A comparison of organizational hierarchy and its relation to job satisfaction between High Security Prison and Turku Prison

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The job satisfaction of employees in any organization be it in the public or private sector plays a big role in the effectiveness and performance of the organization. Many previous studies have researched the effect of stress on the correctional officer, however the effect of the prison organizational hierarchy on employee job satisfaction has received little attention.

The Kosovo Correctional Service requested a job satisfaction survey for the High Security Prison in Kosovo. For the purpose of the authors study a quantitative research method was employed to examine how the prison organizational hierarchy in a Kosovo prison (High Security Prison) compares to the hierarchy of a prison in Finland (Turku Prison), and its relation to job satisfaction. The survey data from High Security Prison was compared to a previously conducted validated survey in Turku Prison by the Criminal Sanctions Agency. A t-test, factor analysis and regression analysis were used to analyse the data.

The theoretical framework examines the multifaceted concepts relating to job satisfaction. This includes earlier studies and a broad review of literature focusing on organization structures, cohesion, organizational behaviour, motivation, justness, meaningfulness, communication, and leadership.

Through the theoretical framework it is possible to determine the type of organizational structures used in High Security Prison and Turku Prison pretraining to communication and leadership. It is determinable that High Security Prison uses a hierarchical structure and Turku Prison a flat structure. The analysed data from both facilities reveal the differences in the variables between both correctional facilities and the most meaningful values relating to job satisfaction. HSP employees regarded the cohesiveness of the working community as their most meaningful value (Beta = 0.492, P = 0.009), whereas the content of the work was the most meaningful value for the Turku Prison employees (Beta = 0.275, P = 0.009).

HSP employees regard the culture, beliefs and values within the working community as the most important factors affecting their job satisfaction. The authors suggest that the reasons behind the HSP results could possibly be derived from the geographic area size, high unemployment rate, patriotism, tight connections with family/relatives, and above all culture. The Turku Prison employees feel the work content; how motivating and inspiring the work is, the level of challenge and knowing the objectives of the work as the most contributing factors to their job satisfaction. The authors believe that European individualism, self-reliance and task orientation to be the contributing factors to the job satisfaction of the Turku Prison employees.

Key words: organizational hierarchy, job satisfaction, leadership, cohesiveness, justness, communication

Contents

1   Introduction

The Kosovo Correctional Service (KCS) in collaboration with the EU Twinning Project "Further strengthening the correctional and probation services in Kosovo" and The Training Institute for Prison and Probation Services (RSKK) requested that the authors conduct a quantitative study into job satisfaction for the High Security Prison in Kosovo (HSP). The data gathering phase was implemented in the spring of 2019.

The authors survey specifically targeted employees in High Security Prison which is in the village of Gerdoc-Podujeva, Kosovo. The HSP staff members that participated in the survey included management, administration and the front-line employees (senior officers, correctional officers, civilian workers). The survey was based on the validated VMBaro job satisfaction survey currently in use by the Finnish Criminal Sanctions Agency. The aim of the survey was to identify any areas within leadership, cohesiveness, justness and communication and the meaningfulness of the work of prison staff that need to be further developed. Participants in the survey were the maximum number of managers and employees to provide a broad view of the current situation. The survey itself provided the KCS with data for possible future surveys, and a basis on which to build a strategy for positive change (Kiehelä 2018).

For the purpose of the authors study the data from the HSP job satisfaction survey was compared and analysed to a previously conducted VMBaro job satisfaction survey. The previous survey was conducted by the Criminal Sanctions Agency in Turku Prison in 2018. This enabled the authors to investigate the possible differences in the two organizational hierarchies, and if the differences affect job satisfaction.

The reason the authors were initially interested in this subject stem from previous contacts that were made in Kosovo during an internship period in the spring of 2018. The authors were both eager to pursue a subject that would be both international, and beneficial to either a non-profit organization or a post conflict country such as Kosovo.

The thesis research plan was completed by the end of January 2019. Field work and data collection in High Security Prison took place at the end of February 2019. The data analysis was conducted during April 2019. The thesis was completed and handed in for evaluation March 2020.

1.1 EU Twinning Project "Further strengthening the correctional and probation services in Kosovo" and High Security Prison

The headquarters of the EU funded project managed by the European Union Office in Kosovo is located in the Public Services Ministry office in Prishtina. The project duration is 30 months from September 2017 to February 2020. The implementing member states are the Criminal Sanctions Agency of Finland, in co-operation with the Health and Welfare Institute of Finland. The beneficiaries are the Kosovo Correctional Service and the Kosovo Probation Service. The overall objective of the project is to support Kosovo in improving the standards of the Judiciary sector, by further strengthening the institutional framework of the penetentiary system. The purpose of the project is to improve the standards of the probation and penetentiary system in Kosovo by strengthening the effective and efficient management of the correctional and probation services in accordance with European Union standards and best practices (Twinning project interim quarterly report 2018, 5-10).

The construction of High Security Prison began in 2011 and ended in December 2013. The first prisoners admitted to the facility were in May 2014. The facility has been constructed with the use of funds from the EU and from the Government of Kosovo. A maximum-security facility such as HSP was deemed a necessary addition to the correctional system in Kosovo. HSP employs a total of 137 staff members.

HSP houses 390 prisoners who are classed as high-risk prisoners with sentences in duration of more than 15 years. The prisoners engage in various programs including cognitive skills programs, vocational training programs, recreational and sport programs. 35% of the prisoner population is engaged in working activities. During 2019 a mini factory producing hygienic paper became operational and currently employs ten (10) prisoners. All the correctional facilities in Kosovo will be supplied by the factories production (Selmani 2020).

1.2 Turku Prison

Turku prison was opened in 2007 and is on the Southwest coast of Finland in Saramäki 8 kilometres from the city of Turku. Turku Prison is a maximum-security facility composed of several different sectors and employs more than 200 people. Around half of the 200 employees are prison officers. There are three main parts to the prison. The first part is for the admission of newly arrived prisoners and soon to be released female prisoners. Upper management and the assessment centre are also located in this part. The second and third sectors of the prison are for the housing of adult prisoners. This includes one cell block/wing for female prisoners. There is a total of 9 housing wings, and a separate Psychiatric Prison Hospital for mentally ill prisoners.

Turku Prison houses a maximum capacity of 255 prisoners and the Psychiatric Prison Hospital houses 40 prisoners. The class of prisoners housed range from first timers to those serving life

sentences. Prisoners have the possibility to work, go to school or participate in rehabilitative activities (Criminal Sanctions Agency 2019).

2 Theoretical framework

The first part of the theoretical framework will review previous studies which relate to the job satisfaction of employees working in prison facilities. The studies included mostly employ quantitative research methods, however there is also a qualitative study as the authors study contains a qualitative element. The second part of the theoretical framework focuses on the main concepts relating to the job satisfaction of employees in a prison organization.

2.1 The Criminal Sanctions Agency quality survey 2016

In 2016 a quality survey was conducted using the VMBaro survey instrument and was initiated by the Finnish Criminal Sanctions Agency. The survey was based on two previous quality surveys in 2012 and 2015.The survey targeted all prisoners and community sanctions clients, as well as staff working in prisons, assessment centres, community sanctions offices and support patrols throughout Finland (Criminal Sanctions Agency 2016). We will focus on the results from the survey concerning the staff and especially in relation to job satisfaction.

The survey showed that most of the employees enjoyed working in their jobs and 70% were motivated to come to work each day. Nine out of 10 employees were willing to do their best to achieve the goals set out by the employer. Six out of ten employees felt that the work contains enough responsibility and enough power to sufficiently handle their duties. However, 42% did not feel a need to make any extra effort in their duties as they felt it would go unnoticed. A third of staff felt that they did not receive the right amount of feedback and praise for their work.

37% responded that they do not receive enough information on what goes on in the prison and just under half responded that they are not involved enough in the planning and decision making. Four out of ten felt that the prisoner/client database supports their duties sufficiently, and the same amount felt the staff facilities were adequate. A third responded that the work is stressful and a third of staff often think about work when at home. A quarter felt that the prison provides enough support in dealing with stress (Criminal Sanctions Agency 2016).

2.2 Cayman Islands Prisons MPQL & SQL study

In 2011 Dr Susie Hulley assisted by Professor Alison Liebling conducted a study into the quality of life of prisoners and staff in the Cayman Islands Prisons. The research was conducted by utilizing a mixed method of quantitative surveys and qualitative methods which included informal discussions and observation (Hulley & Liebling 2011, 2). For our thesis we will not consider the MPQL-survey into prisoner quality of life and concentrate only on the results of the SQL-survey into staff morale, the relationships and attitudes towards management, and the quality of life of staff.

According to the results from the SQL-survey around 45% of employees in the field had a positive attitude towards upper management, and a vast percentage of employees felt that they were respected and valued by upper management. 88.9% felt that the prison director was concerned with their well-being. However, 62.2% felt that the director and deputy director did not support them when dealing with the prisoners which leaded to increased stress levels. The research also showed that around 33% of employees in the field felt distrust towards senior management. According to the research unit managers were trusted considerably more than senior managers. (Hulley & Liebling 2011, 30).

The survey results from job satisfaction, motivation and commitment showed that the employees in the field showed high levels of commitment, pride and loyalty towards the job. 90% of employees felt that the work as a prison officer is meaningful and important in maintaining the security of the country. The results from employee motivation and enjoyment were much lower. Only just over 50% of employees enjoyed their work as prison officers and 44% did not wish to do more than the minimum work required. Hulley suggests that this maybe because employees did not feel that upper management recognised or appreciated them for their work. Around 45 % of employees felt underappreciated, and that doing extra work was not worth it as it would go unrecognised anyway. This according to the survey would also increase stress levels in the job. High satisfaction scores were given to relationships with colleagues. Around 75% felt respected, valued, and trusted working in a team, and this was one of the main factors at increasing enjoyment at the workplace (Hulley & Liebling 2011, 30-31).

2.3   Burnout Among Prison Caseworkers and Corrections Officers

Joseph R. Carlson PhD and George Thomas PhD conducted a study in 2006 to investigate the reasons behind burnout and the high turnover of staff among prison caseworkers and corrections officers in two prisons from a Midwestern state in the USA. The study conducted quantitative surveys to all prison case workers and correctional officers.

The surveys were confidential, and the importance of participation was emphasized by the Department of Corrections. Participants that were not present due to sickness were given one week to answer. The surveys targeted 221 correctional employees and 81.8% of staff responded. The answers to the questionnaire were analysed using a validated instrument originally developed by Maslach and Jackson (1981) called the MBI (Maslach Burnout Inventory). The survey consisted of three scales; 1: Emotional exhaustion, 2: depersonalization, and 3: Personal achievement.

The survey examined the basic background of participants (race, gender, educational background, marital status, military experience). It also examined how many sick days participants had taken in a year, complaints received from inmates, and if the participant had received any stress reduction training. The staff were also asked an open-ended question within the survey. This was done to identify the three main reasons why case workers and correctional officers left the prison e.g. turnover. The purpose of this study was to provide man-

agement with ideas on how to prevent or reduce burnout and turnover of staff. The results showed that the main reasons for turnover were in relation to low salary (98%), lack of support from management (60%), and stress and burnout (24%) (Carlson & Thomas 2006, 26-30).

2.4   Prison Work in a Post-Modern World

Dr Sue King from the University of South Australia performed a qualitative study in 2012 to investigate the role of the contemporary correctional officer. The research was carried out within three Australian prisons. The research was implemented through interviews using practical open-ended questions. A total of 44 members of staff were interviewed. The prison officers were asked to describe their roles as officers in relation to security and human services, and about any preconceptions they had about the work when first starting out. This was to see if ideas about working as a prison officer are mutual among employees (King 2012, 47-48).

The results from the survey highlight the prison officer`s importance of receiving recognition from the administration in their roles as managers of prisoners as opposed to security guards opening and closing doors. In other words, the officers interviewed did not feel that the complex and demanding work they perform as prison officers is respected by the management (King 2012, 53).

2.5   Organization structures

The structures of organizations can be very different from one another. The structure determines how efficient an organization is in its productivity and in achieving its goals and objectives. The leadership, lines of communication and different areas and levels of responsibility are all determined by the type of structure being used by the organization. (Hackman 1981, 26, 66-83). The type of organizational structure an organization may choose depends on the size of the organization, the skill level of the employees and the preferred leadership style. (Nelson & Pasternack 2005, 45).

There are many different types of organization structures, however for the authors study the focus will be on hierarchical and flat structured organizations. Other structures will be covered, but in less detail. The reason for this is that hierarchical structures are most commonly in use by contemporary prison systems, and in recent years some prison systems have adopted a flatter management structure to improve the functioning of the organization. (Coyle 2002, 70).

Large organizations usually adopt a hierarchical structure which is also referred to as ´tall structure´. In a tall structure every employee has a subordinate except for the chairman or director. The structure takes the form of a pyramid that descends to the lower ranks (Rishipal 2014, 58). In a disciplined prison organization, the orders are issued down the chain of command and employees are expected to obey those orders. (Coyle 2002, 11) Smaller organizations on the other hand may adopt a horizontal organization which is also known as a ´flat

structure´. In a flat structured organization, there are fewer management levels between the employees and higher management (Rishipal 2014, 58). The Swedish Prison and Probation Service although a large organization adopted a flat structure of management during the 1990s to improve the leadership of their middle management. The structure was comprised of four levels under the prison director; senior managers, unit managers, team leaders and staff members. (Coyle 2002, 70).

There are certain advantages of tall structured organizations. Managers are more directly involved with the employees and can oversee the employee's duties more efficiently. This is also beneficial to the employees as they do not have to share a manager with other departments. A hierarchical structure is also clearer to the employees regarding levels of responsibility. Employees also know exactly who to report to in the chain of command which improves communication. A hierarchical structure can also motivate employees to perform to gain promotion. There are also more opportunities for employees to specialise in a specific field. Loyalty to their own department is fostered to a higher degree in tall structured organizations.

Some of the disadvantages of tall structured organizations are seen in their slow ability to react to changes in the environment which is bad for the overall development of the organization. The decision making can also be slow, and this can have a negative effect on customer relations as individual employees lack the responsibility to make on the spot decisions. Although communication within an individual department may function well, the communication between different departments can be less effective (Rishipal 2014, 58-59). Coyle highlights this fact in his study that horizontal communication between departments can be slow and limited in prison organizations which increases the possibility of miscommunication. This in turn can hinder the overall management of the organization. (Coyle 2002, 94) Competitiveness between departments can be counterproductive as each department seeks to improve its individual position which may not benefit the organization. Expense can be an issue as well as hierarchical organization structures have many different managerial positions that need to be filled and this costs the organization money (Rishipal 2014, 58-59).

Small organizations that have fewer employees usually employ a `flat structure` and do not have a need for middle management in the running of the organization. The advantages of a flat structure are that it enables individual employees more freedom in decision making thus speeding up customer relations. Employees can also be more independent and creative in their tasks which improves their overall job satisfaction. Communication is also improved between the employees and higher management as there are no extra levels of management to go through. Feedback from higher management is faster and enables a more personal relationship between the management and the employees (Rishipal 2014, 58-59). Coyle states in his study that for communication to be effective in a prison facility there needs to be two-way communication vertically, and horizontally between departments. This type of system moves away from the traditional hierarchical structure. (Coyle 2002, 94). In flat structured

organizations co-operation between the employees is encouraged to find solutions to prob-lems more quickly. As opposed to a hierarchical organization which has many managerial posi-tions, a flat structure is more cost efficient for the organization (Rishipal 2014, 58-59).

As with hierarchical organizations, problems can occur in flat organization structures as well. As opposed to a hierarchical organization where the immediate supervisor is clear to the em-ployees. In a flat structured organization this is not so and can cause problems as employees do not know who to report to. This can cause a power struggle between management. The role of the employee can be unclear as employees do not know what is expected of them. Other problems can be seen in the lack of promotion opportunities as flat structured organi-zations do not provide as many opportunities for the employees to advance in their careers. Flat structured organizations also effect the employee's ability to specialise in specific fields. Regarding the overall development of the organization management a flat structure may hin-der this as management may not want to change the structure of the organization. The work-load of a flat structure can be too overwhelming for a singular manager and cause undue stress, cause a lack of support for the employees, and deadlines could be missed as a result. Quality control can be hindered as there is a lack of oversight from management (Rishipal 2014, 60-62).

Decision making in a line structured organization is made at the top by the director and moves down in a line to the line managers. It is a simple form of organizational structure. A line and staff organizational structure is more complex and utilizes staff supervisors which give advice to higher management in the decision-making process. The decision-making pro-cess can be slow in this type of structure because of the extra levels of management (Rishipal 2014, 56-57).

A functional organizational structure is the traditional hierarchical organizational structure where employees are divided into specialist groups. Because there are so many levels to the structure this can cause problems in co-operation and communication between units (Rishipal 2014, 57).

In a bureaucratic organizational structure, everything that takes place within the organization is very formal and rigid. The structure although organized is very slow to react to changes and does not foster individual creativity within the workforce which can lead to low morale and employees leaving their jobs (Rishipal 2014, 57).

2.5.1   Hierarchy in a prison

The word hierarchy according to the Cambridge Dictionary is defined as follows:

1. A system in which people or things are arranged according to their importance
2. The people in the upper levels of an organization who control it (Cambridge university press 2019).

Organizational structure and hierarchy in corrections is an area, which has been previously studied. One of the topics which have been under debate is the type of hierarchy in use and if it is suitable for a prison environment where the treatment of prisoners needs to be taken into consideration (K O'Hare 2019).

High Security Prison Chain of command

- Director
- Deputy Director
- Chief of sector
- Senior supervisor
- Supervisor
- Correctional officer
- Civilian staff
- Technical staff
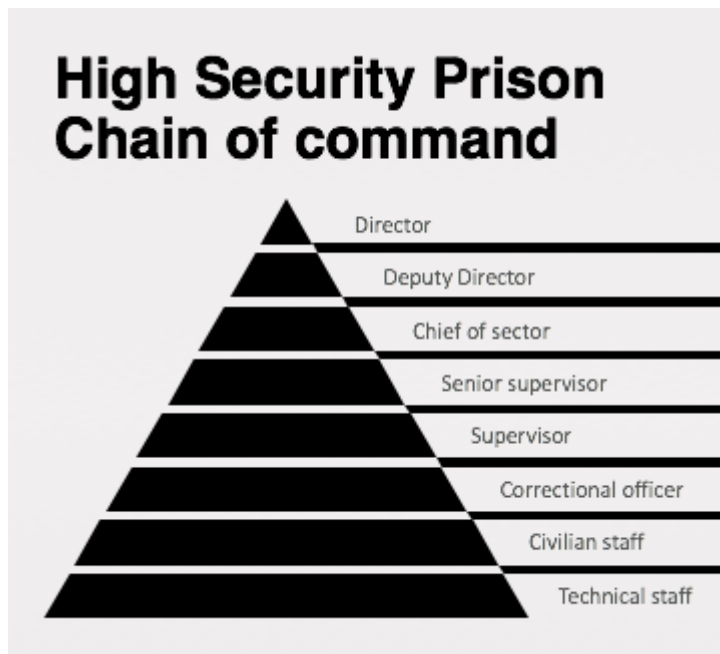
Figure 1: High security prison chain of command (Burton & Kortelainen 2020)

In the modern world prisons facilitate many functions, but the basic functions remain the same. Incarceration and rehabilitation go hand in hand. The debate has not been so much about the basic functions, but about the incompatibilities or conflicts between the hierarchy and its effect on rehabilitation. In addition, it was argued if the possible conflict between hierarchy and rehabilitation was causing the prison staff additional stress (Cressey 1959). Coyle highlights the same issue as in recent years prison environments have become more dynamic institutions requiring a quicker response to change. For this reason, Coyle implies that the traditional hierarchical organizational structure is simply not suitable for the modern-day prison environment. Furthermore, he mentions the fact that prison management mainly deals with people (employees, prisoners) which ultimately needs to take priority over process management (Coyle 2002, 59).

