Burnout Among Correctional Staff: Effects of Job Satisfaction

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Abstract: The article is devoted to the effects of job satisfaction of penitentiaries on their burnout in a developing country. Postmodern as an age of freedom and expansion of individualism contrasts with the role of penitentiaries, obliged to restrict the freedom of other people, and also exacerbates the dual nature of penitentiaries, responsible for both supervision and correction of convicts. The authors used JSS to measure job satisfaction with workers in correctional facilities of Ukraine ($n = 78$) and MBI-HSS to identify their level of professional burnout. The authors used descriptive statistics methods, the Kolmogorov-Smirnov test, the Shapiro-Wilk test, the correlation analysis with the Pearson correlation coefficient, Spearman's rank order correlation coefficient and Fisher's criterion.

A high level of correctional staff burnout was revealed in comparison with other developed and developing countries. Vocational burnout (emotional exhaustion and depersonalization) is likely to be affected by dissatisfaction with contingent rewards, communication field, and operating conditions. At least a statistically significant relationship between these phenomena has been identified. At the same time, only a weak relationship between the total job satisfaction and the aggregated global measure of burnout was revealed. Along with a high level of emotional exhaustion and depersonalization, officers have maintained a high level of personal accomplishment, which requires additional research and application of another methods.

Keywords: *correctional staff; Ukraine; burnout; job satisfaction, emotional exhaustion; depersonalization; diminished personal accomplishment.*

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1. Introduction

Postmodern society is constantly acquiring new facets. In particular, public attitudes are being formed towards genetically modified products, virtual reality, artificial intelligence, multicultural and multi-ethnic communities, gender identity, border transparency, including for epidemics, etc. Among the pressing problems remains the attitude towards criminals, ways of their punishments and rehabilitation. It seems that new technologies open up new possibilities for their identification, organization of supervision, correction, reintegration, etc. Given the new technological capabilities, it's clear enough what the treatment of offenders in Postmodern society becoming an indicator of humanity level.

We believe that a balance between indulgence, mercy, and the need for punishment has been seeking since the beginning of human history. At a certain stage, the balance was embodied in the institution of the prison. However, the emergence and development of this institute were influenced by the factors identified by Foucault (1977) the perception of man as a machine, the drive to limit the excessive power of sovereigns, etc.

At present time, a developed and effective criminal justice system must demonstrate a large variety of penal sanctions. Moreover, the necessity of the non-custodial measure has been accepted by the 8th UN Congress on the Prevention of Crime and the Treatment of Offenders in still 1990. This leads to the search for a credible and working alternative to imprisonment which is especially true for post-Soviet countries. In these countries the prison systems used to face problems of extreme overcrowding. Even in developed countries, such as the United States of America, experts point out a high admission rate in jails, where administrators are faced with a growing population (Castle, 2008; Simmons, 2017).

These factors determine some reforms of penitentiary systems, in particular in Ukraine. The transformation of the system requires a closer look at the problems of personnel. Among them, one of the most acute is the problem of vocational burnout of penitentiary staff.

This syndrome is generally theorized as the consequence of a protracted experience of a tense work setting. The International Classification of Diseases under the code QD85 includes burn-out as a "syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed". Following Freudenberger (1974), Cherniss (1980), Maslach et al. (1996), there are three aspects of burnout: 1) feelings of energy depletion and/or emotional exhaustion; 2) feelings of

negative position to one's job and/or cynical attitude towards one's clients; 3) diminished professional ambition and efficiency and/or feelings of less personal success and accomplishment.

Recently many researchers find evidence that emotional exhaustion is associated with high job demands, and feelings of negative position to one's job are related to a deficiency of job resources (Baka, 2015; Demerouti et al., 2001). In particular, nurses and police officers who withstood reducing resources or chronic low job resources with demanding work displayed a high level of burnout (Hu et al. (2017). Therewith job demand and job resource more strongly correlated to emotional exhaustion than to either cynicism or diminished self-efficacy (Lee & Ashforth, 1996).

