

Motivational Characteristics of Employees Professional Destruction at the Penal Executive System

Marina L. Kubishkina,
*Department of Psychology,
 Graduate School of Psychology,
 Pedagogy and Physical Culture,
 Northern (Arctic) Federal
 University named after
 M.V.Lomonosov,
 Arkhangelsk, Russia
 marlekub@mail.ru*

Tamara O. Tyulyubaeva,
*Department of Psychology,
 Graduate School of Psychology,
 Pedagogy and Physical Culture,
 Northern (Arctic) Federal
 University named after
 M.V.Lomonosov,
 Arkhangelsk, Russia
 t.tyulyubaeva@narfu.ru*

Abstract. One of the main goals in the penitentiary system (PS) of Russia is the formation of a highly professional, stable, balanced cadre corps, capable of solving the professional tasks assigned to it. In this regard, there is an active study of the professional and professional activities of employees and their personal characteristics to achieve the effectiveness of their work and career success. The purpose of the study is to identify and describe the motivational characteristics of the professional destruction of the personality of the prison personnel. The research included 52 employees working in the conservation department, in the education and operational PS departments. Two types of professional destruction were identified; they both are associated with the destruction of employees' professional identity and their alienation from the profession. The first one is characterized by social "rigidity" and motivational reorientation from the professional sphere to the sphere of leisure, the second one is strongly directed to the family activity without obvious destructive changes in motivational and personal traits. The results may be used for working out the criteria to identify those employees at the penal executive system who is at the risk of destructive changes in their personality. Besides, they may be useful to substantiate the necessary measures to prevent professional destruction.

Key words - professional destruction, motivation, motivational scope of professional, professional identity, employees at the penal executive system.

I. INTRODUCTION

One of the conditions for the effectiveness of the penitentiary system of Russia is the presence of a highly professional personnel corps of bodies and institutions of the Federal Penitentiary System (FSIN) of Russia, capable of successfully solving professional tasks. In this regard, the study of professional and professional activities of FSIN specialists, their personal characteristics that help and hinder professional success, as well as ways and means of preventing and correcting unwanted mental states and personality developmental deformities, is carried out [1, 6, 7, 12, 13].

For a number of signs, professional activity of the staff of the UIS can be categorized as activity in particularly difficult and even extreme conditions [7,18]. It combines, on the one hand, routine, largely monotonous work, strict regulatory regulation in communication and, on the other hand, the

periodic occurrence of difficultly predictable situations, the need to solve problems that require increased emotional stress. Such activities can contribute to the development of both individual professionally undesirable qualities, and the system complexes described in psychological works as professional deformations and professional destruction [2, 3, 4, 5, 11], leading to a decrease in professional efficiency and social maladjustment [16,19].

The need to operationalize the concept of "professional destruction" for the implementation of empirical research prompted the authors to theoretical generalization of its content, which made it possible to identify the following basic characteristics of the phenomenon: 1) disintegration of professional identity, alienation from the profession; 2) disinformation of professional and personal development, changes in the style of behavior, in the emotional, motivational, volitional spheres, which adversely affect the performance of professional activities [1, 3, 4, 5, 7, 9, 10, 11, 13, 15].

The aim of our study was to identify and describe the motivational characteristics of the professional destruction of the personality of the UIS staff.

II. MATERIALS AND METHODS

The tasks were solved in the process of research, which took place in the city of Arkhangelsk in February-April 2013 on the basis of the structural units of the FSIN of Russia in the Arkhangelsk region. The study involved 52 male prison staff members with more than 5 years experience in the system. Of these, 22 employees of the security department, 16 - the operations department and 14 chiefs of the detachment, that is, employees responsible for educational work with convicts. Since professional personality changes are related to age and work experience, the groups were aligned according to these characteristics.

The work with the data included the following steps: 1. content analysis of the descriptions of the self-concept and identification of a group of employees with signs of the breakdown of professional identity as the leading factor in professional destruction; 2. the allocation of types of professional destruction of the staff of the UIS, a comparative description of their motivational features.