Turku Prison chain of command
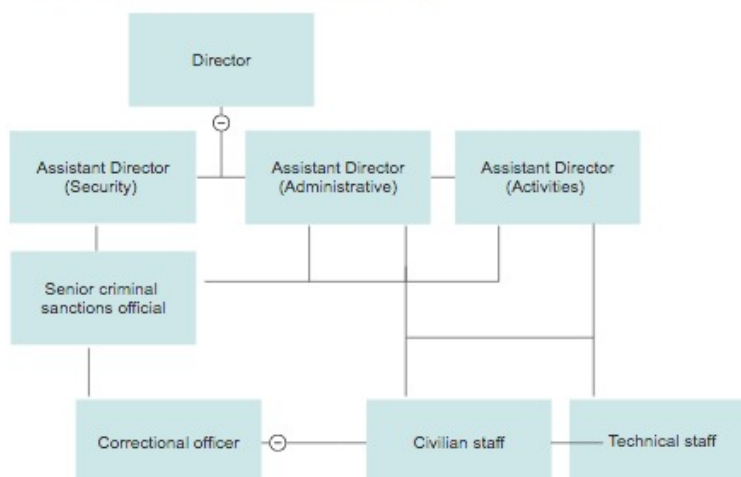
Figure 2: Turku prison chain of command (Burton & Kortelainen 2020).

Different prison systems have started to realise the importance of a highly functioning management structure. The Scottish Prison Service (SPS) recognized that the running of a prison organization contains the same managerial elements that are found in other fields of management; human resources, administration and finance are the same in any field. However, the only difference to a prison environment is found in the operational side. For this reason, the SPS has placed priority on general management skills for their employees (Coyle 2002, 69-70).

Henry Mintzberg in his study on the structures of organizations highlights five basic parts that make up an organization; The operating core, the strategic apex, the middle line, the technostructure and the support staff. The authors will examine how these parts relate to the organizational hierarchy and management in a prison organization.

Figure 2-1. *The Five Basic Parts of Organizations*
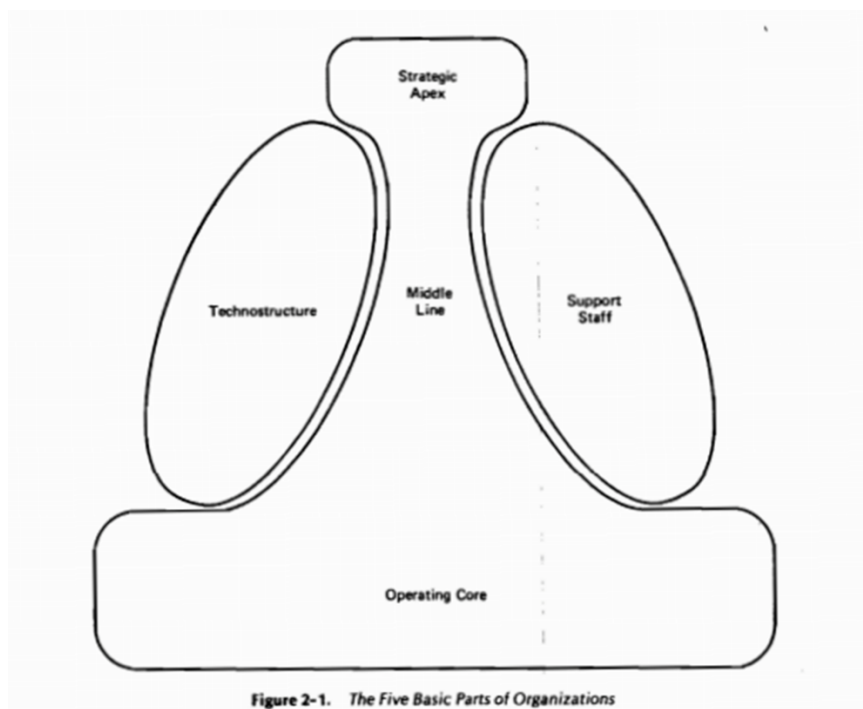
Figure 3: The five basic parts of an organization (Mintzberg 1979).

Mintzberg states that the core of an organization consists of operators who carry out the basic work of the organization. This includes securing the input for production, transferring input into output, ensuring the distribution of the products and finally providing support for the functions in question i.e. maintenance (Mintzberg 1979, 24). In a prison organizational structure, the operating core is comprised of the employees who carry out the actual hands on work with the prisoners i.e. the prison officers, social workers, instructors, prisoner work supervisors (prisoner labour), and healthcare professionals.

The strategic apex according to Mintzberg is found on the upper end of the organization and is comprised of the upper management (Board of directors, president) and those that provide support to the upper management i.e. secretaries and assistants. The strategic apex may also in some organizations be a committee or governing board. The main function of the strategic apex is to ensure that the mission of the organization is fulfilled in accordance with the strategy of the people that either own or have power over the organization (Mintzberg 1979, 24-25). Prison organizational structures follow the same form although may differ in the number of management levels as in HSP and TUV. For example, in Turku Prison the strategic apex consists of a director / governor and the supporting administration (Criminal Sanctions Agency 2019).

Underneath the strategic apex is the middle management which is connected to the operating core. The higher end of the middle management consists of senior managers and runs down to the first-line supervisors who oversee the operators. According to Mintzberg the need for middle managers is evident in larger organizations. The bigger the organization the more need there is for managers in the middle line as there is a limit to how many operators a manager can efficiently manage. Furthermore, operators require direct supervision and the first-line

supervisors fulfil this role and form the first link in the chain of authority. Mintzberg goes on to describe how the functions of management changes lower on the chain of command. The top manager of the middle management is required to directly supervise the first-line managers, but also to ensure the boundary conditions of the organization are met. He also has to co-ordinate horizontally with other unit managers, analysts, support staff and outsiders. The first-line manager is also bound by the rules and regulations of the unit which according to Mintzberg can impede his flexibility to manage the unit in question. Prison environments are similar in this fashion as the higher end of middle management in for example Turku Prison consists of three deputy directors / governors. One deputy director oversees rehabilitation and manages the social workers and instructors under his/her command. The second deputy director oversees security and manages the senior officers from each unit / wing, and the third deputy director oversees administration (Criminal Sanctions Agency 2019).

Mintzberg states that the technostructure of an organization consists of the people who either design, plan, change the work or train the people who do it. In other words, the personnel in the technostructure form the departments in strategic planning, personnel training, control, operations research, production scheduling, the clerical staff and so on. These people serve to standardize the operations of the organization. Such standardization reduces the need for direct supervision (Mintzberg 1979, 29-30). As in civilian organizations prison organizations have a technostructure which fulfil the functions of the organization. The prison unit in Finland receives strategic guidelines from the Central Administration which itself has three units; Management Support, the Administration and Legality Unit, and the Effectiveness of Sanctions Unit. Furthermore, the training of staff is overseen by The Training Institute for Prison and Probation Services (Criminal Sanctions Agency 2018). The prison unit/organization has its own technostructure consisting of officers in charge of work schedule management and members of staff from administration (Heinonen 2015).
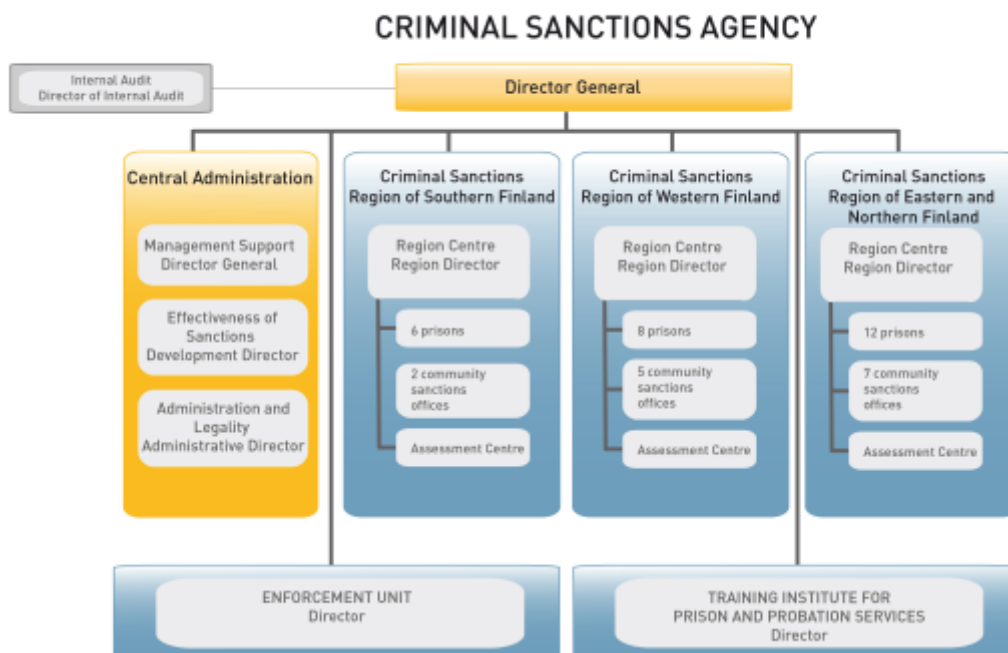
Figure 4: Criminal sanctions agency organizational chart (Criminal Sanctions Agency 2017).

For a large organization to function efficiently it needs support staff to provide support to the organization outside the operating workflow. Mintzberg mentions the possible units comprising the support staff with each containing their own mini-organization and an operating core. The units in a large organization may include; legal counsel, public relations, research and development, cafeteria, reception, payroll etc. Mintzberg argues that the support staff cannot be included in the technostructure as they do not have anything to do with standardization or primarily with the providing of advice (Mintzberg 1979, 31-32).

Support staff in a Finnish prison would include the canteen staff providing food for prisoners and employees, mental healthcare (prison psychologist), spiritual work (prison priest), social work (social worker, prison counsellors, physical education and cultural services (Physical education instructor, Librarian) (Heinonen 2015).

2.5.2   Power distribution within organizations

The way power is shared amongst the organisation (decision making power, units etc.) is referred to as centralization (Andrews & Kacmar 2001, 22, 347-366). Wright, Saylor, Gilman, & Camp (1997) noted that there are two levels of centralization. The first level consists of control and the amount of input that the organization allows the staff to make decisions about the task or the job in general. (job autonomy). i.e. controlling the order of tasks or delegating them to others. The second level concerns the influence and decision-making power of the staff (amount of involvement that the organization accepts from a staff member) i.e. deciding goals for future development. If both of the above-mentioned variables are highly visible it can be determined that the organization is decentralized. If there are no signs of either

variables then the organizational structure is determined to be centralized (Wright, Saylor, Gilman, & Camp 1997, 14, 213-226).

In a formalized organizational structure the implementation of rules and regulations defines the framework of the operational environment that staff work in. This enables the organization to oversee the performance of the staff. The monitoring that the rules and regulations are carried out in the manner that the organization intended helps those said rules and regulations become standardized (Taggart & Mays 1987, 180-198). In other words, formalization refers to the point where rules, regulations, behavioural patterns etc. are listed in writing. i.e. staff manuals. (Price & Mueller 1986, 46). Formalization is factually a mix of both classification (codification) and observation. Codification refers to the written form of rules and regulations. Observation is the extent of staff notification about the codification, and the expected degree that they need to follow (Pandey & Scott 2002, 553-580).

Decentralisation refers to the way the organization distributes power and influences the staff i.e. the decision-making power is passed down from the upper management to the lower levels of the organizational hierarchy (Atkinson & Moffat 2005). Although decentralisation involves more staff members in the decision-making process it enables more effective organizational communication and managerial practises (Roman 1997, 46).

Decentralization has also received attention in terms of staff job satisfaction. A good example of this is a study that Hepburn and Knepper (1993) did in the U.S. concerning correctional work and job satisfaction. Research findings were analysed and it was concluded that rewards in work (e.g. job autonomy and the possibility to utilize the individual skills of staff members) affected job satisfaction positively. In addition, decision-making which involves staff on all levels (i.e. decentralization) has been shown to increase organizational commitment positively (Morris & Steers 1980).

Various studies have shown that organizational hierarchy in some respects affects job satisfaction. Staff empowerment and increased involvement in the decision making (job autonomy) has been shown to positively affect job wellbeing (Dennis 1998, Hepburn 1987).

The lack of involvement according to Whitehead and Lindquist has negative effects on job well-being (Whitehead & Lindquist 1986). Also lack of responsibility and poor possibilities to be involved in decision making has been shown to be one of the root reasons behind job dissatisfaction (Lombardo 1981).

2.6   Job satisfaction

Job satisfaction is a variable which measures the employees liking to the work (Spector 1997). Job satisfaction has been argued to be subjective to the employees combined beliefs and feelings about the work (George & Jones 2012). Subjective job satisfaction has been under debate. Gellerman (1968) states that in order to gain satisfaction from the work itself it is vital to have some other driving values than just a comfortable working place. Therefore, job

satisfaction should be observed as a larger construct which includes subjective goals such as gaining more experience.

Figure 5: Elements contributing to job satisfaction (Burton & Kortelainen 2020)

Robbins (1986) points out four main attributes that affect job satisfaction. The attributes include the right amount of mentally challenging work which would enable the employees to use their skills and abilities, along with receiving enough feedback from the employer. Robbins also highlights the importance of rewarding the employee for doing a good job which would include the opportunity for increased pay and promotion. This and good working conditions all affect job satisfaction in a positive way. Social interaction and good co-operation between colleagues all increase satisfaction at the work-place. Furthermore, a supportive manager who listens to his subordinates, supports and gives constructive criticism also affects overall job satisfaction in a positive way.

2.6.1 Well-being

Before the authors explain job related well-being It is important to explain what the basics of well-being are. We approach well-being through Erik Allardt´s theory ´Having, Loving, Being´. Allardt views well-being as a subjective and objective matter. Subjective well-being focuses on the experiences and feelings that an individual has encountered. Objective well-being is part of the individual´s way of fulfilling their needs. On a broader scale Allardt observes well-being as a combination between the standard of living, quality of life and happiness (Allardt 1976, 32-33).

The basics of a person´s well-being is mostly related to physical needs. Erik Allardt defined well-being using three basic categories which are; being i.e. expressing yourself. Allardt emphasizes that merits, strengths and meaningfulness of doing are the core values of `being`. Expressing oneself could be the way an individual is utilizing their strengths in the working community. The purpose of ´doing´ could also relate to the value that others place on one's effort. It is not possible to measure expression by measuring the merits or efforts of an individual (Allardt 1976, 46-48). Having i.e. standard of living. The standard of living focuses on

material things such as a car or salary. Low living standards can affect the behaviour of individuals. If facing the possibility of starvation, humans can put aside their other needs (Allardt 1976, 39-43).

Loving i.e. social needs. Allardt suggests that every individual has the need to be a part of a social circle. This social need category is attributed to the taking care and valuing the individuals in the social circle. There is a correlation between loving and affection. Therefore, the social need category shows that love is connected to sexuality. Sexuality is considered a part of the physical needs of an individual (Allardt 1976, 42-44).

2.6.2 Job-related well-being

Job-related well-being includes many aspects. Since it is mostly a subjective experience it is impossible to say what would define job-related well-being. For some it could be success at one's work, and for others it could mean having good relationships with colleagues (Vanhala & Kotila 2006, 71). The core for well-being at the workplace is to develop and to train employees which develops the whole organization. The goal is to provide everyone with enjoyment within the work and the possibility to feel successful (Otala & Ahonen 2003, 19).

Although job-related well-being is experienced individually it can be perceived as subjective-, objective- or as a collective matter. Measuring job-related well-being provides information about the quality of the working environment. Researching job satisfaction or well-being has been proven to be somewhat challenging. Finding a subject category to measure affects the results of the research. A subjective way to measure job-satisfaction would be to measure previous experiences individuals have had. An objective way to measure job satisfaction would be to measure the working conditions or salary (Kristensen & Johansson 2008, 96-117).

A collective measuring method may include questions about teamwork. When measuring collective well-being it is vital to get the answers from the whole team for the research results to be reliable (Hakkarainen 2003, 384-391). Although measuring job-satisfaction will not give exact information about the quality of the working environment it does provide valuable information about the employee´s satisfaction (Hamermesh 2001, 54-61).

By investing in job-related well-being organizations could increase profitably, improve the quality of work and help employees to manage the workload. If employees are feeling well it is easier for the employees to face new challenges and changes within the organization. Taking care of job-related well-being should be a multi-lateral process within the organization. This process should involve departments from every level of the organizational structure from management to the employees (KEVA 2004, 5,30).

2.7   Cohesion

According to a science publication by Mekoa and Busari the definition of cohesion in a social sense is related to individual behaviours and social attitudes which form traditional character-istics of communities as a cohesive society. Members of a cohesive society will each have a sense of belonging and common identity. They will have tolerance and respect for one an-other regardless of race, culture, feelings and opinions. Each member will have mutual trust which will in turn increase the trust of the institution. Co-operation amongst members of the community for the common goal of both the institution and of national interest are prevalent. Furthermore, each member is expected to respect the law for the common good (Mekoa & Busari 2018, 108).

Mekoa & Busari argue that societal problems such as poverty, unemployment and unfair la-bour markets will have a negative effect on the cohesion of the community as members will not be able to identify with the state and as a result distance themselves from it (Mekoa & Busari 2018, 111). In Kosovo issues relating to the cohesiveness of the working community range from high unemployment rates, gender, cultural differences and patriotism.

Haxhikadrija, Mustafa and Loxha have studied in-work poverty in Kosovo. They state that low employment rate, the average family size of 5.3 members and the accustomed way of only one member of the family working can negatively affect the in-come levels of the working population (Haxhikadrija, Mustafa & Loxha 2019, 5). In Kosovo the employment rate for males is higher than what it is for females. The reason suggested in the ESPN report is that entre-preneurs are mostly men. This can be seen in the statistics by the Kosovo Pensions Savings Trust (KPST) administrative data (KPST 2018, 73). Kosovo´s employment rate for people be-tween the ages of 15 to 64 was 29,8% in 2017 (KAS 2018, 98). The vast majority of women working in Kosovo work in public administration which pays a higher salary than in the private sector. One of the suggested reasons affecting poverty was that the family members of work-ing women are employed as well. This decreases the possibility of poverty of the whole family (Haxhikadrija, Mustafa & Loxha 2019, 6).

The same report by Haxhikadrija, Mustafa and Loxha stated some of the key reasons why the public sector is more attractive to employees than the private sector. There have been indi-cators that the private sector does not grant the salary that is the statutory minimum wage. The cost of living and minimum wage do not correlate. The minimum wages are between 130 euros to 170 euros depending on the age of the worker. However, in the public sector the sal-aries have risen nearly 30% between 2012 to 2016 when at the same time the rise of pay in the private sector has been approximately 1% (Haxhikadrija, Mustafa and Loxha 2019, 9). The Kosovo agency of statistics states that the median wages in the public sector increased 44,1% and 9,3% in the private sector between 2012 and 2018 (The Kosovo Agency of Statistics 2018).