Also, high vocational burnout presumably is affected by high job expectations. As scholars state, this suggestion has obtained partial experimental evidence (Maslach et al., 2001). Burnout is also affected by personal characteristics of employees. So, studies on the “Big Five personality dimensions” have revealed that syndrome is related to the scale of neuroticism. As Maslach et al. (2001) notes,

There are also indications that individuals who are “feeling types” rather than “thinking types” (in terms of a Jungian analysis) are more prone to burnout, especially to cynicism.

But still, job-related factors are generally found to more strongly correlated with burnout than are personal characteristics. A lot of research around the world confirms the notable susceptibility to this syndrome of service employees. This phenomenon is due to emotionally charged interactions, the spread of the concept “the client is always right”. In addition, representatives of certain occupations are also pressured by the high price of professional mistakes, numerous experiences with human suffering and tragedies (medical personnel, police and other first responders).

Certain professionals in their routine work activities must also confront the will, desires, and actions of other subjects (Valieiev & Herasymchuk, 2019). It concerns to law enforcement officers, employees of correctional institutions, etc.

We agreed with Sandu (2010) who stated that “Postmodernity is based on the imperative of freedom”. Yet, concurrently, in the age of freedom and the triumph of individualism, penitentiaries are obliged to fulfill the tasks of restricting the freedom and individual will of some persons. The state of the penitentiaries is also affected by the mentioned emotional

interactions, the encounter with human suffering, the need to directly oppose the will and actions.

In recent years, the attention of scientists to the problems of the mental condition of penitentiary officers has increased in Ukraine. In particular, the issues of professional motivation (Bohatyrov, 2012), the state of professional deformation (Bodnarchuk, 2012; Soroka, 2007), levels of job satisfaction (Pekarchuk et al., 2018) were investigated. Some aspects of burnout prevention and correction in penitentiary service were also investigated (Demianenko, 2019; Dienizhna, 2014; Shkrabiuk & Mlynyska, 2017).

The use of focus groups at the preliminary stage of the study led us to the assumption that there is a substantial relationship between vocational burnout and job dissatisfaction. Job satisfaction is an individual's overall attitude toward one's job (Robbins, 2003). That is to say, this is the grade of how individuals gratified (or ungratified) by their job (Spector, 2003).

Job satisfaction is a highly researched phenomenon. In a simplified form, the more needs a work environment satisfies, the greater job satisfaction. However, a sense of justice also affects job satisfaction. Employees compare their rewards with the rewards of other employees, which determines their satisfaction. Moreover, getting more than just fair will lead to less satisfaction (Adams, 1965).

The conception of Job satisfaction was influenced by the theory of expectations too. Employees compare their job expectations with their rewards. So, high expectations from the work environment could lead to strong job dissatisfaction (Oliver, 1980).

Herzberg's Motivation-Hygiene theory had a profound impact on the concept of job satisfaction. According to this theory, the work environment includes hygiene factors (interaction with co-workers, company politics, etc) that do not lead to satisfaction but could cause dissatisfaction. The motivating factors of the work environment (work performance, promotional opportunity, etc) directly cause a feeling of satisfaction (Herzberg, 1971).

In turn, the concept of job satisfaction noticeably influenced the studies of the psychological state of penitentiary staff. Experts (in particularly, Abdulla, 2009) note two areas of such research: identifying the impact on job satisfaction of individual features such as gender, age, race, tenure, education in the Importation-Differential Experiences model, and work conditions, organizational structure, communications, colleagues, management (Castle, 2008; Lambert et al., 2007) as part of the Work-Role Prisonization model (Simmons, 2017).

Regarding the work of the penitentiaries, researchers point out that tense working conditions in penitentiary agencies, combined with a lack of funding and staff, overtimes, overcrowding, reduce the job satisfaction level. In addition, many studies have found a connection between the aforementioned mental phenomena. As Roy and Avdija (2012) notes, “job satisfaction and job burnout go hand in hand”.

The high level of job dissatisfaction and burnout among penitentiary personnel causes various undesirable behaviors, in particular, absenteeism, staff turnover, disengagement from work, low efficiency at work (Ahmad, 2016; Lambert et al., 2002; Leip & Stinchcomb, 2013). Moreover, job satisfaction was more influential than other factors such as job involvement, work stress, organizational commitment, work environment or personal characteristics (Lambert, 2006, p. 75).