A set of methods was used for data collection. The “Who am I?” Technique by M. Kuna and T. McPartland allowed to study the I-concept of employees from its social role repertoire. Free descriptions were processed through content analysis, without the use of copyright modifications. The criteria for the selection of employees in a group with a weak professional identity was the number of professional roles in the social role-playing repertoire of the I-concept.

For the period of professional adaptation, a professional is actively forming a professional identity, and by the end of the period it has already been generally formed [17,20]. If this does not happen, then the adaptant, as a rule, leaves the profession for some other field. At subsequent stages, professional identity is consolidated, developed, but its destruction may begin. On this basis, we turned, first of all, to a group of UIS staff with work experience of more than 5 years.

To study the motivational and personal characteristics of employees, the questionnaire of motivation of the personality M.L. Kubyshkina [8] and the multifactorial personal questionnaire of G.Yu. Eisenk, presented for the first time in 1991 in a joint publication with G. Wilson, were used. The English version of the methodology is modified for Russian-language samples in the master's thesis of M. L. Kubyshkina [8].

The main data processing was carried out in the SPSS 20 environment (demo version). At the first stage, the content-analysis procedure was used to systematize descriptions of the I-concept; at the second stage, cluster analysis was performed using the hierarchical clustering method.

The repertoire of variables for clustering included stable motives of the individual related to professional activities (motives of work and goal achievement, professional recognition, social status, material motive) and variables of the questionnaire G.Yu. Ayzenka from the “hardness - softness” block, reflecting characterological features with a motivating value and manifested in situations of social interaction: aggressiveness, dominance, manipulateness / empathy, dogmatism / flexibility, adventurous (search about tryh sensation - sensation seeking), masculinity / femininity. All variables are interval. When conducting cluster analysis, the square of the Euclidean distance was used as a method for measuring the distance between objects, the formation of clusters was carried out by the method of merging, by the method of group binding.

For comparison of groups of employees with signs of professional destruction and free from such signs, U-Mann-Whitney test was used. When testing statistical hypotheses with a critical level of significance, $p < 0.05$ was taken.

III. THE RESULTS OF THE STUDY AND THEIR DISCUSSION

Content analysis of respondents' answers to the question “Who am I?” Allowed us to identify 6 content categories that reveal the social role-playing repertoire of the I-concept of the UIS staff: 1. professional roles; 2. family roles; 3. the role of friendships; 4. roles associated with leisure; 5. the role of broad social activity; 6. other. The range of values in the variable “professional roles” in the group of employees with service experience of more than 5 years was from 0 to 6

($M = 3.5$; $SD = 1.6$). In the group with weak identity, employees were selected who had 2 or less professional roles in the social role-playing repertoire of the I-concept. This group included 22 people aged from 23 to 40 years ($M = 32.7$; $SD = 5.02$) with a service life in the UIS from 6 to 18 years ($M = 11.3$; $SD = 3.55$). Of these, 9 people (41%) are at the primary stage and 13 people (59%) at the stage of secondary professionalization.

Cluster analysis revealed two subgroups in this group. The first group included 10 people aged from 23 to 39 years ($M = 30.8$; $SD = 4.5$) with a service life of 6 to 13 years ($M = 9.6$; $SD = 2.5$). Of the 10 people, 7 are operatives, 2 are security guards and 1 is the head of the detachment. The second group consisted of 12 people aged from 23 to 40 years ($M = 34.4$; $SD = 5.03$) with a lifespan of 6 to 18 years ($M = 12.7$; $SD = 3.7$). In this group were employees older in age and with great experience of service. In the group of 10 guards and 2 unit commanders, operatives are absent.

A group of staff of the UIS with a formed professional identity comprised 30 people, among whom were identified those with more than 4 professional roles in the I-concept (the total number of descriptions was usually not more than ten, therefore 5-8 professional roles in the list are very significant proportion). This group was excluded from further comparison in order to obtain a more accurate picture. The remaining 14 employees aged from 27 to 44 years ($M = 33.0$; $SD = 4.7$) with pronounced but not dominant professional identity were considered conditionally “prosperous” (hereinafter the definition is used without quotes). It was with them that the staff of the UIS were compared with professional degradation.

The specificity of the motivational characteristics of each group was identified and described on the basis of a comparison of two groups with a problem professional identity with each other, as well as a comparison of each of them with a group of prosperous employees. The results of the comparison are presented in tables 1-3.