It is possible that since public sector jobs are more attractive and sought after than in the private sector, the employees value their jobs more. This could affect the cohesiveness of the working community in a positive way, since the mutual intent is to keep the working community happy. Although there may not be any intent for the workers to create friction within the working community there are situations where an argument may arise. Since Kosovo is a post-conflict country and there are still frequent conflicts especially in Northern Kosovo the authors noted that Kosovars tended to de-escalate even the most minor conflicts within their everyday life. The reasons behind this kind of behaviour might have roots with the conflict that eventually leaded to the war between Kosovo and Serbia. The authors noted that most of the official meetings in Kosovo began with a long drawn out greeting ritual where the inviting party first welcomes each of the attendees to the meeting and then usually expresses their gratitude by thanking everyone in the most imaginative ways. The authors think that this is done because Kosovars do not want to leave even the slightest chance for the other party to be offended. It is good to remember that the slightest spark has ignited big flames throughout the history of Kosovo. As described the willingness to de-escalate possible arguments is very much present in Kosovo. The prison staff may sub-consciously function in this way in their daily working life, thus making the working environment more stable.

Some of the other reasons behind the attraction of public sector vacancies could be that the labour unions in the private sector are loosely organized and weak, lack of support from the government in the case of unemployment, and the labour law has flaws. For example, by law employers need to guarantee a severance payment to workers who are laid off, but not to those who are fired (Haxhikadrija, Mustafa & Loxha 2019, 11).

A 2017 World Bank research report by Cojocaru states that there are constant violations against construction workers in Kosovo. 50 percent of workers in the construction industry work without any employment contracts. The labour law and the law on health and safety at the workplace is not adhered to by the employers. Construction workers that regularly work over-time and are not compensated. They also face many other violations (Cojocaru 2017, 38, 41-42, 46-48).

According to Bolentini about half of the workers in the construction industry are working without the necessary work equipment. Other complaints from workers in the construction industry include not receiving a pension, problems with salary payments, workplace safety issues, employees being laid-off with weak or non-existent health coverage, and lack of holidays and free days (Boletini 2018).

Briscoe and Price examined the position of women in the society of Kosovo. The official take on women and their rights is that they should be a part of politics and decision making. There are laws on gender equality, anti-discrimination, and a program for gender equality. Briscoe and Price have noted that no matter how many different organizations introduce programs that promote diversity it has yet to increase the political decision making of women on a

practical basis. Women are not a part of the highest decision making processes (Briscoe and Price 2011, 30-31).

Briscoe and Price describe Kosovo´s political culture as "testosterone driven" and "violence and militarized struggle are glorified". They continue "Kosovo in particular is one of striving for zero-sum dominance, rather than mutual respect and compromise" (Briscoe & Price 2011, 21). The authors have travelled quite extensively around the Balkans. During their travels they have noted that the culture not just particularly in Kosovo, but also in the whole of the Balkans could be labelled as "macho" just as Briscoe and Price describe in their research. Whether it is because of the recent war or just the mindset that the man is the `head of the house` politics and religion were subjects that the authors avoided during everyday conversations.

It would be foolish not to touch the subject of politics since it is so tightly affiliated to the post conflict country of Kosovo. It subsequently affects the cohesiveness of the working community. The authors have observed that there are numerous high-ranking government officials who were high ranking KLA soldiers during the war between Kosovo and Serbia. In addition, those who succeed in politics gathered support from their home towns as they are often regarded as a `war heroes` rather than politicians. These observations are important to give the reader an idea about the possible challenges that a person with Serbian roots may face while working within corrections. These are merely observations that the authors have noted whist spending time in Kosovo and should not be understood as factual statements.

The authors rarely had any encounters with women who were ethnic Kosovars that were in high positions in government organizations. The majority of women who had positions of power in organizations were working within international projects or missions. The authors first superior in Kosovo was a woman working for an EU-Twinning Project. She explained how difficult it was at first to get her male colleagues to accept her as a peer within the decision making process. For the authors coming from a western culture this remark was somewhat eye opening. The authors have observed certain behavioural patterns of the locals and noted that in some of the more conservative restaurants individual employees predominantly interacted with male customers and even ignored the women within the group. Although Kosovo is a liberal country to some extent the vast majority (95,60%) practice Islam (The Kosovo Agency of Statistics 2014, 62).

2.8   Organizational behaviour

For the purpose of this research it is important to understand the theory behind why individuals behave the way they do in organizations. Aswathappa in his research on organizational behaviour mentions that for organizations to be effective they need to understand that organizations are comprised of people with different abilities and skills. For an organization to harness these skills to achieve the goals of the organization it is important to understand human behaviour. Aswathappa emphasizes that organizational behaviour is comprised of individual

behaviour, group behaviour and of the organization itself, and that all three are intercon-nected (Aswathappa 2010, 7).

Dr. P. Subba Rao illustrates in his publication on Management and Organizational Behaviour the challenges of understanding, predicting and managing individual behaviour due to the consequences of diversity (Rao 2010, 197). Rao states that organization behaviour is built upon several behavioural disciplines including psychology, sociology, social psychology, an-thropology, political science, technology, management and economics.

Psychology according to Rao contributes the maximum input to organisational behaviour and helps to understand individual behaviour and interpersonal behaviour. The psychological con-cepts that Rao emphasizes the most which are relevant to organizational behaviour include: Perception, personality, motivation, learning, job satisfaction, training, emotions, leadership, values, communication, and attitudes (Rao 2010, 203). The authors perceive the described concepts to be the most relevant to the research at High Security Prison.
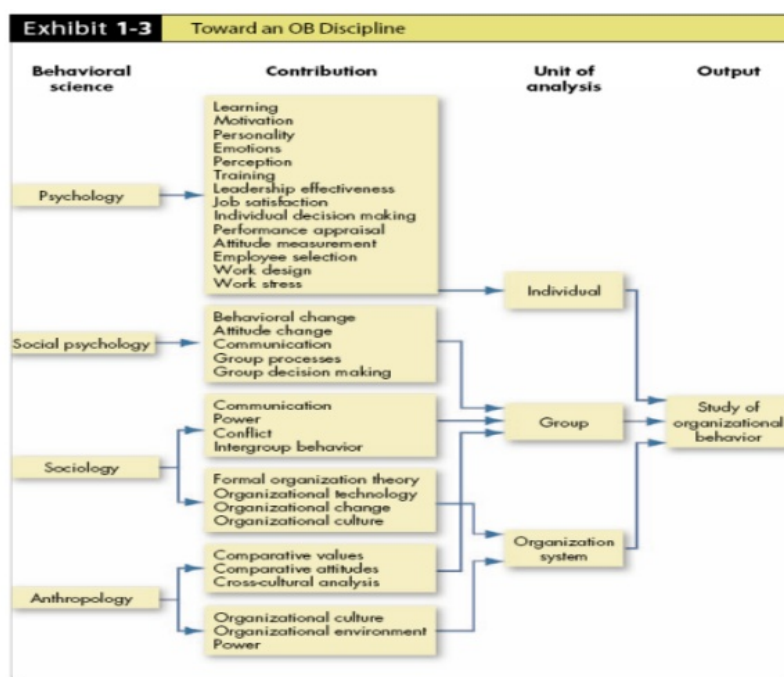
Figure 5: Organizational behaviour disciplines (Robbins & Judge, 2006, 35).

As opposed to psychology which studies individual behaviour sociology concentrates on the study of group behaviour. It studies the behaviour of people in relation to their fellow human beings. Sociology studies interpersonal dynamics such as leadership, group-dynamics, commu-nication, formal and informal organizations (Rao 2010, 203).

Aswathappa (2009) describes in his research how social psychology borrows concepts from both psychology and sociology. Social psychology is used in measuring and understanding how people interact and influence each other. It can be used to measure attitudes, communica-tion patterns and in how the group decision making process effects individual needs (Aswath-appa 2009, 18).

Anthropology which is the science of human learned behaviour studies societies and the activities of human beings. According to Rao cultural beliefs and attitudes has a big impact on how people behave in the work environment (Rao. 2010, 205). Understanding cultural differences in organisations is important for the research of this thesis in the High Security Prison to fully understand why the employees behave in the way they do.

2.9   Motivation

Motivation is defined by the way and consistency an activity is done by individuals or groups. When studying motivation some of the basic questions behind behavioural patterns should be considered. Why do people choose a certain working method over another, continue using this method for a certain duration of time and even when the individual or group encounters problems or setbacks?

Mitchell discovered in his study that there are four factors which create the interpretation for motivation. The first factor consists of motivation that occurs individually. Background and experience sculpt motivation. Earlier studies have found that motivation is a unique phenomenon and that all the theories focusing on motivation allow this individuality within motivation. Within the second factor motivation is controlled by the individual. It is therefore considered a voluntary course of action. The way that motivation affects behavioural patterns (i.e. trial and error) is considered decision making. Within the third factor motivation has multiple layers. The main layers consist of A). Elements that trigger the person to act. And B.) The focus and interest which enables individuals to work towards a goal. In the fourth factor theories behind motivation try to anticipate demeanour. Demeanour itself will not show if the individual is motivated. Motivation is focused in the behavioural patterns that might lead the individual to make decisions, and the power which enables everything to take motion (Mitchell 1982, 80–85).

Huczynski, & Buchanan`s approach explain motivation as focused more on needs and norms. They highlighted the three most common aspects behind motivation. These are goals, decisions and influence. What, why and how are we doing things and what do we need to achieve these goals? The environment we grew up in, biological and psychological needs are all factors present when the individual is determining what their motivation is. Norms affect our way of behaving. In western countries having a glass of wine is considered normal when in some Arab cultures it is prohibited. In organizations there are norms as well. If an event is classed as ´black tie' and you would go to that said event wearing your beach wear you would most likely be ridiculed. In this case you would most likely be motivated to wear a tuxedo as was stated in the invitation (Huczynski, & Buchanan 2013, 290-291). What is the motivation? The motivation would most likely be to dress well, look presentable and well-established as everyone else taking part-in the event. Why are you motivated? Maybe you want to be taken seriously as an expert in your line of work. How are you motivated? The organization would like you to wear the tuxedo, and it is socially acceptable to dress that way (Huczynski & Buchanan 2013, 290-291).

Is motivation essentially us fulfilling our needs? Tay and Diener (2011) analysed the data from the Gallup World Poll where questions about wellbeing and the needs behind wellbeing were asked. The subjects varied from social status to security and the stableness of living. The data was collected from all around the world. Fulfilling individual needs and well-being were highlighted as the main components of subjective wellbeing. It is worth noting that the collected data showed that the wellbeing of other people around the respondents was important because it affects the respondents as well (Huczynski, & Buchanan 2013, 295).

2.9.1 Individual motivation

Aswathappa describes in his study the theoretical foundations behind the motivation of individuals. He states that for an organization to retain motivated employees they must follow three principles; first attract competent people and retain them, second allow people to perform tasks for which they were hired, and third stimulate people to go beyond routine performance and overreach themselves in their work (Aswathappa 2010, 196).

The following figure describes the framework of an individual's motivation within an organization which makes it easier for the reader to understand.

Figure 6: The basic motivation framework (Sarkar 2016).

The figure illustrates the six steps involved in the individual's motivation process. The first step is of the individual`s need deficiencies. When an individual experiences deprivation, he/she seeks to reduce or eliminate them and moves to step 2. The deprivation may be psychological, physical, or social. In step 3 the individual has a goal that he/she wants to achieve and upon accomplishing that goal reduces needs. In step 4 the individual is motivated to perform and achieve goals for the organization to gain recognition. In step 5 the organisation rewards performance by awarding promotion or a raise which is a signal to employees. In step 6 the individual re-evaluates their needs based on the rewards or punishment received (Nezekolizibe & Gogo 2018, 932).

2.9.2   Maslows Hierarchy of Needs

One of the most well-known motivational theories is Maslow´s hierarchy of needs. According to Maslow humans have basic needs that need to be fulfilled in a certain order. These needs are usually illustrated as a pyramid. In order to fulfil the top part of the pyramid all the lower tiers needs should be sufficiently taken care of. If the lower tier needs are not fulfilled it is not possible to move higher on the hierarchy of needs. Maslow states that there are five different layers in the hierarchy of needs. These layers are constructed by different needs. The first layer of needs is built up of physiological needs, the second is safety, and the third is love and belonging. The first three needs are what Maslow describes as deficiency needs. The fourth need is esteem and finally the fifth is self-actualization. The first two needs which are on the top of the pyramid Maslow refers to as growth needs (Hyppänen 2013, 141-142).

As explained earlier the first layer on the hierarchy of needs is constructed by physiological needs. These needs refer to the basic needs of an individual. If none of the needs are fulfilled the physiological needs control behaviour and the life of the individual in general. Basic needs consist of food, water, warmth and rest etc. All the other needs that are higher on the pyramid are set aside until the basic needs are fulfilled (Rauramo 2008, 30). If we were to take the basic needs into context such as for example at the workplace. A basic need would be the salary. Salary or compensation from work is one of the utmost important factors to the individual as without the salary the basic needs are not fulfilled (Sadri & Bowen 2011, 43-45).

The second layer on the hierarchy of needs is safety. Emotional as well as physical safety was highlighted by Maslow in Juutis research (Juuti 2006, 46). The need for safety is closely connected to stability. Emotional safety can concern friends or family or being a part of a group. Physical safety can be related to health or occupational safety (Rauramo 2008, 30-31, 84).

The third layer on the hierarchy of needs is comprised of belongingness and love. These are i.e. social relationships, love and friendship (Juuti 2006, 44-45). When an individual is trying to fulfil these needs their behavioural pattern follows the same patterns of the surrounding society (Peltonen & Ruohotie 1991, 55). Humans have a need to belong to an entity or group. The individuals who are seeking the before mentioned sense of belonging are more likely to commit to work that provides a social network and relationships. If the individual is seeking friendship or social relationships from the workplace it affects their behaviour and creates motivation (Juuti 2006, 46).

The fourth layer is the need for esteem. Esteem is divided into two parts which is the feeling of accomplishment and prestige. The feeling of accomplishment is comprised of self-respect and self-esteem. Prestige is comprised of how others perceive the individual i.e. respect, trust, admiration and fame. When fulfilling the need for esteem individuals tend to try and successfully complete their duties to reach a respectful position within the organization. In order to encourage the employees to fulfil their need for esteem the employer should provide

the possibilities for promotion and a supportive payroll system (Peltonen & Ruohotie 1991, 55-57).

The final layer is comprised of self-actualization. Self-actualization is the individuals ability to reach their full potential. Individuals have the need to express themselves. Some of the needs include gaining knowledge, creativity and achievements at their work. There is some overlap with the need for esteem since the same encouragement methods mentioned earlier such as promotion and a supportive payroll system satisfies self-actualization as well. Employee training in and out of the working environment can bring added value to the employer as well as to the employee. Newly acquired skills benefit the employer and highly skilled employees can feel fulfil their need for self-actualization (Sadri & Bowen 2011, 48-49).
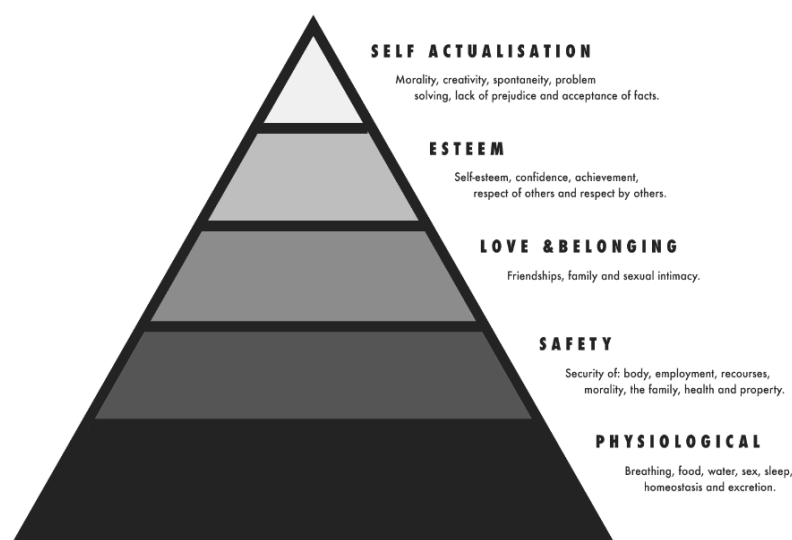
Figure 7: Abraham Maslow's Hierarchy of Needs (Els Kenney 2018)

2.9.3 Motivation at work

Like motivation itself, motivation at work combines many aspects of life. Leisure time, compensation for your work, job security and expertise are all essential in maintaining motivation at work. Motivation drives leaders and employees to perform better (Moran 2013, 308-314). Motivation does not mean the same for everyone and varies at the individual level. Motivation is part of the reason why we do what we do (Ellliot 2001, 13).

Is compensation for your work i.e. money the primary motivator? According to Herzberg it might be a part of the factors creating motivation. Herzberg questions the value of money as the sole motivation and adds that humans work for much more than just money. Other motivational values could be the position of power in an organization, future career prospects, or the current work by its very nature (Herzberg 1987, 65,5).

One way for an organization to increase motivation at work is employee empowerment. It grants employees a feeling of capability, power and a sense of responsibility. Achievements at work are the result of utilizing those feelings to the fullest and getting the job done well to

achieve organizational goals. Using employee empowerment as a tool helps the organization to achieve overall targets (Thomas & Velthouse 1999, 670-676).

Growth motivation has similarities to advancement motivation, where the motivation arises from possible career advancement opportunities. It is important to note that individualism is a factor since not everyone has the same career advancement goals (Lipman 2014). The biggest difference between growth- and advancement motivation comes from the reach of growth motivation. Growth motivation covers a broader area than advancement motivation. Nevertheless, the context remains the same, the pursuit of success.

Growth motivation combines career prospects for self-improvement. Typical career prospects could be monetary compensation from the work, status and power. Self-improvement topics could be challenging oneself through different roles, education, investing time and effort for developing job-related skills, management, organization and networking. By enabling employees to grow organizations can increase work-related motivation (Lipman 2014).

No matter what you do it is important to let employees know their significance. If the employee has fulfilled their duties well, you should note this and tell the employee how valuable they are, and that their efforts are recognised. This way the employee acknowledges that they have performed well and continue working with motivation (Heathfield 2017).

Huczynski & Buchanan describe that some individuals are motivated by "extreme jobs" which provide more demanding duties. From these jobs the author´s selected duties which could fit the work description for someone working in a prison or within a correctional service. These duties include; physical presence at the workplace for at least 10 hours a day, unpredictable workload and a responsibility for mentoring and recruiting (Huczynski & Buchanan 2013, 289).

Although Hewlett and Luce (2006, 289) state that people in extreme jobs are happier with their jobs because of certain acquired perks i.e. status in the community, salary, power. Pfeffer (2010, 39) argues that the physical and mental stress combined with the lack of free time is not viable for the long term. Burke and Fiksembaum (2009, 289) discovered that extreme jobs might affect the overall well-being of an individual. i.e. family life, mental and physical health problems etc (Huczynski & Buchanan 2013, 289).

Rothlin & Werder (2008) have stated according to Huczynski, & Buchanan (2013, 290) If the job or the tasks within the job are not considered interesting this could result in a lack of motivation. The reasons behind this could be a lack of sufficiently challenging work, a monotonous or tedious working environment. Other reasons behind a lack of motivation may include low salaries or a lack of career prospects (Huczynski, & Buchanan 2013, 304). Stress can also cause low motivation (Magnuson 1990, 24-28).

Lambert, Hogan, & Barton (2002, 116-141) state that studies have shown that the satisfaction gained from work amongst correctional service workers and reasons behind work related stress should be further studied (Lambert, Hogan & Barton 2002, 116-141).

