federal Law Enforcement Agencies.

## **B. Factors Associated With Leaving:**

### **i. Specific Responses Related to Desire to Leave:**

Although the purpose of this technical report is to provide a general outline of some of the concerns correctional officers have about their jobs and an overview of some of the main factors contributing to their desire to leave, an Ordinary Least Squares statistical model (Long, 2006) of factors leading to this outcome is presented (see Appendix B). We choose to not draw too much attention to this table, but it is worth noting that higher levels of satisfaction with general working conditions (including co-worker relations, facility cleanliness, supervisor relations, and psychological factors) all lead to a willingness to continue employment with SCDC. A more descriptive analysis of the main contributors to turnover intent is presented in Table 4 below. Here, we have provided a list of some of the main contributors and a percentage of the responses provided to each statement. From these responses, we predictably see the greatest concern correctional officers have, and one that heavily influences desires to leave the job, centers around money. Of 1643 respondents, 1409 (85.76%) strongly agreed with the statement: “I wish I earned more money.” Over 80 percent of respondents, moreover, indicated that they would like to receive better healthcare coverage, while 83.45 percent requested improved retirement benefits. We see here that while the concept of compensation is base pay, this includes other considerations like healthcare and retirement. Overall, it appears that general issues pertaining to a compensation package(s) are important to this sample of officers.

Other factors found to influence desires to leave the job include specific workplace considerations. Here, respondents held perceptions of the inherent dangerousness of the job (91.80%), and the ease with which injuries (95.17%) and diseases (82.88%) can be contracted, and racial intolerance (71.68%). Collectively, between 900 and 1,500 correctional officers

believe that: a)-they work a dangerous job; b)-injuries and diseases are easy to contract within this environment; and c)-they experience a significant degree of racial prejudice. Issues regarding safety and respect, ultimately, emerge as important contributors to turnover intent amongst this sample of correctional officers. It would appear from these data, therefore, that officer's desire that greater measures be taken to protect their welfare and safety.

Finally, it was also found that several psychologically-based factors impact CO desire to quit. Over 83 percent of respondents referenced how they feel they were compelled to keep their feelings about inmates to themselves, while over 70 percent felt that they were required to conceal personal emotions regarding administrative staff. This essentially means that, at least according to these respondents, correctional officers do not have available outlets to voice their frustrations. This, evidently, is having a negative effect on them that perhaps is manifesting itself in additional stress and a desire to quit. These psychological questions were very basic however and further research is needed in this area to better articulate these perceptions.

<b>Table 4: Focal Concerns Related to Desire to Leave</b>				
<b>Variable</b>	<b>Percentage of Strongly Agree Responses</b>	<b>Percentage of Agree Responses</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
More Money	85.76 %	13.21 %	0.49 %	0.55 %
Better Healthcare	37.60 %	43.08 %	16.74 %	2.58 %
Better Retirement	41.45 %	42.00 %	14.82 %	1.73 %
Never Experience Racial Prejudice	9.15 %	35.69 %	55.16 %	16.52 %
Dangerous Job	45.96 %	45.84 %	6.53 %	1.66 %
Contract Disease	30.55 %	52.33 %	15.00 %	2.12 %
No one is ever injured	1.86 %	2.97 %	47.46 %	47.71 %
Must Conceal Negative Feelings Towards Inmates	20.95 %	63.66 %	11.69 %	3.69 %
Must Conceal Negative Feelings Towards Administration	20.48 %	50.66 %	21.87 %	6.99 %



**ii. Areas in Which Correctional Officers Were Satisfied:**

Survey responses reveal several important areas that promote the retention of correctional officers, with some being unexpected. For example, one might expect that because officers believe they are not receiving adequate financial compensation, they would be unhappy with their work hours and allotted vacation time. Instead, from Table 5 below we find that nearly 1,000 out of 1,600 respondents (59.78%) believe they are permitted a sufficient amount of vacation time. The data also show that over 1,400 officers (89.84%) were comfortable with the amount of overtime they received. However, it appears that these two factors exert little statistical influence on correctional officer turnover intent. While a substantial portion of respondents perceived a working milieu that contained racial prejudice, very few officers experienced sexual harassment (15.32%). Also, over half of survey takers (53.64%) do not believe their prison is heavily overcrowded, leading to the conclusion that these specific general working condition and compensation-related questions do not have a significant influence on correctional officer turnover intent. Instead, these responses indicate that officers are relatively happy with certain aspects of their job.