Table 1
Comparison of the motivational and personal characteristics of two groups of prison staff with signs of a violation of professional identity

Variable	Group 1 "hard and unstable" n = 10 M	Group 2 "Soft and stable" n = 12 M	U Mann- Witney	p-level
Approval motive	16,7	12,2	23,0	0,014
The motive of recreation and entertainment	15,3	12,5	27,5	0,031
Work motive	11,5	14,0	21,5	0,010
Activity	8,1	4,9	13,0	0,001
Risk taking	6,6	3,1	5,5	0,001
Aggressiveness	7,0	5,3	24,5	0,018
Dominance	9,9	6,4	12,5	0,002
Dogma	8,3	5,1	16,5	0,004

Craving for thrill	5,5	3,8	22,0	0,011
Anxiety	6,1	1,4	2,0	<0,001
Tendency to obsessive (obsessiveness)	7,0	4,5	29,0	0,039
Life satisfaction	8,8	11,2	11,5	0,001
Number of family roles in the social role-playing repertoire of the self-concept	2,2	3,25	33,0	0,038

Table 2

Comparison of motivational and personal characteristics of a prosperous group of employees of the UIS and the first group with signs of a violation of professional identity

Variable	Group 1 "hard and unstable" n = 10 M	Group 3 "Prosperous" n = 14 M	U Mann-Witney	p-level
Desire for power	12,8	9,8	42,0	0,029
The desire to trust communication, friendly relationship	12,4	13,5	46,0	0,047
Desire to order	16,7	14,7	45,5	0,043
The pursuit of high social position	14,6	11,07	32,5	0,007
Work motive	11,5	13,1	45,5	0,022
The motive of recreation and entertainment	15,3	12,4	27,0	0,003
Risk taking	6,6	4,0	31,0	0,005
Anxiety	5,5	2,5	24,5	0,002
Aggressiveness	7,0	5,5	38,5	0,015
Dogma	8,3	5,4	40,0	0,022

Table 3

Comparison of the motivational and personal characteristics of a prosperous group of employees of the UIS and the second group of employees of the UIS with signs of a violation of professional identity

Variable	Group 1 "hard and unstable" n = 10 M	Group 3 "Prosperous" n = 14 M	U Mann-Witney	p-level
The pursuit of knowledge	8,6	15,2	46,0	0,046
Approval motive	12,2	14,7	27,0	0,010
Motive of rivalry	10,7	13,3	30,5	0,018

Motive of professional recognition	12,3	14,6	34,0	0,033
Goal pursuit	11,8	14,0	27,5	0,012
Activity	4,9	8,1	6,5	<0,001
Risk taking	3,1	4,0	30,5	0,016
Propensity to reflection	3,3	5,8	27,0	0,011
Life satisfaction	11,2	9,5	24,0	0,004
Anxiety	0,8	2,5	30,5	0,018
Dominance	6,4	8,2	36,0	0,041
Number of family roles in the social role-playing repertoire of the self-concept	3,2	2,0	28,5	0,011
The number of roles wide soc. activity in the social role repertoire of the self-concept	0,2	1,0	26,0	0,004

It is obvious that the two groups of staff of the UIS with a weak professional identity differ primarily in the rigidity and softness of social behavior, in the parameters of emotional stability and in the three personal motives. So, the first group is characterized by social rigidity, less emotional stability and a pronounced motivation for social approval, recreation and entertainment. The second group is distinguished by its social softness, emotional stability, and work orientation.

Comparison of problem groups with a group of prosperous employees showed a strong and unstable group of motives of social success and self-affirmation, and a soft and stable group showed a general weakness of social motivation of the individual and a clear family orientation as the main sphere of self-realization.

The group of prosperous employees was marked by such features as the presence of moderate severity of social behavior and a developed motivation for professional activity and self-realization.

The data obtained allow us to speak of two possible variants of professional destruction in the UIS staff. The former is characterized by severe behavior, which manifests itself in the desire to dominate, exert pressure on the partner, in the propensity to unreasonable risk, aggressive reaction to frustration, in inflexibility, exposure to stereotypical forms of behavior, in an excessive, not always justified desire for order, which UIS can manifest itself as a marginal formalization of activity, when the main thing is to follow the instructions and not to think about its meaning and the meaning of the activity performed.