Josi & Sechrest (1998) suggest that a planned recruitment process could improve the effectiveness and purpose of correctional services. i.e. accepting only those applicants with a certain skillset and motivation (Josi & Sechrest 1998, 7).

2.10 Justness

Justness is a broad construct, however for the purpose of this study it is important to examine what justness is from a theoretical point of view and how it is perceived by the individual. To do this the authors will focus on theories based in social psychology. Justice was first seen by early theorists as being an equal outcome which is in proportion to their treatment of other people. They proposed that to maximize the outcome people would choose an outcome that would provide the greatest fairness whilst giving them the greatest benefit. And in the case of the benefit being more profitable to them they may choose to ignore fairness altogether. Meaning that self-interest would play a major role in the individuals decision making (Walster, Walster & Berscheid 1978, 6).

Justness was examined in depth by social psychologist Melvin Lerner in the 1980s. Lerner hypothesized the theory "Belief in a Just World" which proposed that the individual has a certain need to see the World as just and that the individual`s behaviours and actions have predictable and controllable consequences. In other words, according to the theory an individual can affect how they are perceived by societies norms and ideologies by the way they behave. Much of this initial research focused on the negative aspects of justness i.e. If a person behaves badly then that person deserves any punishment they receive. Conversely if something good happens to an individual then that is due to the individual's good behaviour (Lerner 1980, 196).

Lerner has since expanded upon his theory along with fellow psychologist Susan Clayton with their latest edition "Justice and self-interest" published in 2011. To do this they examined a wide range of theories and data to discover people's commitment for justice and self-interest. Lerner & Clayton state in their study that people follow a prepared solution to injustice in accordance with their religion, culture, stereotypes, and values. They argue that an individual will either suppress or deny a perceived injustice by either not recognizing it at all or perceiving it to be non-relevant to one's own or others welfare (Lerner & Clayton 2011, 192).

The individual's denial of a perceived injustice was also studied by Opotow (1990) and Deutch (2000, 41-64). They stated that if an individual is not perceived to be a part of their own "moral community" then justice and fairness does not apply to them in the same way as people of their own community. People of a different ethnicity and culture are fundamentally "de-humanized" (Lerner & Clayton 2011, 192-193). This was observed in the build-up to the Kosovo war between the Kosovo Albanians and the ethnic Serbs. The Kosovo Albanians were discriminated by the ethnic Serbs due to religion and control of land. After a great deal of offensive operations from both sides this led up to the Kosovo conflict in 1998 (The Editors of

Encyclopaedia Britannica 2019). The aftermath of the conflict in Kosovo 20 years ago continues to this day with deep-seated distrust and prejudice on both sides with political opportunists using ethnic differences and memories of war atrocities for political gain (Baliqi 2017, 4).

Theorists have researched justness and deservingness and have suggested that there are certain rules that are followed within social interactions. These rules fall into categories which are based on their social and psychological origins. Tyler suggests that the way people react to situations with people in positions of authority can be divided into either procedural or interactional justice (Tyler 1994, 67). Furthermore, cross-cultural research has found that justice related norms are different from one culture to another. An individualistic culture which is less hierarchical will have a larger emphasis on equality (Fischer and Smith 2003, 34) whereas a more hierarchical collectivist culture will focus more on needs and entitlement (Murphy-Berman and Berman 2002, 33).

2.11 Meaningfulness

For an employee to consider work as meaningful there are certain necessities that need to be fulfilled. These are the feelings of unity, autonomy and task interdependence (Hakanen 2011, 32). Meaningful work has multiple attributes. The attributes of meaningful work include goal-oriented work, task autonomy, use of individual skill variety, motivation towards the task at hand, being part of a bigger entity and working as a team (Järvinen 2014, 35 -36). Meaningful work is created by the willingness to work combined with the feeling that the employee is succeeding at this said work i.e. enthusiasm for the work itself (Carlsson & Järvinen 2013, 3.1).

Meaningfulness itself can arise from the basic nature of the work or that the work gives the individual the opportunity to express or use their skills. When an employee is pondering if the work is meaningful the central questions are if the core values of the work, sensation of belonging to the working community as well the relationship with the colleagues are aligned with the values of the individual employee. Earlier experiences the employee has faced within the work can affect how meaningful the work is either in a positive or negative way (Leiviskä 2011, 18-19). Furthermore, Carsson and Järvinen stated that if the work is beneficial to others or the employee has a strong calling to the occupation it creates more meaningful work (Carsson and Järvinen 2012, 2.3).

Why do employees lack meaningfulness and motivation in their work? It could be due to many reasons. If the work is not challenging enough or the work itself is tedious. If the employee lacks interest in their role their motivation drops, and eventually it could lead to poor rates of productivity. Is it possible to influence motivation and the factors behind it? These might have been some of the thoughts that psychologists Greg R. Oldham and J. Richard Hackman were pondering when they conducted their study on organizations.

Hackman and Oldham developed the theory called the "Job characteristics model" (1980) The theory is based on an idea that the work itself is the core for employee motivation. According to their research Hackman and Oldham discovered that monotonous tasks decreased motivation, and that versatile tasks increased motivation. One of the aspects that makes Hackman and Oldhams theory adaptable is that it can be applied to any organization. The theory was also highlighted in the study by Robbins & Judge (2009) and distinguishes five central dimensions found in work. These include; variation of skills, task content (task identity and significance); autonomy and feedback.

CORE JOB CHARACTERISTICS	**CRITICAL PSYCHOLOGICAL STATES**	**OUTCOMES**
Skill variety Skill identity Skill significance	Experienced meaningfullness of the work	High internal work motivation
		High "growth" satisfaction
Autonomy	Experienced responsibility of the outcomes of the work	High general job satisfaction
Feedback from job	Knowledge of the actual results of the work activities	High work effectiveness

Moderators
1. Knowledge & skill
2. Growth need strength
3. "Context" satisfaction

JOB CHARACTERISTICS MODEL
From Hackman and Oldham, 1980

Figure 8: Job characteristics model (Hackman & Oldham 1980).

Autonomy grants an employee a sense of individual responsibility, and feedback informs the employees how efficient they are. The theory suggests that employees feel rewarded when they individually recognize that they have completed a job with purpose. The stronger the employee's reward through these factors, the more likely it is for the employee to be driven, and the less likely it is that they change their jobs. Hackman and Oldham's model of the effect of job characteristics on motivation (Robbins & Judge 2009, 250).

Skills variety; do tasks vary, and are they challenging? Or are they monotonous and too easy? Task identity; do tasks have a defined beginning, middle and end? Without this, it's hard to achieve the satisfaction of an attained goal. Task significance; does the employee feel that their role has meaning? Task autonomy; can individuals have a say in how they carry out their work? Job feedback; are employees receiving feedback on their performance?

If the employee perceives the job as diverse and the job is varied and provides the employee with the feeling of significance, it will increase the individual employees attachment to their position. This requires an open and working communication within the whole organization.

According to Hackman & Oldham, employees will possess a more developed sense of responsibility regarding their outcome of the work. Skills variety refers to the extent to which an employee is required to utilize a variety of skills, abilities and knowledge in the workplace. In other words, skill diversity could be described as the development or growth of an employee within their role. Task content of work (task identity and significance) point out the significance of the meaningfulness of work and the connection between the role and the accomplishments of the organization.

One of the key terms Hackman & Oldham highlighted was the importance of employee autonomy. If the tasks at work are tedious, and they are just a small part of a larger entity it will not provide the employee with a sense of autonomy. On the contrary if the employee can find alternative solutions to solve the task at work and there is a possibility to break the routines it is easier for the employee to find increased significance within the work.

Feedback provides the employee with direct signals about the quality of their work. Whether positive or negative, feedback is a vital part of the employee's possibility to evaluate their performance.

2.12 Communication

Whether online or offline, communication is present in the daily life of most humans. In organizations communication is rarely emphasized before difficulties are encountered. There are many terms which describe the context of communication. Organizational- and interpersonal communication are more processes rather than ways to communicate. Communication takes place either verbally or non-verbally (Huczynski & Buchanan 2013, 222-250).

Verbal communication transmits a message using spoken or written words. Non-verbal communication focuses on transmitting the message by using gestures which the person is aware of, or they can be subliminal. i.e. posture, tone of the voice, distance between the communicators (Lohtaja, Kaihovirta-Rapo 2007, 11). Later in this thesis the authors will return to the topic of non-verbal communication.

In relation to the ways people communicate there are a tremendous amount of terms which are part of the communication process i.e. emotional intelligence and impression management and there is a vast amount of material available concerning these topics.

Working with a diverse pool of people with multi-cultural backgrounds demands more from a team member, since people from different cultures tend to have different ways to communicate (Huczynski & Buchanan 2013, 222).

Daily operations which are run by organizations are in most cases communicated from one staff member to another. From tasks such as customer service, sales meetings and handing out daily duties there are literally none which do not require communication. A study was conducted about the U.S. mass incarceration by Borchert & Arbor. They found that the prison

environment causes problems in communication amongst the staff in prisons. Communicating openly and presenting your views about the correctional service is considered problematic. Borchert & Arbor pointed out that the biggest cause of stress and frustration was in fact the management in a correctional facility and the disagreements about roles. This could lead to communication blocks (Duffee 1974, 157-170; Lombardo 1985, 80-90).

Communication within an organization could be working without problems, but there may be issues that impede communication. In the worst case this could delay the whole process. The communication interceptors may include; the chain of command, rules and regulations, structure of the organization, using external employees, or the decision-making power is elsewhere (Huczynski & Buchanan 2013, 222, 225,229).

Huczynski, and Buchanan state that digitalization and the ease of using e-mail, phones and other means of online connectivity means that people have far less face-to-face interactions. They also state that there is still a fundamental problem in connectivity that modern technology has not been able to solve. You can do most of your banking or even shopping online. On the other hand, non-verbal communication, emotions, feelings, trust and social intelligence which binds our understanding of others and relationship management are not things that you can really communicate without being present in the moment (Huczynski & Buchanan 2013, 222).

Josi and Sechrest (1998, 41) note that further development of the correctional service cannot be comprehended only through the traditional channels of learning. i.e. university. A well-trained and diverse pool of correctional facility staff are more likely to succeed with communication between inmates, citizens and colleagues. The employee`s knowledge should be updated regularly so that the staff can understand the social- and cultural circumstances of those of whom they interact with. Regular learning leads to the correctional staff having a wider understanding of society and the nuances within. Increased training provides tremendous potential for the staff to communicate with the inmates more efficiently and helps the whole organization by reducing physical confrontations with the inmates. Having a better understanding of the current situation of society helps the correctional staff to solve problems which could lead to reforms and/or development of the current system (Josi & Sechrest, 1998, 41-43).

The dialect and the special terminology of a certain field of expertise are also factors in communication. For example, in Finland the Criminal Sanctions Agency has 26 prisons around the country (Criminal Sanctions Agency 2018a). and the accent and dialect of people living in the north and south contain small differences. To have successful communication between different correctional facilities you need to always check that you understood your message correctly. Huczynski, and Buchanan mention that to avoid potential misunderstandings the ´transmitters and receivers` of information should use the same ´codebook` (Huczynski & Buchanan 2013, 224-225, 229).

Different cultures have different norms. Berry, Carbaugh, Innreiter-Moser (2010, 11-12, 49,51) Described that in Finland there is 'comfort with quietness 'which is often misinterpreted as being shy or as an introvert. Somebody from a different culture can interpret silence even as offensive or see the silent person as not being at all interested in their point of view (Berry, Carbaugh, Innreiter-Moser 2010, 49, 51, 11-12). Certainly, there are cultural nuances which should be taken into consideration before a meeting or a conversation takes place with someone from a different cultural environment (Huczynski & Buchanan 2013, 222-224).

The author´s noted that in Kosovo you should always reserve time for greeting all the participants before and after a meeting. It is also important never to put anyone into a position that they could even vaguely think that you are trying to offend them. Small things that are normal from your own cultural background could possibly cause aggravation to others from a different cultural background (Huczynski & Buchanan 2013, 226). The author´s selected questionnaires to be done on computers anonymously because of two reasons. The validity and reliability of thesis, and that the participants could not be any way held accountable for ´shaming' the supervising management which is attributed to the cultural differences mentioned above.

2.12.1 Open and closed questions

Closed questions can answer simple questions such as ´Did you like the food?´ or ´Is the train arriving soon? With closed questions you are most likely to get a yes or a no answer. With open questions the interviewer has the possibility to initiate a conversation and challenge the conversation partner to take part and to share their thoughts about the matter.

The survey in the authors thesis contain both open and closed questions. Closed questions are true/false type questions i.e. ´My work is interesting and challenging? At the end of most topics there is an open-ended question i.e. ´How would you promote the employer image and/or realisation of values in everyday operations? This way it is possible to gain more insight from the respondent about the possible problem areas.

Closed questions have another more significant purpose whilst conducting an interview. The interviewer can use them as a tool to ´break the ice' or as a ´heads up´ for the interviewee that the interviewer is guiding the conversation.

Reflection is one of the keys for a good interview. The interviewer can reassure and strengthen the confidence of the interviewee. This helps the interviewee to open-up more about the subject at hand. Reflection works especially well with questions about emotions and feelings (Huczynski, & Buchanan 2013, 230-231).

2.12.2 Non-verbal communication

Non-verbal communication is an essential element while communicating. If someone is angry, they can clinch their palm into a fist. If someone is happy, they may smile. Whatever the reaction it transmits a message. Usually communication happens by speaking but it is accompanied by non-verbal communication. As earlier mentioned, different cultures have different norms. So does non-verbal communication. i.e. in Japan bowing in certain situations means that the person is sorry. The deeper the bow the more apologetic. Non-verbal communication can help identify who is lying, happy, sad, bored etc. Learning to recognize these signals helps you to maintain a respectful conversation environment (Huczynski, & Buchanan 2013, 233-239).

A well-functioning organization needs to have efficient communication throughout the whole process. This includes everyone from the employees to the upper management. If management do not clearly communicate their strategy to the employees, the staff could feel that their feedback has not been listened to. This can cause collisions between the employees and management. It can even create distrust towards the management (Huczynski & Buchanan 2013, 222-224). There are numerous ways that the management can inform the staff about changes. For successful communication with employees there were two main key points that Huczynski & Buchanan highlighted. Keeping employees informed and allowing them to contribute ideas. There were many varying methods to succeed with employee communication. One way is to utilize technology as a tool. Although digitalized solutions were not the most popular method of employee communication. Instead upper management briefings for the staff and opinion surveys for feedback were described as the ´most successful`. At the same time the ´most popular communication methods` were the ones where there was a human aspect present i.e. meetings (Huczynski, & Buchanan 2013, 245-247)

2.13 Leadership

In definition, team leadership refers to the leadership practices and values exhibited by leaders, governing a specific group of individuals who are working towards achieving a goal or objective. A team would not be able to function without the governance, authority, and effective interaction with a good leader. In this regard, leadership is a function more than a role, and can refer to both the process of leading and to those entities that do the leading. In team leadership, the role of the team leader becomes crucial, as he or she is one who facilitates the processes, the tasks, the working relationships, and the goals, priorities, needs, and achievements of the whole team. Team leadership is an important element in maintaining a good team, for it enables the group or team to effectively and efficiently work with one another, in its aim to achieve its common goals and objectives.

For teams to be successful in their mission teams need to perform well together. One of the key components to achieve this is leadership. Working as a leader means the ability to make decisions. Leadership can be determined by the group itself or a predefined hierarchy within the group. i.e. group of jiu-jitsu hobbyists can determine that the one who has the highest-

ranking belt has the most experience in the sport and can give guidance to others. In the military on the other hand the team leaders have predefined tasks and duties given by someone with more power. Conventional leadership has given people titles and more influence as well as responsibility. Conventional hierarchical leadership has been challenged by organizational changes i.e. units of certain expertise and a flat structure (Huczynski & Buchanan 2013, 652).

Parry & Bryman (2006, 653-654) noted that leadership has evolved multiple times and continues to evolve. As far back as the 1940´s the focus was on the leader and the personal characteristic traits that the leader possessed. From the 1940´s onwards until the 1960´s organizations focused more on the education and progress of the leader. In other words, the focus was more on the methods that the leader used to lead the employees. In the late 1960´s the structure and culture of the organization and society was under observation. It was argued if the leader´s way of leading was enough, and whether there was a correlation between the efficiency of leading practices and cultural or organizational surroundings. During the early 1980´s along came the idea of ´new leadership´. This meant that leaders should be the source of aspiration, point the way to others and inspire everyone in the organization. In this case the leader´s characteristics and performance are essential for motivating others.

If the leadership is shared among the organization the decision-making power is called ´distributed leadership´ i.e. a performing art organization (Byrnes 2015, 308). Towards the end of the 1990´s the previously mentioned flat structure or ´distributed leadership´ gained more popularity. This meant that the hierarchical organizational structure was challenged. This way everyone working within the organization could now oversee the decision making and the bigger picture is more tangible for everyone to comprehend. In simplified terms this meant that the organizations which adopted the model of ´distributed leadership´ did not restrict decision making just for the management level positions (Parry & Bryman 2006, 653-654). Leaders who address the problems and are more oriented to solve and mitigate them are more likely to successfully implement distributed leadership amongst the organization. If distributed leadership is implemented poorly it could create an excess level of bureaucracy which could make decision making even slower than before. The ability to receive, interpret and send information in social situations is vital for a good leader (Byrnes 2015, 308). The authors of this thesis have focused more on this topic under the title ´communication´.

2.13.1 Problems within leadership

Transformational leaders lead by motivating the employees by showing that they are driven, focused and want to achieve the goals. This leading practice enables employees to work at their full capacity (Bass & Avolio 2004, 208-218).

In the 2000´s and onward the whole value of leadership was confronted by many. Parry and Bryman (2006, 653-654) describe that one of the reasons for this phenomenon could be found

in transformational leaders who try to achieve too much too quickly. Because of transformational leading practices leaders have introduced more swift and cardinal changes to the organizations thus tilting towards a fast-paced working environment. Those leading practices mentioned earlier could cause fatigue in the employees and even lead to organizational subverting. Peter Finn notes that using invalid leading techniques on the employees can cause resentment towards leaders amongst correctional officers (Finn 2000, 129).Rather than proposing radical changes Parry and Bryman (2006, 653-654) suggest that it could be more feasible to maintain organizational stableness if mid-level managers have the tools to seek and implement changes in a timely manner.

Transactional leaders lead with the ´stick and a carrot´. Good performance is rewarded; however, failure will be subject to punishment (Cardona 2000, 202-207). Transactional leaders are driven with the tasks at hand and they monitor the employees and their commitment (Bass and Avolio, 2004). Transactional leading practices are mostly used in organizations where the decision-making power is distributed hierarchically. i.e. military. Employees know who to obey, how to behave, and what is the reward. Therefore, the chain of command is tangible to everyone.

If a problem occurs superiors do not need to include the employee in the decision making which results in the swiftness of the said organization (Balogun & Hailey 2008). Change will be achieved fast but at what cost? If reform is forced within an organization without explaining it further, it has the potential to cause the employees to fight against the change and therefore lead to further problems (Balogun & Hailey 2008). Transactional leadership may work the best in times of difficulty such as a financial crisis of a company or during times of war (Conger 1998).

If managers can manage a team then what is the distinction between a manager and a leader? Kotter (1990, 654) wrote that leadership has a bigger role in leading people and management has a more insignificant impact for the organization. According to Kotter a leader should focus more on the future, goal setting, strategy, team creating, pointing the way, creating positive change, and inspiring employees. Management should be engaged in resource management, budgeting, staff, policies, practices and the stableness of the organization.