High rates of voluntary quits, absenteeism and turnover, leads to a lack of personnel, extreme overtime, and, as a result, to a new level of job frustration, dissatisfaction and burnout. This may ultimately lead to psychiatric disorders, such as insomnia, anxiety, nervous excitability, withdrawal from others, depression and physical ailments, such as gastric illnesses and coronary heart disease (Baka, 2015).

Burnout and job dissatisfaction also affect the penitentiary system. Correctional facilities are forced to spend additional funds on social benefits for retiring employees and sick leaves, as well as the recruiting, training and education of new staff.

Given a certain similarity of burnout and job dissatisfaction factors, we formulated the hypothesis 1. The total level of job satisfaction of penitentiary employees is negatively related to their burnout.

Previous studies of job satisfaction of Ukrainian penitentiaries (Pekarchuk et al., 2018) revealed a high degree of dissatisfaction from the contingent rewards and fringe benefits. This fact led to hypothesis 2. Satisfaction of penitentiary employees from the contingent rewards is negatively related to their burnout and hypothesis 3. Satisfaction of penitentiary employees from the fringe benefits is negatively related to their burnout.

The focus group method, the method of conversation and questioning at the preparatory stage of the study allowed us to assume that the stage of reforming the State Penitentiary Service of Ukraine imposes certain difficulties on the daily activities of employees. In particular, difficulties are caused by informing, perceiving new tasks, prioritization, and assignments of functional responsibilities. So, hypothesis 4. Satisfaction of penitentiary employees from the communication is negatively related to their

burnout and hypothesis 5. Satisfaction of penitentiary employees from the operating conditions is negatively related to their burnout.

The aim of the study is to determine the level of Ukrainian penitentiary officers' burnout and job satisfaction, as well as particularities of the relationship of these mental phenomena.

2. Materials and methods

2.1. Participants

The sample of employees of the penitentiary system of Ukraine was formed from 78 participants: 30 women and 48 men (38,5% and 61,5% respectively). All employees agreed to participate in the experiment. They represented six various departments from 22 regions of Ukraine. Gender was included as a dichotomous variable, female (0) or male (1). Age ranged from 21 to 47 years with an average of 31.75 years (SD 7.25). work experience in the penitentiary agencies was a continuous variable, and responses ranged from 1 to 24 (average was 9.6 years (SD 5.77).

2.2. Instruments

The data were collected in 2019-2020 at the Academy of State Penitentiary Service (Chernihiv, Ukraine). The involvement in the research was voluntary and anonymous. Full confidentiality of data was ensured. The questioning was preceded by a message explaining the main purpose of the experiment.

Burnout was measured using the Maslach Burnout Inventory – Human Services Survey (MBI-HSS) (Maslach et al., 1996) in the variation modified by Vodopyanova and Starchenkova (2009). The 22 questions pertaining to the three dimensions of burnout were counted on a 7-point rating scale ranging from 0 (never) to 6 (every day). There are nine questions for emotional exhaustion scale, five items for depersonalization scale and eight items for measuring the diminished personal accomplishment.

Standardized Cronbach's alpha coefficient was acceptable in this study ($\alpha=0.70$).

Job satisfaction was measured using the Job Satisfaction Survey (JSS) (Spector, 1994). The form involves measuring nine different aspects of job satisfaction of the penitentiary staff: satisfaction with pay, satisfaction with promotion, satisfaction with supervision, satisfaction with fringe benefits, satisfaction with contingent rewards, satisfaction with the operating conditions, satisfaction with coworkers, satisfaction with the nature of work,

satisfaction with the communication. The 36 items were counted on a 6-point rating scale ranging from 1 (Disagree very much) to 6 (Agree very much).

Standardized Cronbach's alpha coefficient was acceptable in this study ($\alpha=0.71$).

2.3. Data Analysis

The StatSoft Statistica software was applied to process the results. The authors used descriptive statistics methods, boxplots and other charts. The Kolmogorov-Smirnov test, the Shapiro–Wilk test were applied to. to test the normality of the collected data distribution. The correlation analysis was performed by the Pearson correlation coefficient and Spearman's rank order correlation coefficient. Fisher's criterion $p \leq 0.05$ was applied to determine the data statistical significance.

3. Results

Descriptive statistics are displayed in table 1.