Finally, it was also found that a vast majority of correctional officials not only have positive relations with their co-workers, but also believe that their supervisors support staff decisions. Specifically, over 1,300 respondents (80.86%) look forward to working with their co-workers and over 1,200 (76.26%) believe supervisors support staff decisions<sup>1</sup>. This indicates that interpersonal relationships within these correctional facilities help to minimize any desires to

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<sup>1</sup> For each of the following Likert statements: a)-Supervisors are responsive to in-house problems; b)-Supervisors use fair standards; c)-Supervisors reward the job I do; d)-Supervisors are proactive; e)-Supervisors act as mentors; f)-Supervisors treat line staff with respect; and g)-Supervisors clearly delineate duties, over 1,000 officers either strongly agreed or agreed with them. From these responses, we see that supervisor relationships have a positive impact on correctional officers and do not necessarily lead to a desire to leave by correctional officers.

quit. This finding more than any other was the most unexpected, as SCDC administration has been informed anecdotally that supervision is a major factor in staff retention. However this survey failed to find any credence to the presence of a lack of supervision or a lack of administrative oversight by SCDC. Rather, the overwhelming majority of respondents appeared content with the current level of supervision.

<b>Table 5: Areas of Satisfaction Among COs</b>				
<b>Variable</b>	<b>Percentage of Strongly Agree Responses</b>	<b>Percentage of Agree Responses</b>	<b>Percentage of Disagree Responses</b>	<b>Percentage of Strongly Disagree Responses</b>
Permitted Vacation Time	8.91 %	50.87 %	31.93 %	8.29 %
Forced into Overtime	2.88 %	7.28 %	56.79 %	33.05 %
Experience Harassment	4.41 %	10.91 %	49.14 %	35.54 %
Overcrowded Facilities	16.43 %	29.93 %	44.78 %	8.86 %
Depressing Work Environment	13.41 %	29.67 %	49.72 %	7.20 %
Job Creativity	18.67 %	51.30 %	25.93 %	4.09 %
Look Forward to Working With Co-Workers	12.00 %	68.86 %	16.31 %	2.83 %
Supervisor Support Staff	13.30 %	62.96 %	18.33 %	5.41 %

### **iii. Summary of Narrative Responses:**

Of the 1,650 total respondents, 1,015 provided a response to the open-ended questions inquiring about rival jobs and reasons officers were interested in them (response rate of 61.5 percent). Several themes emerged from these answers including: a)-general happiness with SCDC and with being a corrections officer; b)-a desire to want something more out of their profession; c)-unhappiness with SCDC and correctional work; and d)-extraneous factors associated with quitting and overall job satisfaction.

Respondents Expressing Happiness with SCDC and Their Job: Just over 300 respondents expressed positive sentiments about the prison in which they work and the South Carolina Department of Corrections more broadly. From these responses, a number of reasons surfaced regarding the high degree of job satisfaction including:

- Good Co-Worker Relations
- Good pay and Great Benefits
- Ability to do Quality Work for the Community
- Good Supervisors
- By comparison, SCDC outperforms other Criminal Justice Jobs in money, benefits, resources and staff relationships
- Easy Job

One officer wrote: “I am interested in this job because it has good pay and benefits and affords me the opportunity to help inmates get back on their feet once outside these walls.” Several other officers offered similar remarks, with one stating that “This job is easy. We have good supervisors who listen to us, we have cool uniforms, and as long as you don’t get on the bad side of any of these inmates, you have some pretty cool people to work with.” A final officer stated that he would never leave this job because “I am afforded plenty of wiggle room in making decisions, I am offered a competitive salary and am given a chance to make a difference in the lives of these criminals.” What is evident from these remarks is that a number of correctional officers are satisfied with their compensation and worker relationships, and that correctional work can be both rewarding and challenging.