Management is not effective or appropriate if it is not based on knowledge. Leadership should be transparent and justified. The use of a knowledge base and decision-making is of paramount importance in leadership. This will facilitate co-operation between multi-professional networks, provide a knowledge-based perspective, enable the use of various solution-focused alternatives, and help achieve consensus within the network. Multidisciplinary collaboration requires a selective collection of information, both from staff, customers and from any other important factor for the organization. Only this will provide comparable data (Markkanen & Tuomisoja 2014, 1-14).

One of the most important attributes of a manager is the ability to seize the problem of the project. The project manager cannot take a break from the problem, wait for someone else to handle it, or hope that the problem is solved by itself (Pelin 2011, 307). Byrnes states that a "good leader should be a good manager" and vice versa. Byrnes agrees on some level with Kotter that the duties of a manager versus a leader are better handled by individuals with different abilities. The way a leader leads and acts should correlate with the situation. For example, if an employee fails repeatedly with a task at work it would not be beneficial to give negative feedback. Instead training the employee to succeed at the task would give better long-term results (Byrnes 2015, 272).

2.13.2 Teamwork

A well-functioning organization should be communicative, duties should be distributed evenly, and employees should be able to influence and be part-of the decision making (Nakari & Valtee 1995, 30-32). There are only a few situations where a single person achieves goals better than a team. To be a leader, you need people around you. Leaders are humans too. This means that everyone has a maximum capacity of resources at their disposal. Whether the leader is using emotional or intellectual resources you cannot expect the leader to manage a fortune 500 company all on their own (Karlgaard & Malone 2015, 19).

Leadership wise it has been researched that a leader´s capacity to manage a team peaks at 6 to 10 employees. Beyond this it is smart to divide separate units into teams. Every team should have a team leader or manager. Creating a foundation and getting teams to work to-gether in a state of balance increases productivity. Team size matters too. Teams of up to 12 people work well together (Karlgaard & Malone 2015, 19). From army units dating back to an-cient Rome, to tribes deep in the jungle, all have had similar amounts of people functioning as a group/team. British anthropologist Robin Dunbar discovered that the number of well-functioning teams has had a similar number of team members throughout history. Although all the teams have little or nothing to do with each other why is the size of the groups similar? The biggest finding that Dunbar made was that there is in fact a limit to the size of a team, which was 150 members. Tribes and colonies have separated their communities into two when the amount of 150 has been close to be filled. This is believed to serve as the maximum number of people we can have a mutual relationship with (Karlgaard & Malone 2015, 21, 25). Dissel (1997 39,27) explains that the chain of command in the army needs to be autocratic. Although the army and correctional service share the same idea of protecting something the correctional service has a more humane focus. i.e. recidivism and channelling the focus away from criminal behaviour

In the corporate world a good example of a team which was too big is Hewlett-Packard Co. It had grown into a company which had around 1500 employees. Although employee satisfaction was at its peak due to revolutionary rewarding methods i.e. flexible working times Hewlett-Packard Co´s owners had noticed that the relationship with the staff had shifted. The owners decided to break the company down into smaller teams. By this somewhat radical decision

Hewlett-Packard Co managed to keep the working environment satisfactory to the employees. Because of this Hewlett-Packard Co had a successful track-record throughout the 1960´s and 1970´s (Karlgaard & Malone 2015, 27-29).

Scott Page has studied diversity in groups. In his book ´The difference: How the power of diversity creates better groups` firms, schools and societies. He argues that homogenous groups perform worse than diverse groups. Now adding diversity to one group just to achieve more diversity is not a solution. i.e. by employing more men into a field of expertise saturated with women does not mean that the team would necessarily perform better. The people who are hired not just for their diversity but for their knowledge increase the productivity of the team. In other words; diversity is positive in groups but only if it is legitimate (Karlgaard & Malone 2015, 72-75). If the basic function of a team is not clear to the members it may cause problems. Work community relationships could be damaged, and the overall efficiency of the team would decrease (Niskanen, Murto & Haapamäki 2000, 56). Problems could occur because of the team leader as well. If the leader does not keep the team involved in the decision making this will not motivate the employees. If there is also distrust towards the employees and vice versa, these factors could influence staff insecurity. To mitigate this problem one of the top priorities should be the training and development of both the leader and the leading practices (Nakari & Valtee 1995, 30-32).

Insecurity at the workplace means that the employees cannot use their energy towards the duties at work because their energy is consumed mostly by the efforts of seeking safety and security. The employee would most likely try to find safety and security from a peer when spending time together i.e. lunchbreak. The focus on these breaks would not be a break or rest from work but instead would shift to discussing the organizational problem. Because employees would be seeking safety this would make them more dependent on their peers. This would most likely increase the duration of lunch and coffee breaks, and therefore decrease the team´s efficiency (Salmimies & Salmimies 1998, 159-161).

3   Societal relevance

3.1   Legal framework

Kosovo is a young country having received its independence in 2008 and had to essentially start from scratch when building its legal framework with a considerable amount of support from international organizations. After KFOR the United Nations Interim Administration Mission in Kosovo (UNMIK) was the first organization to take control of the administration in 1999 starting the building process of the legislation (UNMIK 2019).

After Kosovo received its independence and was recognised as an independent state by more than 100 UN states came the responsibility to adhere to international law. This is a challenge for Kosovo as they lack a lot of resources to attain the required standards (UNMIK 2019).

We will next outline the main guiding principles of the laws that the KCS and EU Twinning Project adhere to.

The Kosovo Correctional Service and the EU Twinning Project adhere to the following legislation which is comprised of both domestic legislations and EU law. The legislative framework is comprised of the following laws; Law of execution of Penal Sanctions, Criminal Code, Juvenile Justice Code, Standards and Procedures for KPS, and the European Probation Rules (Twinning project interim quarterly report 2018).

The main guiding principles of the law of execution of Penal Sanctions state; penal sanctions shall be executed in such a way as to assure humanity of treatment and respect for the dignity of each individual. The convicted person shall not be subject to torture or to inhuman or degrading treatment or punishment. Penal sanctions shall be executed with absolute impartiality. No one shall be discriminated on ground of race, colour, gender, language, religious beliefs, political opinion or other, national or social origin, affiliation to a community, property, economic and social status, sexual orientation, birth status, disability or other personal status in the Republic of Kosovo.

For the purpose of eliminating the causes of corruption in the Correctional Service, correctional institutions and the Probation Service and in compliance with the present law, the respective secondary legislation to be issued for the implementation of the present law shall provide for anti-corruptive provisions in particular the promotion and existence of a clear system of rewards and sanctions as part of the implementation of the action program, development of ethical standards, etc., as mechanisms to fight corruption.

During the execution of a penal sanction, the rights of the convicted person shall always be respected. These rights may be restricted only to the extent necessary for the execution of the penal sanction, in compliance with the applicable law and international human rights standards. The execution of penal sanctions and should, as far as possible, stimulate the participation of the convicted person in his or her own social reintegration and resocialization, through the planning of conviction and individual plan, as well as the cooperation of society in achieving such aims. The aim of re-socializing and reintegrating the convicted person into the community shall also be pursued by urging and organizing the participation of public and private institutions or bodies, as well as of individuals, in the reintegration process (Law of execution of Penal Sanctions 2013, 2-3).

The general provisions of the Criminal Code regarding the execution of punishments of imprisonment and lifelong imprisonment in article 92 and in article 93 limitation on restriction of rights of convicted persons state; execution of punishments of imprisonment and lifelong imprisonment. The punishment of imprisonment or life-long imprisonment shall be served in confined, semi-confined or open correctional facilities or units of correctional facilities.

The punishment of life-long imprisonment shall commence in confined correctional facilities or units of correctional facilities. During the execution of a punishment, the convicted person shall not be subjected to inhuman or degrading treatment or punishment, including unnecessary mental and physical exertion or the deprivation of adequate medical treatment or other necessities. The rights of a convicted person shall always be respected during the execution of a punishment. The rights of a convicted person may only be limited to the extent necessary and in compliance with the law and international human rights standards (Criminal code of the republic of Kosovo 2012, 41-42).

3.2   The strategical objectives of the EU Twinning Project

The EU Member States including Germany and France implemented the EU Twinning Project during 2014 – 2016. The original main objectives created a foundation on which to build upon. The original strategical objectives were as follows; to improve the capacity of the Kosovo Correctional Service (KCS) and the Kosovo Probation Service (KPS) and develop the services up to a high professional standard in accordance with international law. To establish a modern and appropriate database system to create an efficient case management system of prisoners. To establish re-socialization and rehabilitation programs to reduce the re-offending rates of prisoners after their release to be used by the KCS and KPS. Promoted and improved use of alternative sentences. The previous work set the ground-work of the current project. The objectives set out in the beginning are still included and the recommendations, achievements and experiences will be developed further.

The public administration including public safety and security sectors have made limited progress regarding public administration reform and remains a major challenge in Kosovo. In Kosovo as well as in the Western Balkans, improving the capacity of public administration and strengthening the rule of law present certain challenges. Progress in these areas would also be conducive to the economic development, business environment and employment.

The EU Twinning Project "Strengthening the Correctional and Probation Services in Kosovo" was to bring direct and indirect added value supporting Kosovo Correctional service (KCS) and the Kosovo Probation Service (KPS). This added value has been implemented through education and training which has enabled KCS and KPS to improve the quality, knowledge and skills of the future leadership in their daily operations. The EU Twinning Project continue their development work in management, rehabilitation of inmates and IT –solutions used in the correctional service.

The new strategy for the execution of penal sanctions 2017 – 2021 defines several areas where further development is needed. (Twinning project interim quarterly report 2018, 6-11). Although the EU Twinning Project "Further strengthening the correctional and probation services in Kosovo" has developed the strategical outlines, the KCS have not yet been able to implement the strategy in their daily operations (Rumpunen 2019). The main objectives that where proposed are as follows; strengthening the system of alternative sanctions and

measures and building the institutional capacity of the KCS and need for undertaking treatment and re-socialization measures for the convicts. Building the institutional capacity of the KPS for supervising convicted persons with measures of alternative punishment or conditional release and reporting. Creating awareness-campaigns for professional and public opinion on the execution of penal sanctions, and the establishment of an adequate infrastructure in compliance with the law (Twinning project interim quarterly report 2018, 6-11).

3.3   Criminal Sanctions Agency

The goal of the Criminal Sanctions Agency is for its own part to uphold the safety and security of society by promoting justice and safety and a life without crime. All personnel of the Criminal Sanctions Agency are responsible for the lawful and safe enforcement of sentences.

The personnel enhance the safety of society by preparing and rehabilitating the prisoners/clients for a life without crime. The agency believes that every human being has the potential to change themselves and their habits. The goal is to motivate individuals to take control of their own lives. The interactive work with the prisoners/clients improves trust between the staff and client/prisoner, promotes safety and improves the work atmosphere (Goals, values and principles 2017).

4   The purpose of the study

During the study the authors asked the employees of High Security Prison to answer questions about their perceptions of management, the content of the work, opinions about pay, and how training is organized for employees. Furthermore, questions were asked about the operating culture of the working community, the operating environment, interaction between employees, and the perceived image and values of the organization. Most of the questions were based on quantitative research, however qualitative data was obtained via open-ended questions. Furthermore, the data from the quantitative survey was analysed and compared to data from a previous survey conducted by the Criminal Sanctions Agency in a closed prison in Finland (Turku Prison). This was to identify if different organizational structures effect job satisfaction. The findings of this research will help the Kosovo Correctional Service to build a strategy for positive changes.

The purpose of the authors study was to measure the differences in leadership, cohesiveness, justness and communication and the meaningfulness of prison work of the employees between High Security Prison in Kosovo and Turku Prison in Finland. Furthermore, the authors wanted to establish if there is a connection between the previously mentioned variables and if they affect job satisfaction.

4.1   Research questions

The questions that need to be answered are as follows:

Are there differences regarding the leadership in High Security Prison and Turku Prison?

Are there differences regarding cohesiveness, justness and communication in High Security Prison and Turku Prison?

Are there differences in the meaningfulness of the work of prison staff between High Security Prison and Turku Prison?

Is there a connection between job satisfaction and the above-mentioned independent variables and if there is does it affect job satisfaction?

4.2 Research methods and implementation

The target group for the quantitative survey was the maximum number of employees from the High Security Prison management, administration, senior officers, front-line correctional officers, and civilian employees. The main data collection and analysis methods for this research employed a quantitative method. The quantitative data was collected through the validated survey VMBaro. The questions in the survey were translated into Albanian by a translator from the EU Twinning Project "Further strengthening the correctional and probation services in Kosovo". The survey was then forwarded to High Security Prison and distributed amongst staff via e-mail. The e-mail contained a link and instructions to the VMBaro survey. The employees were initially given 2 weeks in which to answer. This was increased to 4 weeks to insure a valid response rate. The employees that had access to a smart phone and an internet connection were able to complete the survey at their convenience. Employees that did not have an internet connection completed the survey on a work computer using the link provided.

The survey contained three background questions (Personnel group, gender, age) and eight subjects each containing 1-7 statements. Responses to the quantitative survey statements were measured from 1 to 5 (strongly disagree to strongly agree). The subjects within the survey were as follows; management, skill and competences learning and updating, operating culture of the working community, working and operating environment, interaction and communication, and employer image and values. Some of the subjects contained 1 open ended question (VMBaro 2019, attachment 1).

The results from the survey were analysed and compared to the results of a previous Criminal Sanctions Agency job satisfaction survey conducted in Turku Prison in 2018. By comparing differences between these two organizations the authors are attempting to find a correlation between different organizational structures and its effect on job satisfaction.

4.2.1 Quantitative method

According to Keegan quantitative research methods measure the proportion of a population who think or behave in a certain way (Keegan 2009, 11). The research is collected by using numerical data and is analysed using mathematically based methods. A questionnaire or survey can be developed using quantitative methods to measure attitudes and beliefs to explain

a certain phenomenon with statistical precision. The questionnaire seeks to provide answers to "How many people feel a certain way?" and "How often do they do a certain behaviour?" (Sukamolson 2007, 4).

Quantitative research methods are used to measure the following aspects; the method is used to measure the views of large groups of people which are divided into sub-groups by background questions including age, social class and marital status. The questions are pre- prepared standard questions which are agreed with the client. The questions are the same for all respondents in the group throughout the survey. The respondent does not know what other participants have answered and each answer is gathered and compared with the answers from other participants. Quantitative research surveys are designed to measure the views and opinions of a large group of people by using closed end or forced-choice questions. Quantitative surveys measure cold hard facts from raw data to form statistics, namely numbers. Quantitative research is useful as the same survey questions can be utilised in the future and results compared (Keegan 2009, 12).

4.2.2   Qualitative method

The authors research for this thesis was predominantly quantitative, although there were open-ended questions contained within the survey. For this reason, the authors think it is important to understand the different elements between the two research methods.

As opposed to quantitative research that measures numerical data Keegan states that a qualitative research method is primarily focused on the meaning of how individuals and groups of people think. Qualitative research finds answers to explain the what, why and how (Keegan 2009, 11).

Qualitative research methods are used in the following ways; quantitative research concentrates on a large group of people, whereas qualitative research methods measure the views of a small selected group of people that represent a sub-group of the general population. The research method is used primarily to find answers to what is important to the person and their beliefs and attitudes towards the world they live in. Qualitative research is usually conducted through interviews with either individuals or small groups of people. The interviews are semi structured informal and relaxed and ask the respondents open ended, dynamic questions. Quantitative research concentrates on surface beliefs whereas qualitative research delves deeper into the minds of the participants to find out what and why they feel about a subject. The participants are encouraged to actively bring forth their views. Participants answers to questions may be classed as data or facts; however, they are more a measurement of cognitions, behaviours or attitudes and their meaning. Qualitative research methods require a high level of skill from the researcher when conducting interviews and the following analysis and presentation of the outcomes (Keegan 2009, 12-13).

4.3 The ethic of the study

The research for this thesis required the authors to take ethics, moral principles and values into account during the data collection and the subsequent analysis of that data. As the research has the potential to cause possible harm to the respondents the importance of ethics cannot be emphasized enough (Churchill, 1999).

The target group of the authors research at High Security Prison; the respondents and the readers of our reports may not understand the analytical complexities that are involved when conducting a quantitative research study and take the authors findings at face value. For this reason, the authors had a duty to be honest and explain how the data will be collected and analysed to find answers to the questions in the study. The authors also needed to explain the weaknesses of conducting such research as the results may possibly be misleading and cause more harm than good if not understood correctly (Ross and Harris 1994, 161).

The target group needed to be informed of the following aspects during the study. The respondents had to be insured that their anonymity is preserved when participating in the survey. This was especially highlighted in this case as KCS employees may have had little to no experience with participation in job satisfaction surveys. We needed to ensure that the respondents did not experience any kind of stress during the research. The questions formulated in the survey could not cause any harm to the respondents i.e. unsuitable questions that are not applicable to the cultural environment had to be removed from the survey such as questions related to religion, and work harassment. All the respondents had to give their consent to participate in the survey.

Ghauri & Gronhaug present Zikmund and Saunders thoughts about the importance of objectivity when handling the results from the data. The results must not cause any harm to the participants (Zikmund 1997; Saunders et al. 2000). We the authors have an ethical duty to remain objective and not alter the results to suit our needs or in a way that do not reflect reality. If done so in this way the results will be misleading (Ghauri & Gronhaug 2010, 22).

The authors roles as researches had to be made clear to the respondents. The authors knowledge and experience had to be made clear as well as conducting ourselves in an honest and fair manner. Any benefits and harm from participating in the study had be highlighted (Brinkman & Kvale 2015, 93-97).

4.4 Reliability and validity

The reliability of research is measured by two constructs. These are reliability and validity. Validity refers to the capability of a measuring tool or a research method to measure what was intended. A common drawback with validity is a misunderstanding of concepts. For example, the interviewee may perceive the question otherwise from the interviewer. Research is valid when the research method and implementation are in line with the aim of the study.

It is significant to note that the questions used should be unambiguous. This helps researchers to understand the context of the responses to questions in the survey. For example, operationalizing a theoretically complex construct to a single question or questions can lead to problems in content validity (Ketokivi 2015, 105). The results may be distorted if the respondent does not think as the researcher expected. The precise definition of concepts, population and variables, the collection of data and the careful style of the survey as well as the formulation of the questions provide the basis for the validity of the study (Ketokivi 2015, 108-112).

The combination of the reliability and validity of the study create the overall reliability of the research method. Once the studied sample group represents the population as a whole and therefore measurement is as random as possible, the overall reliability of the conducted study is good (Heikkilä 2004, 185). Validated research lacks systematic errors and on average provides correct results. Validity is ensured by rigorously planning the study in advance. The research questions are well developed, unambiguously measure the correct questions about the research problem, and the research method is correct for the study group (Heikkilä 2014). Reliability refers to the duplicability of measurement results. A Reliable study does not provide random results. Instead a recurrent study of the same group provides the same results. For the study to be reliable, the sample size must be large enough and as similar as possible to the population. The gathering of input, processing and the interpretation of the results must be done with care and without error (Ketokivi 2015, 98-104). Random errors in the answers weaken the reliability of the study. There can be multiple reasons behind random errors. Misunderstanding the context of the question, dishonesty, or an accidental key press can cause an incorrectly recorded answer. Poor reliability also results in poor validity, as incorrect answers cannot reliably measure what the study is intended to measure. On the contrary poor validity does not always weaken the reliability of research. The answers can be truthful and correct to the questions asked (Ketokivi 2015, 106-108).