Table 1. Burnout and Job satisfaction dimensions among penitentiary personnel (descriptive statistics)

Source: Authors' own conception

	Mean	Median	Min	Max	Std. Dev.
	1	2	3	4	5
Emotional Exhaustion (0 – 54)	27.50	27	0	50	10.87
Depersonalization (0 – 30)	13.24	14	1	25	6.03
Personal Accomplishment (0 – 48)	31.97	31.5	15	48	6.61
Aggregated global measure of burnout (0 – 1)	0.26	0.26	0.04	0.44	0.09
Pay (4 – 24)	13.18	14	8	18	2.11
Promotion (4 – 24)	13.45	13	9	20	2.54
Supervision (4 – 24)	13.21	13	8	18	1.83
Fringe Benefits (4 – 24)	14.08	14	9	19	1.97
Contingent rewards (4 – 24)	12.79	13	5	19	2.57
Operating conditions (4 – 24)	12.19	12	7	18	2.90
Coworkers (4 – 24)	12.87	13	8	19	1.97
Nature of work (4 – 24)	12.53	12	9	17	2.06
Communication (4 – 24)	15.03	15	10	19	2.38
Total job satisfaction (36 – 216)	119.32	121	95	135	8.94

Note. Median – median value, Mean – average mean, Std. Dev – standard deviation.

The authors didn't determine the normality of all collected data distribution according to the Kolmogorov–Smirnov test and the Shapiro–

Wilk test. In particular, the data distribution of all job satisfaction dimensions is shown in fig. 1.

Figure 1. Data distribution of various dimensions of job satisfaction

Source: Authors' own conception

Note. Mean – average mean, SE – standard error, Outliers - data points that are significantly different from the next nearest data point, Extremes – the outermost data points

As for distribution of total job satisfaction data, in accordance with the Kolmogorov–Smirnov test it was $d=0.09$, $p>0.20$ ($p<0.10$ with Lilliefors amendment) and in accordance with the Shapiro–Wilk test it was $W=0.97$, $p=0.05$. As for distribution of emotional exhaustion, in accordance with the Kolmogorov–Smirnov test it was $d=0.08$, $p>0.20$ ($p<0.10$ with Lilliefors amendment). and in accordance with the Shapiro–Wilk test it was $W=0.99$, $p=0.56$.

Since some data demonstrate normal distribution, we used the Pearson correlation coefficient (table 2).

Table 2. Correlation between dimensions of job satisfaction and burnout dimensions
(according Pearson correlation coefficient)

Source: Authors' own conception

Dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Emotional Exhaustion	1													
2. Depersonalization	0.45*	1												
3. Personal Accomplishment	-	-0.18	1											
4. Aggregated global measure of burnout	0.89*	0.71*	-	1										
5. Pay	0.05	0.14	-0.07	0.09	1									
6. Promotion	0.15	0.32*	-0.20	0.28*	0.13	1								
7. Supervision	-0.08	0.01	0.13	-0.08	0.01	0.27	1							
8. Fringe Benefits	0.11	0.00	0.00	0.07	0.08	-	0.08	1						
9. Contingent rewards	-0.14	-	-0.05	-	0.10	-	0.06	0.08	1					
10. Operating conditions	-0.18	-0.11	0.04	-0.15	-	-	0.16	0.17	0.41	1				
11. Coworkers	0.06	0.01	-0.04	0.03	-	0.00	0.12	0.10	0.21	0.10	1			
12. Nature of work	0.24*	0.21	-	0.29*	0.18	0.12	-	0.11	0.24	0.17	0.1	1		
13. Communication	-0.19	-	0.19	-	0.19	-	0.05	0.04	0.34	0.14	0.1	-	1	
14. Total job satisfaction	-0.02	0.00	-0.07	-0.02	0.38	0.24	0.4*	0.35	0.6*	0.56	0.4	0.4	0.4	1

Note. Displayed Pearson correlation coefficient; * – $p \leq 0.05$; 1 – emotional exhaustion as burnout dimension; 2 – depersonalization as burnout dimension; 3 – personal accomplishment as burnout dimension; 4 – aggregated global measure of burnout; 5 – satisfaction with pay; 6 – satisfaction with promotion; 7 – satisfaction with supervision; 8 – satisfaction with fringe benefits; 9 – satisfaction with contingent rewards; 10 – satisfaction with the operating conditions; 11 – satisfaction with coworkers; 12 – satisfaction with nature of work; 13 – satisfaction with communication; 14 – total job satisfaction.