Respondents Desiring Something More Out of Their Job: About half of the 1,015 officers who answered the open-ended question expressed that correctional officer work does not provide

the challenges and rewards needed for feeling valued. Many officers lamented that their work is tedious and unfulfilling. Furthermore, it was also found that because of their qualifications, credentials and education, many correctional officers felt that this type of employment was beneath them. Below is a list of the major themes emerging from responses within this section:

- Correctional Work is Beneath Those with Advanced Credentials and Education
- Those Who are Class I Certified are Heavily Seeking Other Employment
- Many Want to Help People and Make a Difference but Correctional Work is Just the Opposite
- Many Want to be Outdoors
- Many Feel that this Job is Not Mentally Challenging Enough
- Many Desire to Interact With Other People Aside from Criminals
- Many Would Like to Experience Other Facets of the Criminal Justice Field

One officer's comments summed up these points well: "When you have to play a cat and mouse game with inmates for over 12 hours a day, you do not have the opportunity to rehabilitate them and provide them with the resources necessary to make it on the outside. After all, we are here to help these people, and by doing so, we benefit the community. Unfortunately, with the way this job is structured, we are not afforded a lot of opportunities to benefit anyone. I seek employment with the Department of Probation and Parole because there I can actually help rehabilitate and not waste my time." Another officer wrote: "I am interested in employment that rewards merit...I do not believe this job does so." These statements illustrate that point that correctional officials want to be recognized for the job they are doing and desire to give meaning to their life. For these CO's at least, it appears that this job is not affording such opportunities.

Respondents Expressing Unhappiness With SCDC and Their Job: Between 400 and 500 respondents offered a number of critical remarks about the South Carolina Department of Corrections and the prison in which they are working. Some respondents even offered a list of rival jobs within their community and detailed explanations as to why they are interested in these jobs. Prior to providing a couple of the more notable statements, a list of some of the major complaints about SCDC and correctional officer work is provided below. The list includes:

- SCDC operates under the ‘good ole buddy system’
- White Shirts Provide Little Support, Recognition and Respect for Line Staff
- Very Low Pay and Benefits
- No Freedom or Autonomy
- Little Decision-Making Ability
- Job is Too Dangerous
- Poor Equipment & Poor Training
- Little to No Career Mobility
- Not Enough Quality Personnel at the Line Staff Level

One officer stated how “As job conditions worsen, we are expected to do more with less and that leads to too many risks. Officer pay to supervisor pay does not offer enough incentives to stay and move up the ranks. Also, what about raises??? We don’t get any...and with inflation costs, how are we supposed to live??” Another officer wrote “I do not think any other job could be as bad as this one due to the fact that management treats inmates better than correctional officers. One of these days I am expecting that they will come in and strip search us. Whenever there is a meeting it is always brought out that we are wrong or that some policy regarding us

needs to be changed. I get that money is tight, but I work with 120 inmates with empty cans of gas and a non-working radio. I could even live with all this if we just received some respect.”

Another officer offered a remark regarding the way money is being allocated within the department: “If the state of South Carolina would improve their DOC and give officers a raise...there would not be such high turnover...Bringing in new officers that do not stay with the department to me is a waste of tax payer money because it has to be spent on new training every other week...They could just give that money to us, which would improve employee morale and reduce turnover.” What is evident from these quotes is that correctional officers are aware of the way money is being spent and the way management is handling personnel decisions. Clearly some of these officers are dissatisfied with the way management is handling personnel decisions, and they feel that this inadequacy is leading to CO high resignation rates. Even more, some of these officers are tired of the lack of autonomy they have and would desire to have some more input into decision-making processes. This also suggests that while negativity is expressed by a subset of CO’s towards administration, they also recognize broader challenges at the state and/or community level.

Extraneous Factors Associated With Correctional Officer Turnover: Although only a handful of respondents (6) indicated other factors associated with turnover intent, it seems important to also provide an outline of their statements. Several respondents, even though they desired to quit, wrote that they could not because three important issues, including:

- Age
- Quitting Would Jeopardize Retirement Benefits
- Current State of the Economy Offers Few Job Possibilities

Older respondents especially thought that by quitting following roughly 20 years of employment with SCDC would seriously jeopardize their retirement prospects. Additionally, some of these older respondents also thought that since they are at a certain age, it would not make sense for them to begin a path on a new career. Finally, other respondents desire to leave their current positions, but given the current state of the economy and the fact that there are few occupational opportunities, they are forced to stay with SCDC. One quote from a correctional officer explained this perception as such: “At this stage in my life, considering my age and the number of years I have already invested with SCDC, I have no interest to pursue any other jobs.”