In order to measure job satisfaction in both prison facilities the authors used the accredited measurement tool VMBaro which has been in use by the Finnish Government since 2004. The tool provides the organization with comparative data on job satisfaction that can be compared with other government organizations and administrations (Valtioiovarainministeriö 2019). The data from the VMBaro survey has been sufficiently analysed using the t-test, factor analysis and regression analysis in order to mitigate any distortions in the data and to insure its validity. There was no previous research implemented in Kosovo prisons on job satisfaction. Therefore, there was no comparable data on this subject. The duration of the survey was one month, therefore during this time there were no considerable changes that could have affected the survey results.

The results of the survey are valid as the respondents have responded voluntarily and there is no benefit to them in distorting the answers. The authors estimate that the survey´s validity is high because an integral part of the survey is anonymity. The respondent was informed of this at the beginning of the survey. Also, questions which could be considered as guiding are

non-existent. The results of the survey cannot be associated with individuals. The only issue the authors believe could have negatively affected the validity of the survey is insufficient guidance from the contact officer regarding the respondents with insufficient IT-skills. The survey was open to every employee in the prison facility. It was important to ensure that the contact officer informed all the staff about participation in the survey in order to insure a large cross-section of staff members.

Answers were collected online through an open link. 113 employees responded to the survey from all personnel groups which was 82% of the target group making it large enough to be representative of the target group (Ramshaw 2019). Data collected during the survey such as age, sex and personnel group support the collected answers to represent the whole target group. Hereby the collected data is representative, and the results can be generalized to the entire target group. The authors estimate the study's reliability to be good since the objective for the thesis was to get the highest number of respondents from different groups and backgrounds instead of a random selection process.

The validity of the study is also good. The survey helped the authors to acquire answers to the research questions. This enabled the authors to measure and compare the two organizations in question. The questions and answer options are unambiguous and cannot be misunderstood. The only factor which could distort the responses and therefore affect to the results is the translation of the questionnaire from Finnish to English and from English to Albanian and to Serbian. The authors tried to mitigate this problem by using qualified translators. However, during the implementation of the survey the authors found one exception from an otherwise well translated survey. This was one of the open-ended questions asking the respondent to describe his/her job wellbeing. As there were two translators Albanian/Serbian and due to an error in translation, some of the respondents thought that the question was about their general health and not job-related well-being as it was intended to be.

The respondents have had direct access to a link to the survey in Albanian and in Serbian. Since neither of the authors speak Albanian or Serbian it suggests that the authors could not have had a significant influence on the respondents. Furthermore, the objectivity of the thesis is enhanced by the impartial analysis of the survey. The authors are not affiliated to the organization where the VMBaro survey was conducted. This too was highlighted at the beginning of the survey. Upon completion of this thesis the dissertation itself as well as the anonymous research results will be handed over to the KCS. The respondent's data which was used during the analysis phase will be destroyed. The validity of the study can also be considered good since the results of the dissertation provided an answer to the problem being researched.

5   Results

The authors observed that there was a significant difference in the vast majority of the data between Turku Prison and High Security Prison. The largest statistically significant differences

were observed in statements relating to management, content of work and possibilities to influence, pay, skills and competences learning and updating, and within the operating culture of the working community. The authors also observed that the HSP data from the multiple-choice questions were in most cases in complete contradiction with the data from the open-ended questions. The responses to multiple choice questions were in most instances positive, however the answers to the corresponding open-ended questions were negative. It was notable that the employees from HSP were far more active in answering the open-ended questions than the Turku Prison staff. HSP staff provided answers to the open-ended question with an average of 70-79 responses per question. This was over 62% of HSP employees that participated in the survey. Turku Prison employees did not answer the open-ended questions nearly as actively with on average 20-30 responses for each question, which was only around 20% of the employees that participated in the survey.

The significant differences between the results of both facilities can possibly be explained by cultural differences, norms and values, as well as differences in organizational hierarchy. In the case of HSP staff attitudes towards the anonymity of the survey may have affected the survey results. HSP employees may have felt that criticism towards management and the organization may affect the continuation of their employment, and therefore their evaluation may have been higher. The lower results from Turku Prison throughout the survey corresponded to the answers from the open-ended statements suggesting that Turku Prison staff have answered honestly. However, as the responses to the open-ended statements were in most subjects very low, they could not be considered statistically relevant.

The authors will attempt to explain the differences and the underlying reasons from each category of statements. The analysis will first examine the statistically significant results followed by the non-statistically significant.

The research data has been analysed using SPSS Statistics 21 for Windows. The independent samples test was used to assess the mean and standard deviation from the job satisfaction survey results obtained from both HSP and Turku Prison staff to ascertain if they are statistically significant from one another. The authors report contains both the results that are statistically significant and non-statistically significant.

Factor analysis was used to depict a larger number of variables into fewer numbers of factors. This can help interpret the data and explain the interrelationships among those variables (Taylor 2004, 1).
The differences between the two groups are represented by a p-value which displays whether the results are statistically significant. The smaller the p-value, the smaller the likelihood of random chance affecting the result of the data and the greater the difference between the

two groups. When the p-value is under 0,05 or 5% (p ≤ 0,05) it is considered statistically significant. If the p-value is over 5% (p > 0,05) it is not considered statistically significant (Dahiru 2008).

5.1   Statistically significant results

5.1.1   Management

Attitudes towards management were generally very positive in HSP with the mean of immediate supervisor feedback (M = 4.01, SD = .931) being the highest in questions related to the actions of the immediate supervisor. Turku Prison employees had a far lower opinion of their immediate supervisor feedback (M= 2.97, SD = 1.206). The question relating to immediate supervisor support also received a high result from HSP (M = 3.97, SD = .940). Turku Prison staff results from the same question were much lower (= 3.03, SD = 1.156).

Questions related to upper management received lower scores from both prisons when in comparison to the immediate supervisor questions. Work organization by the supervisor received a mean of M = 3.79, SD = .950 from HSP. Turku Prison staff results provided a mean of M = 2.49, SD = 1.106. Work organization by the management drops further at M = 3.78, SD = .877 from HSP. Turku Prison staff rated their management organization at M = 2.22, SD = 1.059. Senior management acting as an example and leading the way received a mean of M = 3.88, SD = .989 from HSP. Turku Prison employees perceived their senior managements performance at a much lower level with a mean of M = 2.00, SD = 1.077. Being able to do new things in the organization received a mean of M = 4.37, SD = .630 from HSP. Turku Prison employees rated their ability to do new things in their organization at a mean of M = 2.66, SD = 1.247.

INDEPENDENT VARIABLES	MANAGEMENT PRISON	N	Mean	SD	Std. error	t	P
TULOSMAHD	TUV	102	3.03	1.156	.114		
	HSP	113	3.97	.940	.088	-.944	.000
PALAUTE	TUV	102	2.97	1.206	.119		
	HSP	113	4.01	.931	.088	-1.038	.000
ESIMORG	TUV	102	2.49	1.106	.109		
	HSP	112	3.79	.950	.090	-1.304	.000
JOHORG	TUV	102	2.22	1.059	.105		
	HSP	112	3.78	.877	.083	-1.561	.000
YLINJOHORG	TUV	101	2.00	1.077	.107		
	HSP	113	3.88	.989	.093	-1.885	.000
MAHKOK	TUV	102	2.66	1.247	.123		
	HSP	112	4.37	.630	.059	-1.709	.000

Figure 9: T-test variables considering management

. TULOSMAHD: Ability to work effectively. PALAUTE: Immediate supervisor feedback. ESIMORG: Work organization (supervisor). JOHORG: Work organization (management). YLINJOHORG: Leading by example (senior management). MAHKOK: Ability to try new ways of working.

Based on the results the authors believe that in general staff at HSP and Turku Prison appreciate their immediate supervisor far more than upper management which is generally very typical. This was also highlighted in previous research (Hulley & Liebling 2011, 30). A drop in the results from both facilities is clearly seen when evaluating upper management.

5.1.2 Content of work and possibilities to influence

The vast majority of HSP staff either agreed or strongly agreed that they knew the objectives of their work providing a mean result of M = 4.45, SD = .534. In Turku Prison the mean result for the same question was 3.94, SD = .993. For the following question asking the respondent if they can influence their work HSP staff provided a mean result of M = 3.95, SD = .895. In Turku Prison the mean result was M = 3.46, SD = 1.149.

INDEPENDENT VARIABLES	PRISON		Mean	SD	Std. error	t	P
	TUV	102	3.94	.993	.098		
Tavoitteet	HSP	113	4.45	.534	.050	-.510	.000
	TUV	102	3.46	1.149	.114		
Vaikuttam	HSP	113	3.95	.895	.084	-.486	.001

Figure 10: T-test variables considering content of work and possibilities to influence.

Tavoitteet: Objectives. Vaikuttam: Ability to influence the work.

79 employees from HSP which is around 70% of staff answered the open-ended question "How would you make your work more meaningful and/or how would it be easier for you to influence it?". The authors observed a large contradiction in the answers to this question in comparison to the overwhelming positive results from the multiple-choice questions. Most of the answers mentioned issues that need to be developed in order to make the respondents work more meaningful. The answers ranged from increased opportunities for self-development, improved communication between management and staff, ability to affect changes at the workplace, to lack of staff and increased pay. In Turku Prison the answers to the same question contained similar issues, but mainly criticism towards management. Out of the 25 respondents from Turku Prison which is around 25% of the total number of employees that answered the question, 40% of the answers criticised management. Other criticisms were related to communication and lack of staff.

5.1.3 Pay

By observing the results of the data, the authors could see that again HSP differs considerably in comparison to Turku Prison. HSP staff agreed far more that their pay is clear and understandable with a mean of M = 3.80, SD = 1.106. Results for the same question in Turku Prison provided a mean of M = 2.52, SD = 1.132. The following question in the survey asking the respondent if the pay is appropriate to how demanding the work is received a mean of M = 2.67, SD = 1.262 from HSP and M = 2.16, SD = 1.069 from Turku Prison. The third question asking the respondent if the work changes does the pay change accordingly had the largest gap between the two facilities. HSP staff provided a result that was M = 2.81, SD = 1.290, whereas in Turku Prison the result was low at M = 1.79, SD = .894.

INDEPENDENT VARIABLES	PAY PRISON		Mean	SD	Std. Error	t	P
	TUV	102	2.52	1.132	.112		
PALKPERUS	HSP	112	3.80	1.106	.104	-1.284	.000
	TUV	102	2.16	1.069	.106		
PALKKAUSSUHD	HSP	112	2.67	1.262	.119	-.513	.002
	TUV	102	1.79	.894	.088		
PALKMUUT	SP	111	2.81	1.290	.122	-1.017	.000

Figure 11: T-test variables considering pay.

PALKPERUS: Basis of pay understandable. PALKKAUSSUHD: Pay appropriate to work demands. PALKMUUT: Pay changes accordingly to demands.

Answers to the open-ended question from HSP provides more insight into the opinions of staff regarding pay. Most of the responses were negative which contradicts the reasonably high multiple-choice question results. Eighty-two employees out of 113 answered the open-ended question and some of the most common answers to the question were as follows:

HSP

In your opinion, what would make your pay easier to understand, fairer and/or more motivating?

"If the salary would compensate for the risk involved in working as a correctional officer."

"A higher salary would motivate me more."

"If the responsibility is increased so should the salary."

"Increased salary for undergoing professional training."

In the case of Turku Prison which follows an established government salary scheme that all government agencies in Finland adhere to. The government salary scheme and monthly pay is mainly based on how demanding the work is and the individual performance of the employee. According to the Ministry of Finance website this and the scalability of the pay to changes create a foundation that is both encouraging, competitive and just (Valtiovarainministeriö 2019).

The results however suggest that employees in Turku Prison are not satisfied with their pay, especially regarding the question asking the respondent if the pay changes accordingly to the demands of the job. The open-ended question received 37 responses out of 102 employees. The answers were predominantly negative criticizing the unjustness of the salary scheme.

Turku Prison

In your opinion, what would make your pay easier to understand, fairer and/or more motivating?

"In my opinion the current point system is bad. Motivation and training do not affect the employee's personal points and the reasons for not raising the points has nothing to do with job

performance."

"The point system is unjust and is overall a rigid system in its entirety."

"Extra duties should be taken into account in the salary."

"Impartial salary scheme, unit-based criteria."

"The points are given on the basis of good relations and not on the employees performance."

5.1.4 Skills and competences, learning and updating

The authors observed that the majority of HSP staff agreed or strongly agreed that the employer supports staff in learning and updating their skills at work (M = 4.33, SD = .633). In Turku Prison the data provided a mean result of M = 3.47, SD = 1.050. Support for on the job learning, training courses and job rotation received a mean result of M = 3.62, SD = 1.093 from HSP. However, in Turku Prison the mean result was much lower at M = 2.96, SD = 1.089. For the following question in the same subject the trend continued with the majority of HSP staff either agreeing or strongly agreeing that interaction and discussions support their skills and competences (M = 3.72, SD = .871). Turku Prison staff provided a mean result of M = 2.95, SD = 1.062. Developing skills and networking with colleagues received a high result from HSP (M = 3.81, SD = .939). Turku Prison employees provided a mean result of M = 3.16, SD = 1.164.

The biggest contradiction to the HSP results was observed in the answers to the open-ended question. Out of the 79 respondents that answered the question over 70% reported that the level of training is inadequate and needs development. Furthermore, the increased need for more interaction, team-work and co-operation were also a common response. In Turku Prison out of the 26 employees that responded to the open-ended question, 38% reported that training needs to be increased.

INDEPENDENT VARIABLES	PRISON		Mean	SD	Std. Error	t	P
	SKILLS AND COMPETENCIES LEARNING AND UPDATING						
	TUV	102	3.47	1.050	.104		
OPPUUD	HSP	113	4.33	.633	.060	-.857	.000
	TUV	102	2.96	1.089	.108		
OSAYLL	HSP	112	3.62	1.093	.103	-.655	.000
	TUV	101	2.95	1.062	.106		
VUOROKES	HSP	113	3.72	.871	.082	-.766	.000
	TUV	101	3.16	1.164	.116		
OSAAKE	HSP	111	3.81	.939	.089	-.652	.000

Figure 12: T-test variables considering skills and competencies learning and updating.

OPPUUD: Ability to learn & update skills. OSAYLL: Support from management in updating skills. VUOROKES: Interactions & discussions. OSAAKE: Skill development.

Considering the answers to the open-ended question, HSP staff may not be as satisfied with the employer's support for improving skills and training as the initial results from the multiple

choice would suggest. 79 employees from HSP answered the open-ended question and 26 responded from Turku Prison. Some of the most common answers to the open-ended question were as follows:

HSP
What concrete means of learning and/or updating would you need to develop your skills and competences?

"More professional training should be organized (use-of-force, IT-training)."

"Field specific material should be provided (books, internet)."

"Increased team-work / meetings to share ideas."

"Opportunity to change work duties."

In Turku Prison 26 members of staff responded to the same open-ended question. Although the responses to the question were far lower than in HSP some of the answers were very similar.

Turku Prison
What concrete means of learning and/or updating would you need to develop your skills and competences?

"Everyone should have the opportunity to attend training, but we do not have that opportunity."

"I would like to affect my work, and increased training would facilitate that with increased use-of-force training, firearms training."

"Increased exercises and the opportunity to attend them."

"I have not been able to attend training in Turku Prison."

5.1.5   Operating culture of the working community

The authors observed statistically significant results in the questions related to how inspiring the working community is and if they feel there is any discrimination. The mean result from how inspiring the working community is was M = 3.74, SD = .894 in HSP. In Turku Prison the mean result was M = 3.22, SD = 1.073. The question asking the respondent about discrimination in the working community provided a mean result of M = 3.55, SD = 1.199 in HSP and a mean result of M = 2.96, SD = 1.242 in Turku Prison.

INDEPENDENT VARIABLES	OPERATING CULTURE OF THE WORKING COMMUNITY						
	PRISON		Mean	SD	Std. Error	t	P
	TUV	101	3.22	1.073	.107		
TYÖINN	HSP	113	3.74	.894	.084	-.526	.000
	TUV	102	2.96	1.242	.123		
INYHD	HSP	112	3.55	1.199	.113	-.593	.000

Figure 13: T-test variables considering operating culture of the working community.

TYÖINN: Inspiring work community. INYHD: Employee equality.

Answers to the open-ended question asking the respondent to name strengths in their working community provide more insight into the results. 72 respondents answered the open-ended question from HSP and 21 respondents from Turku Prison. The most common answers were as follows:

HSP
How would you improve the interaction and/or operating culture of your working community?

"Interaction and operational culture will be improved through professional cooperation."

"Better cooperation and co-work from the correctional officer to the director, motivation by the management."

"More cooperation and support between the staff improve the working culture and consequently the success in the work."

"The manner of communication and the approach towards the staff should be inspirational, encouraging while the operational culture should always be in cooperation with responsible persons in the working place."

Turku Prison
How would you improve the interaction and/or operating culture of your working community?

"The management should increase interaction between subordinates (meetings) to share information."

Most of the answers to the open-ended question from HSP showed that many staff members felt that co-operation is lacking between management and subordinates and should be improved.

5.1.6   Working and operating environment

The first question in the working and operating environment category asked the respondent if they can balance their work and private life. HSP staff members provided a mean result of M = 4.23, SD = .567. Turku Prison staff members provided a mean result of M = 3.82, SD = 1.038.

For the question asking the respondent if necessary, can they can do their work in a different way. HSP staff members provided a mean result of M = 4.11, SD = .662. Turku Prison employees provided a mean result of M = 3.32, SD 1.162 for the same question. The following question asked the respondent if the working facilities enable effective working. HSP staff members provided a mean result of M = 4.01, SD = .822. Turku Prison staff also provided a relatively high mean result for this question at M = 3.40, SD = 1.110. The question asking the respondent if the work tools enable effective working provided a mean result of M = 3.83, SD = 1.014 from HSP. Turku Prison staff members provided a mean result of M = 3.37, SD = 1.125. The final question in the subject asking the respondent if they can fluently utilise new working methods at work provided a mean result of M = 3.99, SD = 1.022 in HSP. Turku Prison employees gave a lower result with a mean of M = 3.10, SD = 1.139.

INDEPENDENT VARIABLES	WORKING AND OPERATING COMMUNITY						
	PRISON	N	Mean	SD	Std. Error	t	P
	TUV	102	3.82	1.038	.103		
TYÖYKS	HSP	111	4.23	.567	.054	-.402	.000
	TUV	102	3.32	1.162	.115		
USKUUD	HSP	112	4.11	.662	.063	-.784	.000
	TUV	102	3.40	1.110	.110		
TYÖTIL	HSP	112	4.01	.822	.078	-.607	.000
	TUV	102	3.37	1.125	.111		
TYÖVÄL	HSP	109	3.83	1.014	.097	-.462	.002
	TUV	102	3.10	1.139	.113		
TYÖTOIM	HSP	111	3.99	1.022	.097	-.893	.000

Figure 14: T-test variables considering working and operating community.

TYÖYKS: Balancing work & private life. USKUUD: Working in new ways. TYÖTIL: Work facilities. TYÖVÄL: Equipment. TYÖTOIM: Work procedures.

5.1.7 Interaction and communication

HSP employees felt that interaction functions well in their working community with a mean result of M = 3.98, SD = .681. Turku Prison employees did not feel so strongly about the same statement with a mean result of M = 2.91, SD = 1.135. The following question asking the respondent if they receive enough information to handle their duties provided a mean result of M = 3.80, SD = .889 from HSP. Turku Prison employees provided a mean result of M = 2.32, SD = 1.204.