It wasn't determined the normality of the collected data distribution regarding such variables as gender, department, work experience (and some others) according to the

Kolmogorov-Smirnov test and the Shapiro–Wilk test. So, the Spearman Rank Order Correlations coefficient was applied too (tables 3 – 5).

Table 3. Correlation between dimensions of burnout and demographic/biographic variables
(according Spearman Rank Order Correlations coefficient)

Source: Authors' own conception

Dimensions / variables	1	2	3	4	5	6	7
1. Emotional Exhaustion	11						
2. Depersonalization	0.43*	11					
3. Personal Accomplishment	-0.53*	-0.15	11	-			
4. Aggregated global measure of burnout	0.91*	0.66*	-0.66*	11			
5. Gender	0.18	0.03	0.16	-0.14	1		
6. Department	0.04	-0.16	-0.18	0.05	-0.33*	1	
7. Work experience	-0.04	0.23*	0.03	0.09	0.27	-0.03	1

Note. Displayed Spearman Rank Order Correlations coefficient; * – $p \leq 0.05$; 1 – emotional exhaustion as burnout dimension; 2 – depersonalization as burnout dimension; 3 – personal accomplishment as burnout dimension; 4 – aggregated global measure of burnout; 5 – gender; 6 – department; 7 – work experience (tenure).

Table 4. Correlation between dimensions of job satisfaction and demographic/biographic variables
(according Spearman Rank Order Correlations coefficient)

Source: Authors' own conception

Dimensions / variables	1	2	3	4	5	6	7	8	9	10	11	12	$\frac{1}{3}$
1. Pay	1												
2. Promotion	0.18	1											
3. Supervision	0.11	0.14	1										
4. Fringe Benefits	0.08	-0.18	0.09	1									
5. Contingent rewards	0.05	-	0.14	0.19	1								
6. Operating conditions	-	-0.14	0.10	0.24	0.42	1							
7. Coworkers	-	0.02	0.15	0.01	0.18	0.10	1						

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Dimensions / variables	1	2	3	4	5	6	7	8	9	10	11	12	13
8. Nature of work	0.18	0.19	-	0.10	0.22	0.16	0.17	1					
			0.06		*								
9. Communication	0.18	-0.02	0.04	0.07	0.31	0.12	0.18	-	1				
					*			0.03					
10. Total job satisfaction	0.36	0.18	0.4*	0.37	0.6*	0.54	0.39	0.47	0.47	1			
	*			*		*	*	*	*				
11. Gender	0.04	-0.10	0.06	0.09	-	0.13	-	0.02	-	0.0	1		
					0.05		0.15		0.06	4			
12. Department	0.05	-0.03	-	-	0.12	0.00	0.15	-	0.08	0.0	-	1	
			0.12	0.07				0.05		1	0.33	*	
13. Work experience	0.01	0.04	0.04	-	-	0.05	-	-	-	-	0.27	-	1
				0.01	0.16		0.18	0.11	0.07	0.0		0.0	
										8		3	

Note. Displayed Spearman Rank Order Correlations coefficient; * – $p \leq 0.05$; 1 – satisfaction with pay; 2 – satisfaction with promotion; 3 – satisfaction with supervision; 4 – satisfaction with fringe benefits; 5 – satisfaction with contingent rewards; 6 – satisfaction with the operating conditions; 7 – satisfaction with coworkers; 8 – satisfaction with nature of work; 9 – satisfaction with communication; 10 – total job satisfaction; 11 – gender; 12 – department; 13 – work experience (tenure).