## **V. DISCUSSION AND POLICY IMPLICATIONS**

Research continues to document that the position of correctional officer contains high turnover rates at the national level. The state South Carolina and its Department of Corrections are not exceptions to this with the state reporting turnover rates of between 34 and 35 percent between the years 2008 and 2009 (SCDC, 2009). It has been found that such high CO turnover rates often lead to problems like high inmate to CO ratios, poorly trained incoming recruits, and inevitably increases in tax expenditures. In order to garner a more recent estimate and understanding of the number of correctional officers desiring to leave their job and the factors contributing to this, this technical report analyzed survey data collected from a population of South Carolina corrections officials currently employed by SCDC.

Overall, it was found that a majority of correctional officials do not desire to leave their job and are not actively seeking employment elsewhere. From the responses provided to both the Likert-statements and open-ended question, it is clear that most officers are satisfied with their job, their relationships with other employees, their relationships with supervisors and managerial

personnel and even with certain aspects of their compensation package (e.g., vacation time and overtime hours worked). Although a majority of officers expressed happiness and general satisfaction with their current position, a good percentage indicated that they are actively seeking employment elsewhere and that they seriously desire to leave their post. Reasons for their resignation intentions center around a desire for better compensation packages, which would include a higher salary, better retirement benefits and healthcare packages. Other factors associated with their turnover intentions include facets of the workplace, particularly the inherent dangerousness of their job. A final area of concern involved psychological stress in which correctional officers must conceal their emotions towards others throughout the day. Related research indicates that overtime concealing ones emotions with few personal resources can produce host of alternative coping responses such as marital discord, alcohol abuse, job truancy and/or quitting.

Given these findings, a number of policy recommendations are offered to the South Carolina Department of Corrections. The recommendations are as follows:

- Develop better compensation packages that include not just pay increases, but improved retirement and healthcare benefits. While compensation is typically viewed as base pay, correctional officers were open to alternative forms of compensation.
- Identify a clear career ladder for correctional officers within the department. This ladder should focus exclusively on recruiting new and better qualified candidates, but it should also focus on current employees, and especially those who exhibit good work ethic. Many CO's perceived an overemphasis on placing resource on "putting out fires" related to new hires, and felt neglected despite their years of service.
- Develop a reward and recognition program for all correctional officials. They desire to be recognized and respected and by doing so, this can perhaps improve both retention rates and worker output. Solutions must be cost effective within a correctional system. As such, technology represents the most cost-effective conduit to achieving this goal. The researchers encountered a SCDC email system that was perceived very differently by different groups. Such an email system could be used to spread messages from SCDC administration, share information or personal stories of CO's, and deliver personal



messages regarding marriages, births, deaths, and career achievements (i.e., promotions, years of service etc).

- It is important to address work environment issues, and especially those concerning officer safety. Given the susceptibility officers have to injuries and disease, by protecting them, officers will feel more secure and better protected when interacting with inmates. Training and education is recommended.
- Provide more emotional outlets for officers. They must be able to voice their frustrations and by affording them opportunities to discuss their emotional problems or distress, officers may perhaps exhibit less work-related stress. While training and education is needed; more research is required in this area to specifically identify the dominant psychological stressors within this population.
- Results from this report should be shared with the correctional officers who should be afforded more input into important decision-making within the prison. This report will be delivered to SCDC-RIM (Department of Resource and Information Management) for appropriate distribution.

Correctional officers are a vital component of the prison environment and it is important to acknowledge and address any work-related concerns they may have. Hopefully the data from this report can serve as a guiding framework for the improvement of correctional officer working conditions. By improving general CO work conditions, SCDC can perhaps reduce the number of officers who resign, which can translate into a better-run penal institution, overall. The researchers will make themselves available to follow up any questions, concerns or comments. The researchers will be available to present these results to any audience that SCDC deems appropriate.