INDEPENDENT VARIABLES	INTERACTION AND COMMUNICATION						
	PRISON	N	Mean	SD	Std. Error	t	P
	TUV	102	2.91	1.135	.112		
KESVUOR	HSP	113	3.98	.681	.064	-1.071	.000
	TUV	102	2.32	1.204	.119		
TIEDSAA	HSP	112	3.80	.889	.084	-1.480	.000

Figure 15: T-test variables considering interaction and communication.

KESVUOR: Interaction within work community. TIEDSAA: Communication

The open-ended question asking the respondent how they would promote interaction / or the distribution of information was answered by 71 employees from HSP and 22 employees from Turku Prison. The most common answers from HSP included statements about increasing daily meetings between colleagues / management, the exchange of information using technology,

and by making colleagues aware that without co-operation, the exchange of information, and mutual help they cannot function as a successful team.

HSP

How would you promote interaction and/or the distribution of information to achieve the objectives?

"Interaction and the exchange of information could be promoted through information technology."

"By respecting the opinions of the others."

"Based on the communication with the management staff and working staff."

"Interaction and joint discussion in achieving of objectives."

Yet again the multiple-choice results from HSP are in stark contradiction with the answers to the open-ended question. According to the results of the multiple-choice question most staff either agree or strongly agree that interaction functions well and that they receive enough information to handle their duties. However, many of the open-ended answers contradict this by stating that interaction and the exchange of information needs to be improved in their facility.

5.1.8   Employer image and values

The first question in the subject asked the respondent if they would recommend their workplace to their friends. The mean result from HSP was M = 3.41, SD = 1.095 suggesting that most employees would recommend their workplace. In Turku Prison the mean result was M = 2.94, SD = 1.176. The following question asking the respondent if they are committed to their employers' objectives received a mean result of M = 4.24, SD = .650. In Turku Prison employees provided a reasonably high mean result for this question at M = 3.74, SD = 1.024. When the respondents were asked if they know the values of their workplace, HSP employees provided a mean result of M = 4.29, SD = .622. Turku Prison employees provided a mean result of M = 3.86, SD = 1.126. The final question in the subject asked the respondent if the values at the workplace are realised in everyday operations. HSP employees provided a mean result of M = 4.10, SD = .722. Turku Prison employees provided a much lower result with a mean result of M = 2.99, SD = 1.085.

INDEPENDENT	EMPLOYER IMAGE AND VALUES						
VARIABLES	PRISON	N	Mean	SD	Std. Error	t	P
	TUV	102	2.94	1.176	.116		
TYÖSUOHAL	HSP	112	3.41	1.095	.103	-.470	.003
	TUV	102	3.74	1.024	.101		
SITTAV	HSP	111	4.24	.650	.062	-.508	.000
	TUV	102	3.86	1.126	.112		
TYOARV	HSP	113	4.29	.622	.059	-.429	.001
	TUV	102	2.99	1.085	.107		
TYÖARVTOT	HSP	112	4.10	.722	.068	-1.108	.000

Figure 16: T-test variables considering Employer image.

TYÖSUOHAL: Recommend workplace to others. SITTAV: Committed to employer objectives. TYOARV: Values at the workplace. TYÖARVTOT: Realisation of values at workplace.

The open-ended question asking the respondent about their impression of the image and values of the organization received 77 responses from HSP and 18 responses from Turku Prison. The HSP responses to this question were mixed. The responses ranged from positive to negative, however most of the answers were of a positive nature.

HSP

What is your perception of the image of your organization and its values?
"My impression is good about the image of my organization and its values."

"My impression of the organization I work for is good, because the rights and freedoms of people are respected"

"The image of my work is not as it should be, and the organization is not valued to how much it deserves, one of the reasons is that we work with convicted persons and in the public this sounds like we don`t have to deal with them, what impacts also on our image and on the values of organization"

"It needs some improvements; a lot of work is needed to raise the image about the honest work performed by correctional officers."

5.2   Statistically non-significant results

5.2.1   Management

The authors observed that only one question in the management category provided a non-significant result. The respondent was asked if their immediate supervisor treats them fairly. HSP employees provided a mean result of M = 3.98, SD = .920. Turku Prison employees provided a mean result of M = 3.63, SD = 1.177.
This was the only question in the management category that received the highest mean result from Turku Prison.

INDEPENDENT	MANAGEMENT						
VARIABLES	PRISON	N	Mean	SD	Std. error	t	P
	TUV	102	3.63	1.177	.117		
OIKMUK	HSP	112	3.98	.920	.087	-.355	.014

Figure 17: T-test variables considering management.

OIKMUK: Fair treatment (immediate supervisor).

5.2.2 Operating culture of the working community

The respondent was asked if their colleagues treat them fairly. HSP employees provided a mean result of M = 4.09, SD = .861. Turku Prison employees provided a slightly lower mean result of M = 3.82, SD = .899. The following question asked the respondent if their work and competence is appreciated in the working community provided a mean result of M = 3.73, SD = .920 from HSP and M = 3.52, SD = 1.041 from Turku Prison. The question on gender equality in the working community provided a mean result of M = 3.80, SD = 1.127 from HSP and M = 3.68, SD = 1.026 from Turku Prison. Constructive participation and influence in the working community provided a mean result of M = 3.70, SD = 1.030 from HSP and a very similar result from Turku Prison at M = 3.75, SD = .969.

INDEPENDENT VARIABLES	PRISON	N	OPERATING CULTURE OF THE WORKING COMMUNITY				
			Mean	SD	Std. error	t	P
	TUV	101	3.82	.899	.089		
OMUKOH	HSP	113	4.09	.861	.081	-.267	.028
	TUV	102	3.52	1.041	.103		
TYÖOARVO	HSP	112	3.73	.920	.087	-.213	.114
	TUV	102	3.68	1.026	.102		
SUKTASA	HSP	111	3.80	1.127	.107	-.125	.398
	TUV	102	3.75	.969	.096		
OMARAK	HSP	112	3.70	1.030	.097	.058	.670

Figure 18: T-test variables considering Operating culture of the working community.

OMUKOH: Inspiring working community. TYOARVO: Work & competence appreciated. SUKTASA: Gender equality. OMARAK: Constructive participation within the working community.

Some of the reasons behind the high mean results in HSP can possibly be derived from the answers to the open-ended question asking the respondent how they would improve interaction and/or the operating culture of the working community. Out of the 72 responses to the question many of the answers called for increased co-operation between staff, to form good relationships between colleagues to help and support one another, equal opportunities regardless of age, religion, gender. Furthermore, comments mentioned increased discussions and meetings between staff and improved professional communication between colleagues to improve the operating culture of the working community. Only 21 employees from Turku Prison responded to the same question.

HSP

How would you promote interaction and/or the distribution of information to achieve the objectives?

"Better cooperation and co-work from the correctional officer to the director, motivation by the management."

"Interaction and operational culture will improve through professional cooperation"

"By giving space to the staff according to their professionalism."

"Group cooperation, cooperation with the chain of command."

5.2.3 Working and operating environment

The authors observed that both the Turku Prison and HSP results had very little difference regarding how the employees viewed the continuation of their employment. Most staff in HSP and in Turku Prison were generally very positive towards the continuation of their employment. In HSP most of the staff either agreed or strongly agreed that their employment would continue with a mean result of M = 4.09, SD = .872. In Turku Prison the amount of staff that felt strongly that their employment would continue was also high with a mean result of M = 4.07, SD = .904.

INDEPENDENT VARIABLES	WORKING AND OPERATING ENVIRONMENT						
	PRISON	N	Mean	SD	Std. error	t	P
	TUV	102	4.07	.904	.089		
LUOTJAT	HSP	113	4.09	.872	.082	-.020	.870

Figure 19: T-test variables considering Working and operating environment.

LUOTJAT: Continuation of employment.

The high mean results can possibly be attributed to the nature of government jobs in both countries. Both in Finland and in Kosovo a permanent government job provides increased security and stability for the employee which is generally considered to be more secure than for example a job in the private sector. This is especially evident in Kosovo as the country has a very high unemployment rate which according to the Labour Force Survey organized by the Kosovo Agency of Statistics was 31.4% in 2018. Stable jobs in Kosovo are hard to come by with 19.6% of employed persons working in unstable jobs. These workers are either self-employed or work without pay and are less likely to have a formal work agreement compared to workers with pay and salary (Kososvo Agency of Statistics 2018, 15).

5.3 Correspondence of theoretical concepts to empirical data in prisons

The statistical data was analysed by using Exploratory Factor Analysis (EFA) with SPSS 21 for Windows. Principal Component Analysis was used as the extraction method which was followed by Varimax with Kaiser Normalization as a rotation method. This procedure produced six trait factors comprising of 27 variables out of a total of 37.

Factor 1: Management

Factor 1 was formed from 5 variables which measured the respondent opinions of their immediate supervisor and management. The first variable "My immediate supervisor's work helps

me to do my work effectively" had the highest loading result from the subject at 0.830. It was followed by "My immediate supervisor gives me feedback that helps me to work successfully" providing a result of 0.816, "the supervisors have organized the work in my working community successfully" (0.748), "My immediate supervisor treats me fairly" (0.681), and finally "The management have organized the work in my working community successfully" (0.603).

Factor 2: Content of work and possibilities to influence

Factor 2 was formed from four variables. The highest loading result was observed from the variable related to motivation "My work is motivating and inspiring" (0.760). This was followed by "My work is interesting and challenging" (0.734), "I can influence my work" (0.688), and finally the lowest loading result in the category was "I know the objectives of my work" (0.651).

Factor 3: Operating culture of the working community (Cohesiveness)

Factor 3 was comprised of six variables. The highest loading result was observed from variable measuring how the respondent feels they are appreciated in the working community. "My work and competence are appreciated in my working community" (0.737). This was followed by gender equality "Different genders are treated equally in my working community" (0.676), "I participate in and influence my working community in a constructive manner" (0.662), "My working community is inspiring" (0.613), "My colleagues treat me fairly" (0.601), and finally "There is no discrimination between persons in my working community" (0.580)

Factor 4: Communication and meaningfulness

Factor 4 included seven variables. The highest loading result was observed from the variable "The values of my workplace are realised in everyday operations" at 0.643. This was followed by "I am able to fluently utilise new working methods in my work (including digitalisation, information and communication technology)" (0.582), "Interaction in my working community functions well" (0.573), "I am committed to my employer's objectives" (0.565), "I know the values of my workplace" (0.560), and finally "I receive the information necessary for my work about the preparation of matters and decisions made" (0.508).

Factor 5: Pay

Factor 5 contained variables measuring the fairness of pay and the demands of the job. The strongest loading result was observed from the variable "My pay is appropriate considering how demanding my work is" (0.892). This was closely followed by "My pay is fair" (0.876), and finally "If my work performance changes, my pay changes accordingly" (0.662).

Factor 6: Working and operating environment

Factor 6 consisted of two variables which measured the effectiveness of the working facilities and tools. The strongest loading result was observed from the variable "The work tools enable effective working" (0.755), and this was closely followed by "The working facilities enable effective working" (0.745).

5.4   Factors affecting job satisfaction in prisons

The authors used multiple regression analysis as a method to examine the relationship between the dependent variable or response variable (job satisfaction) and the independent variables or predictors (management, content, culture, communication, pay, work tools). The dependent variable is represented by y and the independent variables are represented by x or x1, x2 etc. Regression analysis is typically used for 1-3 purposes:

1. To examine the relationship between x & y
2. To predict the target variable
3. To test the hypothesis

(Chatterjee & Simonoff 2013, 4-5)

The model summary provides the reader with information on how successful the predictors are in predicting job satisfaction. The R-Square provides a percentage of how much of a variance there is between the predictors and the dependent variable. The adjusted R-Square provides a calculation as to how well the model represents the population. (Field, 2009. 201) The F-ratio predicts if the model in its entirety has statistically significant predictive capability (Dallal 2000).

5.4.1 Turku Prison

Correlations[a]

		Job satisfaction	Leadership	Content of work	Work Culture	Communication	Pay	Equipment
Pearson Correlation	HyvVoin	1,000	,485	,556	,442	,575	,304	,479
	Johtaminen	,485	1,000	,541	,441	,569	,498	,550
	Sisältö	,556	,541	1,000	,450	,600	,368	,449
	Kulttuuri	,442	,441	,450	1,000	,665	,312	,363
	Kommunikaatio	,575	,569	,600	,665	1,000	,556	,644
	Palkkaus	,304	,498	,368	,312	,556	1,000	,341
	Työvälineet	,479	,550	,449	,363	,644	,341	1,000
Sig. (1-tailed)	HyvVoin	.	,000	,000	,000	,000	,001	,000
	Johtaminen	,000	.	,000	,000	,000	,000	,000
	Sisältö	,000	,000	.	,000	,000	,000	,000
	Kulttuuri	,000	,000	,000	.	,000	,001	,000
	Kommunikaatio	,000	,000	,000	,000	.	,000	,000
	Palkkaus	,001	,000	,000	,001	,000	.	,000
	Työvälineet	,000	,000	,000	,000	,000	,000	.
N	HyvVoin	99	99	99	99	99	99	99
	Johtaminen	99	99	99	99	99	99	99
	Sisältö	99	99	99	99	99	99	99
	Kulttuuri	99	99	99	99	99	99	99
	Kommunikaatio	99	99	99	99	99	99	99
	Palkkaus	99	99	99	99	99	99	99
	Työvälineet	99	99	99	99	99	99	99

a. Selecting only cases for which Prison = Tuv

Model Summary

Model	R Prison = Tuv (Selected)	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,654[a]	,428	,391	1,118	,428	11,465	6	92	,000

a. Predictors: (Constant), Työvälineet, Palkkaus, Kulttuuri, Sisältö, Johtaminen, Kommunikaatio

Figure 20: Turku prison regression analysis variables

The data analysis shows that the R-Square is 0.428, which means that 43% of the variance in job satisfaction is explained by the combination of predictors or independent variables. The adjusted R-Square is lower at 0.391 or 39% and the Sig F change is 0.000.

Coefficients[a,b]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3,386	,600		5,645	,000
	Johtaminen	,192	,164	,129	1,167	,246
	Sisältö	,445	,168	,275	2,653	,009
	Kulttuuri	,138	,201	,075	,687	,494
	Kommunikaatio	,420	,261	,241	1,613	,110
	Palkkaus	-,096	,158	-,061	-,608	,545
	Työvälineet	,164	,147	,123	1,117	,267

a. Dependent Variable: HyvVoin

b. Selecting only cases for which Prison = Tuv

Figure 21: Turku prison regression analysis coefficients

According to the data the most important statistically significant value for the employees at Turku Prison regarding the dependent variable job satisfaction is work content. Work content had a Beta value of 0.275, a T-value of 2.653 and a P value of 0.009 making it statistically significant.

In the case of Turku Prison, the regression analysis data shows that the highest value for the staff is work content. Work content includes knowing the objectives of the work, having the ability to affect the duties at work, and how interesting and motivating the work is.

5.4.2 High Security Prison

Correlations[a]

		Job satisfaction	Leadership	Content of work	Work Culture	Communication	Pay	Equipment
Pearson Correlation	HyvVoin	1,000	,322	,427	,578	,406	,350	,301
	Johtaminen	,322	1,000	,406	,697	,439	,291	,352
	Sisältö	,427	,406	1,000	,661	,664	,098	,182
	Kulttuuri	,578	,697	,661	1,000	,653	,386	,368
	Kommunikaatio	,406	,439	,664	,653	1,000	,072	,216
	Palkkaus	,350	,291	,098	,386	,072	1,000	,301
	Työvälineet	,301	,352	,182	,368	,216	,301	1,000
Sig. (1-tailed)	HyvVoin	.	,001	,000	,000	,000	,000	,002
	Johtaminen	,001	.	,000	,000	,000	,002	,000
	Sisältö	,000	,000	.	,000	,000	,174	,040
	Kulttuuri	,000	,000	,000	.	,000	,000	,000
	Kommunikaatio	,000	,000	,000	,000	.	,245	,018
	Palkkaus	,000	,002	,174	,000	,245	.	,002
	Työvälineet	,002	,000	,040	,000	,018	,002	.
N	HyvVoin	94	94	94	94	94	94	94
	Johtaminen	94	94	94	94	94	94	94
	Sisältö	94	94	94	94	94	94	94
	Kulttuuri	94	94	94	94	94	94	94
	Kommunikaatio	94	94	94	94	94	94	94
	Palkkaus	94	94	94	94	94	94	94
	Työvälineet	94	94	94	94	94	94	94

a. Selecting only cases for which Prison = HSP

Model Summary

Model	R Prison = HSP (Selected)	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,619[a]	,383	,341	,938	,383	9,011	6	87	,000

a. Predictors: (Constant), Työvälineet, Sisältö, Palkkaus, Johtaminen, Kommunikaatio, Kulttuuri

Figure 22: High security prison regression variables

The data analysis shows that the R-Square is 0.383, which means that 38% of the variance in job satisfaction is explained by the combination of predictors or independent variables. The adjusted R-Square is slightly lower at 0.341 or 34% and the Sig F change is 0.000.

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,889	,900		3,211	,002
	Johtaminen	-,255	,178	-,171	-1,432	,156
	Sisältö	,173	,229	,094	,756	,452
	Kulttuuri	,817	,272	,492	3,004	,003
	Kommunikaatio	,142	,278	,064	,513	,609
	Palkkaus	,175	,102	,166	1,712	,090
	Työvälineet	,151	,142	,099	1,061	,292

a. Dependent Variable: HyvVoin

b. Selecting only cases for which Prison = HSP

Figure 23: high security prison regression analysis coefficients

According to the data the most important statistically significant value for the employees at HSP regarding the dependent variable job satisfaction is the operating culture of the working community (cohesiveness). Cohesiveness had a Beta value of 0.492, a T-value of 3.004 and a P value of 0.003 making it statistically significant.

According to the regression analysis conducted by the authors the most meaningful value in Kosovo is the operating culture of the working community (cohesiveness). Cohesiveness is a broad construct but in this case the authors refer to the working community and the values within. These values include fair and just treatment, inspiring working community, gender equality, appreciation of work and competence, and the possibilities to participate and influence in the working community.

6   Conclusions

The purpose of this thesis was to investigate the possible differences in two prison organization hierarchies, and if the differences affect overall job satisfaction. Within the theoretical framework of this research the concept of leadership was explained and defined and potential problems within leadership structures were highlighted. This was a necessity in order to compare the differences in leadership in both facilities.

6.1   High Security Prison & Turku Prison organizational structures defined

To answer the research question, it was first and foremost important to define what type of organizational structure is adopted in each facility. As was previously discussed within the theoretical framework hierarchical organizations have a clear chain of command where the orders are issued from the top down (Coyle 2002, 11). Although hierarchical organizations should help the employee to know who to report to in the chain of command Kotter has argued that within hierarchical organizations communication between different departments can be less effective (Kotter 2012, 3). In HSP the answers to the open-ended question showed that improvements should be made to the communication process between management and

the subordinates. Considering the chain of command in HSP as well as the open-ended answers from the questionnaire conducted at HSP it is determinable that there are the same general markers present that define a hierarchical organization.

A flat structured organization has less management. This leads to improved communication between the employees and the upper management (Borkar 2010). It is noteworthy as in a hierarchical organization the chain of command itself restricts the interaction between subordinates and the higher management. Coyle stated in his study that for communication to be effective in a prison facility there needs to be two-way communication vertically, and horizontally between departments. This type of system moves away from the traditional hierarchical structure (Coyle 2002, 94). This points towards a flat structured organization. When observing the chain of command in Turku Prison it is possible to determine that the communication path is open horizontally as well as vertically. Based on the theory of the theoretical framework and observing how the prison organization communicates it is possible to determine that Turku Prison has adopted a flat organizational structure.