Table 5. Correlation between dimensions of job satisfaction and burnout dimensions
(according Spearman Rank Order Correlations coefficient)
Source: Authors' own conception

Dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Emotional Exhaustion	1													
2. Depersonalization	0.43	1												
	*													
3. Personal Accomplishment	-	-	1											
	0.53	0.15												
	*													
4. Aggregated global measure of burnout	0.91	0.66	-	1										
	*	*	0.66											
			*											
5. Pay	0.05	0.17	-	0.12	1									
			0.04											
6. Promotion	0.13	0.26	-	0.24	0.1	1								
	*	*	0.20	*	8									
7. Supervision	-	0.01	0.08	-	0.1	0.14	1							
	0.10			0.10	1									

Dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13	14
8. Fringe Benefits	0.01	0.01	-	0.05	0.0	-	0.0	1						
9. Contingent rewards	-	-	-	-	0.0	-	0.1	0.1	1					
	0.29	0.23	0.03	0.27	0.0	0.26	0.1	0.1						
	*	*		*	5	*	4	9						
10. Operating conditions	-	-	-	-	-	-	0.1	0.2	0.4	1				
	0.24	0.06	0.06	0.15	0.0	0.14	0	4*	2*					
	*				6									
11. Coworkers	-	-	-	-	-	-	0.1	0.0	0.1	0.1	1			
	0.01	0.05	0.10	0.01	0.1	0.02	5	1	8	0				
					3									
12. Nature of work	0.18	0.16	-	0.22	0.1	0.19	-	0.1	0.2	0.1	0.1	1		
			0.26		8		0.0	0	2*	6	7			
			*				6							
13. Communication	-	-	0.15	-	0.1	-	0.0	0.0	0.3	0.1	0.1	-	1	
	0.17	0.17		0.20	8	0.02	4	7	1*	2	8	0.0		
												3		
14. Total job satisfaction	-	0.06	-	-	0.3	0.18	0.4	0.3	0.6	0.5	0.3	0.4	0.4	1
	0.15		0.05	0.05	6*		0*	7*	0*	4*	9*	7*	7*	

Note. Displayed Spearman Rank Order Correlations coefficient; * – $p \leq 0.05$; 1 – emotional exhaustion as burnout dimension; 2 – depersonalization as burnout dimension; 3 – personal accomplishment as burnout dimension; 4 – aggregated global measure of burnout; 5 – satisfaction with pay; 6 – satisfaction with promotion; 7 – satisfaction with supervision; 8 – satisfaction with fringe benefits; 9 – satisfaction with contingent rewards; 10 – satisfaction with the operating conditions; 11 – satisfaction with coworkers; 12 – satisfaction with nature of work; 13 – satisfaction with communication; 14 – total job satisfaction.

4. Discussion

As we can see, certain aspects of job satisfaction are related to burnout dimensions (table 2 and 5). So, emotional exhaustion related to satisfaction from the nature of work (Pearson correlation coefficient is 0.24, $p \leq 0.01$). The positive association between these two phenomena is rather unexpected. Perhaps, the satisfaction from the significance of their work's nature, from the feeling of their important job, encourages officers to put a lot of effort and energy into the work. As a result, in combination with other factors, this strong feeling leads to an increased level of emotional exhaustion.

The reduction of personal accomplishment showed a negative relationship with satisfaction from the nature of work (Pearson correlation coefficient is -0.29, $p \leq 0.01$; Spearman's rank order correlation coefficient is -0.26, $p \leq 0.05$). Presumably this is due to the fact that awareness of the theoretical importance of their work (nature of work) diminishes the value

of its practical results. In combination with other negative factors (fatigue, low efficiency, etc), this leads employees to reduce their professional ambitions. At the same time, the correctional staff did not show a correlation of satisfaction with the importance of their work with depersonalization as a dimension of burnout. That is, employees who feel the nature of their work have not resorted to distancing themselves from it (a common way to mitigate its adverse effects).

Depersonalization showed a positive relationship with satisfaction from promotion (Pearson correlation coefficient is 0.32, $p \leq 0.01$). This connection is likely due to the fact that employees who have been promoted are more prone to cynicism and depersonalization.

Depersonalization showed a negative relationship with satisfaction from contingent rewards (Pearson correlation coefficient is -0.29, $p \leq 0.01$; Spearman's rank order correlation coefficient is -0.23, $p \leq 0.05$). Emotional exhaustion showed a negative relationship with satisfaction from contingent rewards (Spearman's rank order correlation coefficient is -0.29, $p \leq 0.05$) too. The aggregated global measure of burnout showed a negative relationship with satisfaction from contingent rewards (Pearson correlation coefficient is -0.24, $p \leq 0.01$; Spearman's rank order correlation coefficient is -0.27, $p \leq 0.05$). These results support our hypothesis 2.