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## Appendix A

### SCDC Job Satisfaction Survey

**Directions:** This survey is intended to measure job satisfaction, which is defined as the processes involved in planning, thinking and valuing a job. Your participation is voluntary and greatly appreciated. You may terminate your participation at anytime and your responses will remain confidential. Please answer each question and thank you again.

**Section I of X. This section inquires about your personal characteristics.**

1. Which of the following best describes your racial or ethnic background?

Asian ☐  
Black or African American ☐  
White or Caucasian ☐  
Native American ☐  
Of mixed race or ethnicity ☐  
Other (Please specify: \_\_\_\_\_) ☐

2. Are you of Hispanic heritage? ☐ Yes ☐ No

3. What is your age? \_\_\_\_\_

4. For how many years have you been employed as a correctional official? \_\_\_\_\_

5. For how many years have you been employed as a correctional official with the South Carolina Department of Corrections? \_\_\_\_\_

6. What is your gender? ☐ Male ☐ Female ☐ Other

7. What is the highest level of education you have received?

☐ Less than High School  
☐ High School/GED  
☐ 2-year college/A.A.  
☐ 4-year college  
☐ Master's Degree/Doctoral Degree  
☐ Professional Degree \_\_\_\_\_  
☐ Other \_\_\_\_\_

8. What is your marital status?

☐ Single ☐ Married ☐ Divorced/Separated ☐ Widowed ☐ Other \_\_\_\_\_

9. In what security level facility are you currently employed?

☐ Minimum  
(Level I)

☐ Medium  
(Level II)

☐ Maximum  
(Level III)

10. What is your total commute time to and from work? \_\_\_\_\_

11. If previously employed, what type of work was it? \_\_\_\_\_

**Section II of X. This section inquires about compensation.**

Please agree or disagree with the following by marking with an X:

	Strongly Agree	Agree	Disagree	Strongly Disagree
I wish I earned more money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel like I will never be fired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am permitted a lot of vacation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am forced to work a lot of overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish I had better healthcare benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish I had better retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can move up the ranks easily in this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This job affords plenty of monetary raises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section III of X. This section inquires about your overall working conditions.**

Please agree or disagree with the following by marking with an X.

	Strongly Agree	Agree	Disagree	Strongly Disagree
The facilities are sanitary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never experience racial prejudice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I experience sexual harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The prison is very overcrowded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work environment is depressing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I work a dangerous job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This job is more dangerous than other jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No one is ever injured on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a high risk of contracting a disease on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The inmates pose a significant threat of bodily harm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often have problems relating to people of diverse backgrounds from my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job requires that I keep learning new things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job requires me to be very creative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get to do a number of different things at my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job is boring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section IV of X. This section inquires about commitment to the position.**

Please respond to the following by marking an X.

How likely is it that you will be at this job one year from now?	<b>Very Likely</b> <input type="checkbox"/>	<b>Likely</b> <input type="checkbox"/>	<b>Unlikely</b> <input type="checkbox"/>	<b>Very Unlikely</b> <input type="checkbox"/>
How actively have you searched for a job with other employers in the last year?	<b>Not at all</b> <input type="checkbox"/>	<b>A Little</b> <input type="checkbox"/>	<b>Actively</b> <input type="checkbox"/>	<b>Very Actively</b> <input type="checkbox"/>
I frequently think about quitting my job at this prison.	<b>Strongly Agree</b> <input type="checkbox"/>	<b>Agree</b> <input type="checkbox"/>	<b>Disagree</b> <input type="checkbox"/>	<b>Strongly Disagree</b> <input type="checkbox"/>
Do you desire to voluntarily leave/quit your job?		<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>	
In the last six months, have you thought about quitting your job?		<b>Yes</b> <input type="checkbox"/>	<b>No</b> <input type="checkbox"/>	

**Section V of X. This section inquires about your co-worker relations.**

Please agree or disagree with the following by marking an X.