6.2 Differences in leading practices

When observing the results from the open-ended questions it was possible to find similarities within the issues both correctional facilities were facing. One of the main issues was criticism towards leading practices. It was however notable that the general answering tendency concerning the immediate supervisor in both facilities was positive, as opposed to statements relating to upper management which were mostly negative (Hulley & Liebling 2011, 30) In HSP a statement about feedback from the immediate supervisor received a mean of M = 4.01, SD = .931 being the highest in statements related to the actions of the immediate supervisor. The Turku Prison employees had a lower opinion of their immediate supervisor feedback (M= 2.97, SD = 1.206). Senior management acting as an example and leading the way received a mean of M = 3.88, SD = .989 from HSP, whereas Turku Prison employees perceived their senior managements performance at a much lower level with a mean of M = 2.00, SD = 1.077. In general, the Turku Prison employees showed far more criticism towards management than in HSP (Robbins 1986).

6.3 The importance of cohesion in High Security Prison and Turku Prison

It can be concluded from the results of the multiple regression analysis that there was a significant difference between the two correctional facilities regarding cohesiveness. Cohesiveness or the operating culture of the working community was the most meaningful value for the HSP employees (Beta = 0.492) and was statistically significant (P = 0.009). However, cohesiveness had a low value (Beta = 0.075) for the Turku Prison employee's and was not statistically significant (P = 0.494). Based on those results the cohesiveness of the work can be observed to be far more important for the HSP employees than it is for the Turku Prison employees (Mekoa & Busari 2018, 108).

6.4   Similarities within justness

Regarding the perceived justness of the work the authors observed very little variance and the results from both facilities were statistically non-significant. The T-test results from HSP provided a mean result of M = 3.98, SD = .920. In Turku Prison the results were similar at M = 3.63, SD = 1.177 showing that there was little variance between the two. The results suggest that in both facilities the employees feel they are treated fairly.

6.5   Communicational differences

As previously stated, the hierarchies and the chain of command in both HSP and Turku Prison are very different from one another. From the authors research is can be concluded that the leadership, lines of communication and different areas and levels of responsibility are all determined by the type of structure being used by the organization (Wright, Saylor, Gilman, & Camp, 1997, 213-226). HSP has a traditional tall hierarchical structure, whereas Turku Prison has a more modern flat structure. The tall hierarchical structure in HSP means that the exchange of information will be passed through the chain of command differently to that of the flat structure in Turku Prison (Atkinson & Moffat, 2005). In the case of HSP the T-test results measuring interaction and communication conflicted with the answers to the open-ended question. T-test results were positive for interaction in the working community and in the receiving of enough information to handle their duties (M = 3.98, SD = .681. & M = 3.80, SD = .889). The results suggested a good level of communication in HSP; however, the open-ended answers were in conflict as most of the 71 respondents that responded to the statement stated that interaction and the exchange of information needs to be improved in their facility. Interaction and communication in Turku Prison was measured at a much lower level (M = 2.91, SD = 1.135 & M = 2.32, SD = 1.204). With only 21 responses to the open-ended question the answers could not be considered valid.

This thesis examined two different correctional facilities in two different cultures. This is noteworthy since beliefs, values and customs vary from culture to culture (Huczynski & Buchanan 2013, 222). When conducting factor analysis about communication and meaningfulness the highest loading value was observed in the variable: "The values of my workplace are realised in everyday operations" at 0.643. This shows the strong commitment to the values of the organization in both facilities.

## 6.6   The variance of meaningfulness between the facilities

As discussed earlier in the theoretical framework if the profession is viewed as important to the employee and/or the employee views the work as important to other people it has the effect of increasing the meaningfulness of the work (Carsson and Järvinen 2012, 2.3). Considering the nature of the correctional facilities which combine both rehabilitative measures for the prisoners and the aspect of protecting society from those who do not obey the laws. One of the attributing factors to the meaningfulness of the work could just be the individual values of the employee (Hackman & Oldham 1980). A similar result was shown in the study by

Hulley & Liebling (2011) towards the importance of the job. The biggest differences between the two facilities were shown in the T–test when asked if the values at the workplace are realised in everyday operations. HSP employees provided a mean result of $M = 4.10$, $SD = .722$. Turku Prison employees provided a much lower result with a mean result of $M = 2.99$, $SD = 1.085$. If the employee has a clear vision of what to expect and what to give to the work, it helps the work become more meaningful (Carlsson & Järvinen 2012, 2.2). The authors believe that if the employees' vision is not aligned with the strategy of the organization it could possibly affect the results (Robbins & Judge 2009, 250).

6.7   The results and the most important values affecting job satisfaction

The authors conducted multiple regression analysis for both HSP and Turku Prison where the dependent variable was job satisfaction. This was to discover the most important variable contributing to the level of job satisfaction in both facilities. The independent variables included leadership, content of the work, operating culture of the working community, communication, pay, and work equipment. As was previously mentioned the authors observed that the operating culture of the working community (cohesiveness) was the highest valued independent variable in HSP (Beta = 0.492, $P = 0.009$). For the Turku Prison employees, the content of the work was the highest valued independent variable (Beta = 0.275, $P = 0.009$).

In order to explain why the work content is the most important value to Turku Prison employees, it may be necessary to understand what is culturally important to the Finnish employee / people in general. Richard Donald Lewis a communication consultant, social theorist and an expert on Finnish culture created a model describing cross cultural communication. The model concentrates on values and communication, and so it may help the reader to understand why work content is important to the Turku Prison employee.
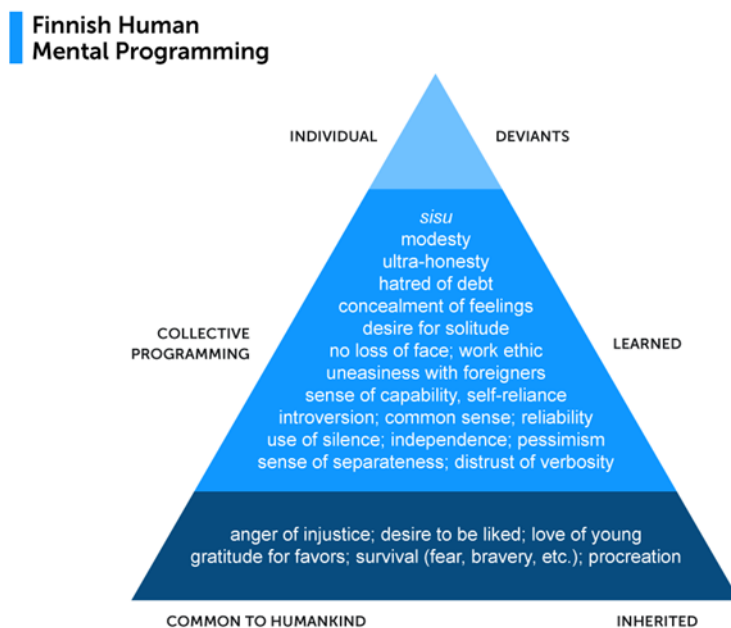
Figure 23: The Lewis model of cross-cultural communication

In his model Lewis describes "collective programming" which generally means what a person has been brought up to learn in their individual culture. The individual learns culturally specific beliefs which are regarded as "national" concepts. These beliefs will be different for every culture but will also contain similarities.

A sense of separateness is unique to the Finnish people as Finns are not considered to be Scandinavian, nor are they Slavs. Finns have a unique language and culture and Finland itself is geographically situated in the north isolated from others. Finland's history also adds to the sense of separateness as Finland had to fight on its own against Russia in the Winter War.

Lewis states that the most common traits of a Finnish person being amongst others honesty, self-reliance, humility, task-orientation, introversion, directness, concealment of feelings, distrust of verbosity, independence, and combining individualism and team- work (Lewis, 2005, 53-54, 95).

The authors have observed certain characteristics of the working community from their time working in various prisons within the Criminal Sanctions Agency. Many of the traits in the Lewis model can be observed within the prison working community, but some more than others stand out. Self-reliance and independence were distinguishable traits that the authors amongst others observed within the prison working community. Prison officers and staff members are in general expected to complete their own personal duties. The act of leaving unfinished work for colleagues to clear up is not something that is respected amongst colleagues, and in the long term will cause problems within the work community. Based on the authors observations prison work is individualistic, but there is a considerable amount of team- work

involved. Furthermore, the work of a prison employee in the field is task orientated. The employee moves from one task to the next. However, as this is not factory work and staff are essentially dealing with prisoner's human rights it places demands on the employee to make the right ethical decisions in accordance with the law which consequently creates a strong work ethic. Although the work can be demanding it also creates a sense that the employee is doing important work for the safety and security of society. This was also evident in previous research by Hulley & Lebling (2011, 30-31) as staff members in their study felt strongly towards the importance of their work. As previously explained by Hackman & Oldham in their job characteristics model this the authors believe can be one of the reasons that increases the value of the work content for the prison employee and may possibly explain the results of the data.

Cohesion and social interaction are important for humans (George & Jones, 2012). At the workplace the need for others is highlighted as participation of the group the need for other members participation is needed to complete tasks, i.e. asking for advice or completing a task together as a team. Being a part of something is built into us as humans. One of the most important places for individuals to feel that they are meaningful and significant is at work. When the organization displays the values that the individual considers important on a personal level it is easier and more natural for the individual to function within the organization. is committed in a personal level joining to this organization is more natural. Well working and profitable organizations have as good team spirit and a sense of cohesion. These attributes correlate directly to the efficiency of the said organization (Kaivola, Launila 2007, 77-78).

At the workplace cohesion provides the individuals with a wide range of benefits including good health, improved learning, well-being and efficiency. It is not possible to purchase cohesion. To build a cohesive work environment it requires everyone to participate and commit to the pursuit of a mutual goal. The biggest problems for organizations that attempt to build a cohesive working environment is the fact that at work people tend to only have professional relationships, which can lead to superficial conversations. Colleagues can be in the same room but not be present on the emotional level. A good breeding ground for a cohesive working environment is built on trust, support, flexibility and by open and sincere communication. If a working community has all those key factors the individual can feel that they are part of the working community. The individual feels valued with no mental constraints or as a prisoner in their role in the working community. Jaques Derrida emphasized that there is no cohesion without hospitality. When an individual is hospitable to others it enables others to be open too (Kaivola, Launila 2007, 77-79).

In closing HSP employees regard the culture, beliefs and values within the working community as the most important factors affecting their job satisfaction. The authors suggest that the reasons behind this could be found in the geographic area size, high unemployment rate, patriotism, tight connections with family and relatives and above all culture. Turku Prison employees on the other hand feel that the work content; how motivating and inspiring the work

is, the level of challenge and knowing the objectives of the work as the most contributing factors to their job satisfaction. The authors believe that European individualism, self-reliance and task orientation to be the contributing factors to the job satisfaction of the Turku Prison employees.

7 Discussion and recommendations for future studies

The authors have had the chance to visit multiple prisons in Kosovo. In addition, the combined time that the authors have stayed in Kosovo is around eight months. From those eight months five months have been used for this research. Initially the authors were on an internship working as administrative assistants in the Kosovo Academy for Public Safety (KAPS). The authors were mostly involved in developing the level of education for police officers, prison officers, firefighters, customs officials and internal affairs officers. The authors were able to closely observe the functions of the correctional department in KAPS. Although the activities that the authors were involved at KAPS were predominantly focused on another public safety organization the authors were able to observe similarities in the organizational behaviour patterns within individuals and groups. The authors worked in KAPS a total of three months and were able to use elements from ethnographic research methods. The elements used were observation and participation in the daily activities of the group. Puuronen has stated in his research that participation and functioning with the group is one of the main attributes of ethnographic research (Puuronen 2007, 102–103).

The authors prepared a survey and a mission specific presentation for the KCS. The presentation was designed to highlight the main aspects of implementing a job satisfaction survey and described the implementation process as it would be implemented in Finland. This would be adapted to the KCS.

Anthony Burton conducted the field work of implementing the survey in Kosovo over the duration of 3 months. During this time Nikolai Kortelainen gathered a relevant theoretical framework for the purpose of the study. After the data collection phase was completed the authors began work on the data analysis from both High Security Prison and Turku Prison. This was followed by the interpretation of the results and the preparation of the thesis.

Numerous job satisfaction studies in prison environments have been carried out in the past which have mostly focused on the work stress and burnout of staff. However, the authors study is the first of its kind to examine in-depth the effect the prison organizational hierarchy has on job satisfaction. In addition, the comparison of two prison facilities from two separate cultures. Future studies are necessary to expand the foundation of the theoretical framework.

As the majority of job satisfaction research is conducted using quantitative methods, for the purpose of future research a qualitative research method should be employed as a follow up

to the quantitative research. This would provide the researcher with a deeper understanding of the complexities of job satisfaction in different cultures.

The quantitative job satisfaction survey VMBaro is a validated research instrument for gathering data from Finnish government organizations. For the purpose of the authors research in Kosovo some of the survey statements were removed (sexual harassment, development discussions) and the structure of various statements were altered to make them more understandable to the respondent. However, survey statements should be further adapted to the specific culture of Kosovo, as beliefs, values and customs differ from culture to culture. Cultural differences should also be taken into consideration during the analyzing of the answers from the open-ended questions.

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Figures

Liitteet

VMBaro Job Satisfaction Survey 2019

Welcome to the VMBaro job satisfaction survey!

Thank you for agreeing to take part in this important survey measuring job satisfaction in the Kosovo Correctional Service. Today we will be asking your thoughts and opinions in order for the KCS to gather information on employee morale and satisfaction at work.

Be assured that all the responses you provide will be kept in the strictest confidentiality. Please be thoughtful, honest and candid when you complete the survey. We will not be able to trace individual responses back to you. Your opinions are important to us, and this survey is your chance to express those opinions and have your say in developing the working environment in the KCS.

This self-evaluation is intended to help evaluate your overall job satisfaction and expectations. The survey contains a total of 52 questions divided into 7 sub-categories. In every sub-category there is an open-ended question where you can add your suggestions for improvements.

Each question should be answered by choosing one of the following statements: 1-Strongly disagree. 2-Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.

VMBaro Job Satisfaction Survey 2019

Job satisfaction survey

This self-evaluation is intended to help evaluate your overall job satisfaction and expectations.
Each question should be answered by choosing 1 of the following statements:
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.

Background questions

1. Personnel group

○ Correctional officer

○ Senior officer

2. Gender

○ Male

○ Female

3. Age

- ○ 18-28
- ○ 29-39
- ○ 40-50
- ○ 50-60
- ○ Over 60

1 Management:

4. My immediate supervisor's work helps me to do my work effectively.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

5. My immediate supervisor gives me feedback that helps me to work succesfully.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

6. My immediate supervisor treats me fairly.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

7. The supervisors have organized the work in my working community successfully.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

8. The management have organized the work in my working community successfully.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

9. The senior management act as an example and lead the way.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

10. I can experiment and do things in new ways in my organisation.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

2 Content of work and possibilities to influence:

11. I know the objectives of my work.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

12. I can influence my work.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

13. My work is interesting and challenging.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

14. My work is motivating and inspiring.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

15. How would you make your work more meaningful and/or how would it be easier for you to influence it?

_____
_____
_____
_____
_____

3 Skills and competencies, learning and updating:

16. I am able to learn and update my skills in my work.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

17. My employer supports me to keep up and improve my skills with training and/or other means (on-the-job learning, training courses, working in pairs, mentoring, job rotation, voluntary studying, etc.)

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

18. The interaction and discussions in my working community support my skills and competences and their updating.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

19. Development discussions help me to do my job and develop my skills.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

20. I can develop my skills networking with colleagues, interest groups and customers.

21. What concrete means of learning and/or updating would you need to develop your skills and competences?

_____
_____
_____
_____
_____

4 Operating culture of the working community:

22. My working community is inspiring.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

23. My colleagues treat me fairly.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

24. My work and competence are appreciated in my working community.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

25. Different genders are treated equally in my working community.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

26. There is no discrimination between persons in my working community.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

27. I participate in and influence my working community in a constructive manner.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

28. How would you improve the interaction and/or operating culture of your working community?

_____

_____

_____

_____

_____

5 Working and operating environment:

29. I am able to balance my work and private life.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

30. I trust that my employment will continue.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

31. If necessary, I can rethink the way I work, even to an extensive degree.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

32. My work is appropriately challenging with regard to my resources.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

33. The working facilities enable effective working.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

34. The work tools enable effective working.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

35. I am able to fluently utilise new working methods in my work (including digitalisation, information and communication technology).

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

6 Interaction and communication:

36. Interaction in my working community functions well.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

37. Communication in my working community are effective (open, correctly timed and interactive).

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

38. I receive the information necessary for my work about the preparation of matters and decisions made.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

39. How would you promote interaction and/or the distribution of information so as to achieve objectives?

_____

_____

_____

_____

_____

7 Employer image and values

40. I would recommend my workplace to my friends.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

41. I am committed to my employer's objectives.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

42. I know the values of my workplace.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	O	O	O	O	O

43. The values of my workplace are realised in everyday operations.

	1	2	3	4	5
1- Strongly disagree. 2- Disagree. 3-Neutral. 4-Agree. 5- Strongly agree.	○	○	○	○	○

44. How would you promote the employer image and/or realisation of values in everyday operations?

_____
_____
_____
_____
_____

L1 Plans to change job, premises:

45. Are you planning to change your job?

○
Yes, because I want to develop my skills and competence and advance my professional career

○ Yes, because I am unhappy with my current job

○ Yes, for some other reason

○ No

46. If you wish, please explain in more detail your plans to change jobs.

_____
_____
_____
_____
_____

To help us acquire information on the connection between workspace and job satisfaction on a national level, please answer the following questions as well:

47. In what kind of room is your principal workstation?

○ Personal office room

○ Office room shared by 2–3 persons

○ Office room shared by 4–9 persons

○ Open-plan office

○ Activity-based workplace

○ Other

48. Do you have a personal, designated workstation?

○ I have a designated workstation

○ I do not have a designated workstation

Occupational well-being, strengths and weaknesses of the working community

49. How would you assess your own occupational well-being on a school-grade scale from 4 to 10?

4

50. If you like, please explain your occupational wellbeing in more detail.

_____
_____
_____
_____
_____

51. Name three factors that you find are strengths in your working community with regard to the well-being of your working community.

_____
_____
_____
_____
_____

52. Name three factors that you find are weaknesses in your working community with regard to the well-being of your working community.

_____
_____
_____
_____
_____

Abbreviations

EFA	Exploratory Factor Analysis
ESPN	European social policy network
EULEX	EU Rule of Law mission in Kosovo
FORTUNE 500	Ranking list of the largest U.S. corporations by total revenue
HSP	High Security Prison, Kosovo
KAPS	Kosovo Academy For Public Safety
KCS	Kosovo Correctional service
KFOR	Kosovo Force, a NATO-led international peacekeeping mission
KLA	Kosovo Liberation Army
KPS	Kosovo Probation Service
KPST	Kosovo Pensions Savings Trust
M	Mean
RISE	Finnish Criminal Sanctions Agency (Rikosseuraamuslaitos)
SD	Standard Deviation
TUV	Turku Prison, Finland
U.S.	United States
UN	United Nations
UNMIK	UN Interim Administrative Mission in Kosovo
VMBaro	Job satisfaction survey