Depersonalization showed a negative relationship with satisfaction from communication (Pearson correlation coefficient is 0.22, $p \leq 0.01$). The aggregated global measure of burnout showed a negative relationship with satisfaction from communication (Pearson correlation coefficient is 0.3, $p \leq 0.01$; Spearman's rank order correlation coefficient is -0.2, but $p > 0.05$). Generally, these results support our hypothesis 4.

But the aggregated global measure of burnout showed a low and statistically non-significant negative relationship with total job satisfaction (Pearson correlation coefficient is -0.02, $p > 0.05$; Spearman's rank order correlation coefficient is -0.03, $p > 0.05$). Thus, hypothesis 1 was not confirmed in this study.

Further, satisfaction with fringe benefits also did not reveal a significant association with the aggregated global measure of burnout and its aspects (Pearson correlation coefficient is 0.07, $p > 0.05$; Spearman's rank order correlation coefficient is 0.05, $p > 0.05$). Thus, hypothesis 3 was not confirmed in this study too. This is due to a significant increase in the satisfaction of penitentiary staff from additional benefits. So, the average satisfaction score in 2017 was 8 (median), while in the current study, the median is 14 (+75%).

Hypothesis 4 has found its partial confirmation. So, only emotional exhaustion showed a negative relationship with satisfaction from operating conditions (Spearman's rank order correlation coefficient is -0.24 , $p \leq 0.05$). Other burnout dimensions did not reveal a relationship with job satisfaction and its aspects.

The cut-off points for separating burned-out cases from non-cases (Schaufeli & Van Dierendonck, 1995) were used. According to these points, 26.9 % of the correctional staff revealed a high level of emotional exhaustion (≥ 27 points), 50 % revealed an average level of emotional exhaustion (17-26 points), only 23.1 % revealed low level of emotional exhaustion (≤ 16 points). 34.6 % of the correctional staff revealed a high level of depersonalization (≥ 13 points), 51.3 % revealed the average level of depersonalization (7-12 points), only 14.1% revealed a low level of depersonalization (≤ 6 points). 35.9 % of the correctional staff revealed a high level of lessening in their personal accomplishment (≤ 31 points), 41 % revealed an average level of lessening in their personal accomplishment (38-32 points), only 23.1 % revealed low level of lessening in their personal accomplishment (≥ 39 points).

It is noteworthy that latter indicators testify a more favorable situation than the condition of Ukrainian police officers (Valiev et al., 2019). However, the situation has deteriorated somewhat in comparison with the results of studies of Ukrainian prison staff in 2007. Then with using MBI burnout of 50.8% of the employees surveyed was revealed (Soroka, 2007).

But these rates are approximately equal to those identified by Benetti et al. (2018): 23.6% of high emotional exhaustion and 22.4% of high depersonalization of Brazilian prison workers. Harizanova & Tarnovska (2013), in turn, found that 41.5% of Bulgarian prison workers are at the exhaustion phase. However, latter researchers used other burnout measurement methods.

As for the average burnout score of Ukrainian penitentiary personnel, they are noticeably worse than their Spain and Canadian counterparts. So, Lavoie et al. (2006) revealed the mean emotional exhaustion rate of Canadian penitentiary staff was 26.06, the mean depersonalization score was 16.02, the mean personal accomplishment rate was 25.06. The Spain prison workers revealed an average of 21.8 of emotional exhaustion, 8.5 of depersonalization and 30.48 of personal accomplishment (Bringas-Molleda et al., 2015). Ukrainian staff revealed 27.5, 13.24 and 31.97 score respectively.

Some researchers cited not average data on the whole scale, but average data on one item. So, according to Useche et al. (2019), the mean/item score for emotional exhaustion of Colombian correctional officers was 22.41 (2.49 for one item), depersonalization average score was 8.85 (1.77 for one item), and professional efficacy was 35.6 (4.45 for one item). A comparison of these data is given by us in table 6.