This type of professional destruction is also characterized by a weakened motivation of work, combined with a pronounced motivation of power and social status, which are complemented by the need for approval and a strong desire for rest and entertainment. That is, the ambitions of self-affirmation among this group of employees are not related to the content of professional activity and the development of a

person's professional potential, but are focused on formal career development or are generally frustrated and are not associated with the work currently being done.

The employees of this group, having lost interest in the profession, are aware of the impossibility of satisfying their social ambitions within the framework of their professional activities and are experiencing emotional fatigue, a desire to relieve emotional tension, relax, distract, on the other. That is, an emotional-motivational reorientation of an employee from his work activity takes place - to rest, leisure, hobbies, everything that preserves personal sense, and also makes it possible to relax and recover emotionally and morally. In this paper, the focus is on the formal fulfillment of official duties and obtaining approval of the authorities, which is important for easing tension.

The second cluster should be described as a professional degradation with caution, since there are no obvious destructive personality changes. Low indicators of a number of social motives of the individual, emotional stability and general optimistic perception of oneself and life, softness of behavior (flexibility), lack of desire both to compete and to receive approval can be noted.

At the same time, the employees of this group practically do not identify themselves with the profession; they are not personally included in it. Their distinguishing feature is a strong family identity, which encourages activity and self-realization in the family sphere, leaving service in the UIS as a guarantee of its material stability. An additional indirect confirmation of this is the fact that 10 out of 12 people in this group have been serving in the UIS for more than 10 years.

IV. CONCLUSION

We can speak of two types of negative personal changes among the staff of the UIS, each of which is characterized by a loss of professional identity and a number of motivational and personal characteristics, reflecting, in the first case, an increase in the rigidity of social behavior and the reorientation of the subject from the professional sphere to the sphere of leisure, in the second case - strengthening of orientation to the family without obvious destructive changes of motivational and personal properties.

Starting the research, we proceeded from the fact that a weak professional identity (or lack thereof) among employees with work experience of more than 5 years is the result of a process of gradual identification with the profession, which presupposes the presence of a slightly formed identity at the beginning of the primary professionalization period. However, there can always be cases when a person, having passed the period of adaptation, has not formed a professional identity, but, nevertheless, remains in the profession, and does not leave it. The reason may not be the motivational orientation of the individual, but real life circumstances, for example, the inability to find another job in a given place of residence, or pragmatic motives, for example, a fairly high salary and social guarantees for law enforcement officers. Therefore, to clarify the picture obtained in the study, it is necessary to separate employees with initially unformed professional identity from employees with decaying identity. Obviously, in this case, the presented results may slightly change.

We consider the results obtained to be useful primarily for developing a system of criteria for identifying risk groups for the development of destructive changes in the personality of an UIS employee at the stage of entering the profession and for developing a system of measures for their prevention.