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I have a friendly relationship with my co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My co-workers take a personal interest in me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I look forward to working with my co-workers each day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would like to hang out with my co-workers after work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section VI of X. This section inquires about supervision.**

Supervision supports line staff decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision is responsive to in-house problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision uses fair standards to evaluate my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision rewards the job I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision is proactive and addresses day-to-day operational issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision acts as a mentor to line staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision treats line staff with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision clearly delineates line staff duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision makes it clear to whom line staff reports must be made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section VII of X. This section inquires about institutional management.**

Institutional management supports c.o. inmate disciplinary decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive conflicting work requests from institutional management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is little agreement between line staff and Institutional management on how problems should be resolved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional management provides inadequate resources with which to do the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an open line of communication between line staff and institutional management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section VIII of X. This section inquires about social and economic factors.**

Please agree or disagree with the following by marking an X.

	Strongly Agree	Agree	Disagree	Strongly Disagree
I have always desired to be a CO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Of all jobs, being a CO would be my first choice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not desire to work in any other profession.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am uncomfortable with this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I see myself working this job for a long time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of the current state of the economy and other uncontrollable factors, I am forced to work as a CO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being a CO is just a stepping stone to a new job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I envy those with other jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other people envy my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section IX of X. This section inquires about cognitive dissonance.**

Please agree or disagree with the following by marking an X.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Helping the inmates through their problems is expected as part of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concealing my negative feelings towards the inmates is expected as part of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concealing my anger toward the inmates is expected as part of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concealing my negative feelings toward the administration is expected as part of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I should actually help the inmates through their problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I should conceal my negative emotions				



towards the inmates.

□ □ □ □

I should conceal my anger toward the inmates.

□ □ □ □ □

**Section X of X. In the following section, please provide a written response to the question.**

Do you know of any rival jobs within your immediate community? If so, could you please list them and whether you are interested in pursuing them. Also, could you please list the reasons why you are interested in these jobs?

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**Thank you very much for your participation in this study!**

If you have questions about this survey, please contact Hayden P. Smith, Ph.D., and Frank V. Ferdik, Department of Criminology & Criminal Justice, University of South Carolina, Columbia, SC 29208. Phone: (803) 777-6538 &/or (803)-777-4240. E-mail: [smithhp@mailbox.sc.edu](mailto:smithhp@mailbox.sc.edu) &/or [Ferdik@email.sc.edu](mailto:Ferdik@email.sc.edu)

## Appendix B

### Ordinary Least Squares Regression Model Predicting CO Turnover Intent

<b>Table 6: Linear Regression Model Predicting Correctional Officer Turnover Intent</b>			
<b>Variable</b>	<b>Coefficient</b>	<b>S.E.</b>	<b>Confidence Interval</b>
Psychological Factors	-.07**	.02	-.11-.02
Race	-.01	.02	-.04-.03
Age	-.03***	.01	-.04--.02
Gender	.03	.02	-.01-.07
Marital Status	-.01	.01	-.03-.02
Education Level	.01	.01	-.01-.02
Financial Factors	-.02	.02	-.06-.02
Job Perquisites	-.08***	.02	-.12--.04
Job Dangerousness	-.08***	.02	-.12--.03
Worker Abilities	-.11***	.02	-.15--.07
Co-Worker Relations	-.04*	.02	-.08--.01
Supervisor Relations	-.06**	.02	-.10--.02
Economic Factors	-.27***	.01	-.31--.24

Notes: S.E.=Standard Error; Confidence Intervals provide a range of values within which each coefficient falls;  $R^2 = .39$ , which accounts for the amount of dependent variable variance explained by the independent variables in this model. Summated scale items include the psychological factors, the financial factors, job perquisites, job dangerousness, worker abilities, co-worker relations, supervisor relations and economic factors. Each of the items were factor analyzed and the scales were measured for reliability using Cronbach's alpha (for those interested in more information regarding how these analyses were run, please contact the corresponding author). For interpretation purposes, we use the example of age. *For every one unit increase in age, there is a corresponding .03 decrease in correctional officer turnover intent, meaning that older COs are less likely to desire to leave the job.* \*= $p < .05$ ; \*\*= $p < .01$ ; \*\*\*= $p < .001$ .