Table 6. Comparison of the average burnout score of correctional staff in different countries

Source: Authors' own conception

Dimensions	Canada, 2006	Spain, 2015	Brazil, 2017	Colombia, 2019	Ukraine, 2020
1. Emotional Exhaustion	26.06	21.8	11.5	22.41	27.5
2. Depersonalization	16.02	8.5	6.17	8.85	13.24
3. Personal Accomplishment	25.06	30.48	20.82	35.6	31.97

Note. Canada, 2006 – according to Lavoie et al. (2006); Spain, 2015– according to Bringas-Molleda et al. (2015); Brazil, 2017 – according to Benetti et al. (2018); Colombia, 2019 – according to Useche et al. (2019).

It should be noted that despite the highest level of emotional exhaustion (from the cited studies), and almost the highest level of depersonalization, Ukrainian staff maintained a high rate of professional accomplishment. However, this high rate may be partially due to the desire of the correctional staff to show that they are still effective, despite the job stress.

The present study did not reveal a statistically significant relationship between demographic factors on burnout and job satisfaction. Overall, research on penitentiary workers' age, gender, tenure and education level has resulted in inconsistent discoveries. In particular, if in the 1980s the effect of gender on burnout was often identified, in recent years such data have not been revealed. Moreover, Carlson et al. (2003) presented that female correctional workers exposed better results of burnout dimensions than their male counterparts (Carlson et al., 2003).

With that Morgan et al. (2002) found that less experienced correctional officers tended to report lower levels of depersonalization and emotional exhaustion and higher levels of personal accomplishment. The

current study also revealed a definite correlation (Spearman's rank order correlation coefficient is 0.23, $p>0.05$) between work experience in penitentiary facilities and burnout. Also, similar results were recently derived by Oliveira et al. (2016). They found that Brazilian correctional officials with experience of more than 10 years tend to present higher scores of emotional exhaustion and lesser reduction of personal accomplishment.

The lack of a relationship between gender and level of job satisfaction is also consistent with many empirical studies. This conclusion had made, in particular, Lambert et al. (2002).

5. Limitations

The current study has several limitations. First, all results were based exclusively on participants' responses to self-report questionnaires. Intentionally or unintentionally, the respondents probably distorted the real situation, for example, their personal accomplishment rate. Second limitation is the small sample size. So, statistical power and the stability of correlations are questionable.

6. Conclusions

H 1 predicted that the total level of job satisfaction of penitentiary employees is negatively related to their burnout. But this assumption was not confirmed. The aggregated global measure of burnout showed a low and statistically non-significant negative relationship with total job satisfaction (Pearson correlation coefficient is -0.02, $p>0.05$; Spearman's rank order correlation coefficient is -0.03, $p>0.05$).

H 2. predicted that satisfaction of penitentiary employees from the contingent rewards is negatively related to their burnout. The study revealed that emotional exhaustion and depersonalization as burnout dimensions and the aggregated global measure of burnout had a statistically significant negative relationship with satisfaction from contingent rewards. These results support our hypothesis 2.

H 3. predicted that satisfaction of penitentiary employees from the fringe benefits is negatively related to their burnout. But the study did not reveal a significant association this aspect of job satisfaction with the aggregated global measure of burnout and its dimensions.

H 4. predicted that satisfaction of penitentiary employees from the communication is negatively related to their burnout. Depersonalization as a burnout dimension and the aggregated global measure of burnout a statistically significant negative relationship from communication.

H 5. Satisfaction of penitentiary employees from the operating conditions is negatively related to their burnout. This assumption has found its partial confirmation. So, only emotional exhaustion as a burnout dimension showed a statistically significant negative relationship with satisfaction from operating conditions.

On the whole, the level of burnout of the Ukrainian correctional staff, especially the level of emotional exhaustion, is noticeably worse than their Canadian, Spanish, Brazilian and Colombian counterparts, which revealed in the last years. Dual position of penitentiaries, conflict of the role of supervision and counselling adversely affects their burnout.

The revealed relationship between burnout and dissatisfaction with fringe benefits, the quality of the communication field and the operating conditions of the penitentiaries requires the development of measures. In particular, it is necessary to direct the policy of the management of institutions to the sphere of encouragement for job results, analysis of communication in departments and divisions, and improvement of workplace conditions.

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