REFERENCES

- [1] I.M. Babichev Akmeologicheskie faktory razvitiya professional'no vazhnykh kachestv operativnykh sotrudnikov pravookhranitel'nykh organov (kand.dis.) [Akmeological factors of development of professionally important qualities of operative law enforcement officers. Kand. Diss.]. Moscow, 2011, 161 p.
- [2] S.P. Beznosov Professional'naya deformatsiya lichnosti [Professional Deformation of Personality]. St. Petersburg, "Speech" Publ., 2004, 272 p.
- [3] N.Yu. Buzovkina Professional'nye destruktivnyye i spetsialistov sotsionomicheskikh professii [Professional destruction in the specialists of socionic professions]. Moscow, "Speech" Publ., 2007, 102 p.
- [4] S. A. Druzhilov Professional deformations and destructions as indicators of deviations of mental health of the person. *Meditinskii nauki. Fundamental'nye issledovaniya* [Medical sciences. Fundamental research]. 2011, 5, pp. 56-61.
- [5] E.F. Zeer, E.E. Symanyuk Psikhologiya professional'nykh destruktivnykh Uchebnoe posobie dlya vysshei shkoly [Psychology of Professional Destruction: A Textbook for High School]. Moscow, "ACADEMIC PROJECT" Publ., 2005, 240 p.
- [6] V.G. Igoshin Sovershenstvovanie professional'noi kompetentnosti inspektorov otdela okhrany UIS FSIN Rossii (kand.dis.) [Improvement of professional competence of inspectors of the security department of the penitentiary system of the FSIN of Russia. Kand. Diss.]. Samara, 2005, 286 p.
- [7] Izuchenie i razvitie professional'no vazhnykh kachestv osnovnykh kategorii sotrudnikov UIS (UFSIN Rossii po Vladimirovskoi oblasti) [The study and development of professionally important qualities of the main categories of prison staff (UFSIN of Russia in the Vladimir region)]. Psikhologiya professional'noi deyatelnosti sotrudnikov UIS: nauchno-prikladnye issledovaniya mezhtsemykh psikhologicheskikh laboratorii za 2008 god [Psychology of professional activity of the UIS staff: scientific and applied research of interregional psychological laboratories for 2008]. Moscow, FSIN of Russia, 2009, 162 p.
- [8] M.L. Kubyshkina Psikhologicheskie osobennosti motivatsii sotsial'nogo uspekha (kand.dis.) [Psychological features of motivation of social success. Kand. Diss.]. St. Petersburg, 1997, 222 p.
- [9] A.V. Lobanova Professional'no obuslovlennyye destruktivnyye lichnosti prepodavatelya vysshei shkoly i sposoby ikh korrektsii (kand.dis.) [Professionally conditioned destructions of the personality of the teacher of higher education and ways of their correction. Kand. Diss.]. Moscow, 2008, 198 p.
- [10] V.E. Orel Sindrom psikhicheskogo vygoraniya lichnosti [Syndrome of mental burnout of personality]. Moscow, "institute of psychology of the ras" Publ., 2005, 330 p.
- [10] O.A. Rozhkov Interrelation of professional deformation and motivation of the personality of the penitentiary system employees. *Nauchnyi dialog [Scientific dialogue]*. 2012, 6, pp.61-72.
- [11] O.A. Starostin, A.G. Solov'ev, Yu.E. Barachevskii, R.B. Musaev Correction of violations of psycho-physiological functions in specialists of dangerous occupations by combined use of multimodal physical factors. *Ekologiya cheloveka [Human Ecology]*. 2012, 5, pp.36-40.
- [12] E.E. Symanyuk Psikhologicheskie bar'ery professional'nogo razvitiya lichnosti. Praktiko-orientirovannaya monografiya [Psychological barriers to professional development of the individual. Practical-oriented monograph]. Moscow, The Moscow Psychological and Social Institut, 2005, 252 p.
- [13] A.A. Sharov Dinamika lichnostnykh osobennostei sotrudnikov ispravitel'no-trudovykh uchrezhdenii (kand.dis.) [Dynamics of personal characteristics of employees of corrective labor institutions. Kand. Diss.]. Yaroslavl, 2005, 176 p.
- [14] L. B. Shneider Professional'naya identichnost': struktura, genesis i usloviya stanovleniya (dokt. diss.) [Professional identity: structure, genesis and conditions of formation. Doct. Diss.]. Moscow, 2001, 327 p.
- [15] E.A. Alluisi, E.A. Fleishman Human Performance and Productivity: Stress and Performance Effectiveness Vol. 3. Hillsdale, New Jersey, 1982, 90 p.
- [16] B. Caza Brianna, Stephanie J. Creary Cheltenham The Construction of Professional Identity. UK: Edward Elgar Publishing, 2016, 43 p.
- [17] A. Coyle A Human Rights Approach to Prison Management Handbook for prison staff. London, 2002, 163 p.

- [18] N.L. Hogan, E.G. Lambert, M. Jenkins The Impact of Job Characteristics on Private Prison Staff: Why Management Should Care // *American Journal of Criminal Justice*. 2009, 34, pp. 208 – 227.
- [19] C.F. Karen Professional Identity and the Irish Social Care Worker. A dissertation submitted in partial fulfilment of the requirements for the degree, 2012, 211 p.