OCCUPATIONAL STRESSORS, COPING STRATEGIES AND COUNSELLING NEEDS OF PRISON OFFICERS IN NIGERIA

BY

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CERTIFICATION

This is to certify that this study entitled occupational stressors; coping strategies and counselling needs of prison officers in Nigeria was conducted by **OTARU, Bernard Meshach (Matric No: 05/68OJ005)** and had been read and approved as meeting part of the requirements of the Department of Counsellor Education for the award of degree of Doctor of Philosophy (Ph.D.) in Educational Guidance and Counselling, Faculty of Education, University of Ilorin, Ilorin, Nigeria.

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DEDICATION

This research is dedicated to the Almighty God who made it possible for me to reach this level of my education. It is also dedicated to my parents Mr. & Mrs. Oriloye Abel Otaru who laid the solid foundation upon which my educational career is built and to my esteemed wife, Princess Grace Bernard-Otaru for her love, care and support at all times.

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Abstract

The prison setting is often dangerous and unpredictable. The nature of prison officers' job exposes them to different stressors necessitating counselling and coping strategies. This study therefore, investigated occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. The objectives of the study were to investigate: (i) occupational stressors (ii) coping strategies (iii) counselling needs of prison officers; and (iv)influence of gender, marital status, working experience and educational qualification on occupational stressors, coping strategies and counselling needs of prison officers in Nigeria.

The research design adopted for this study was descriptive survey. The population of the study consisted of 23,991 prison officers in Nigeria. The target population (6350) consisted of prison officers drawn from six states, a state from each geo-political zone. Purposive and proportional sampling techniques were adopted in selecting a total sample of 1,468 prison officers across the six geo-political zones in Nigeria. Occupational Stressors, Coping Strategies and Counselling Needs Questionnaire was adopted and used for the study. The instrument was content validated by five experts in the Department of Counsellor Education, University of Ilorin, Ilorin. To establish the reliability, the instrument was subjected to a test re-test reliability technique and a co-efficient of 0.87 was obtained using Pearson's Product Moment Correlation formula. Descriptive (percentages) and inferential (t-test, and Analysis of Variance) statistical measures were used to analyze the data collected for the study.

The findings of the study were that:

(i) Poor reward for hard work (X=3.40), unimproved salary (X=3.28), poor promotion opportunities (X=3.25) were major occupational stressors to prison officers in Nigeria

(ii) Major coping strategies adopted by respondents include; effective planning(X=2.75), praying to God on every issue (X=2.71) and clarifying work schedule(X=2.69)

(iii)The prison officers need counslling mostly in areas of periodic training(X=3.15); improved competency(X=3.15) and feeling happy(X=3.14)

(iv) Gender (t=7.21;p<0.05) marital status (f(2,146)=20.75;p<0.05) and working experience (f(2,1465)=14.59;p<0.05) had significant differences on occupational stressors of respondents, in favour of male respondents; divorce/separated and those with 11-21 years of working experience

(v) Marital status (f(2,1465)=16.46;p<0.05); working experience (f(2,1465)=3.12;p<0.05) and educational qualification (f(3,1464)=5.86;p<0.05) had significant differences on the coping strategies of respondents in favour of married officers; those with 11-21 years working experience and officers with SSCE

(vi) Marital status (f(2,1465)=8.59;p<0.05); working experience (f(2,1465)=7.13;p<0.05) and educational qualification (f(3,1464)=14.10;p<0.05) had significant differences on the counselling needs of respondents. Married officers; those with 11-21 years working experience and officers with SSCE were responsible for the significant differences.

The study concluded that the Nigerian prison officers are faced with numerous stressors, employed various coping strategies and had varying counselling needs. The implication of this is that prison officers need counselling to cope with their work stress. The study therefore recommended that counselling services be provided in all prisons in Nigeria and the prison authorities should make the working environment friendly for prison officers by providing basic occupational facilities.
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CHAPTER ONE

INTRODUCTION

Background to the Study

A prison is a place, space used to confine criminal or people convicted or awaiting trial. It includes the land, the house and every other structure located within the institution used for the purpose of detention. The Nigeria Prison Service was established under the Nigerian Prisons Act Cap.29 Laws of the Federation of Nigeria, 2014. The National Assembly of the Federal Republic of Nigeria enacted a new Prisons and Correctional Services Bill in 2016 with comprehensive provisions for the administration of prisons in Nigeria. One of the unique features of this new bill is that it has formally introduced the concept of 'corrections' into Prisons lexicon. The primary responsibility within the criminal justice system and that of the Nigerian Prisons Service is to contribute to the public safety and security by ensuring safe custody and social rehabilitation of offenders for community reintegration (FGN, 2016).

The Prison is no doubt, the barometer for measuring the health of the Criminal Justice and prison system anywhere in the world. A weak and poor prison system symbolizes a weak Criminal Justice System. Prison is an organization and administration in the form of social clinic in which psychologists, counsellors, medical doctors, social workers, researchers, spiritual workers, and others operate hand in hand with the correctional personnel to achieve the best results of transforming the inmates away from being deviants to being disciplined, productive, useful and patriotic citizens (Nwolise, 2010). According Onyechi and Okere (2016) prison is a correctional facility in which individuals are confined and denied a variety of freedom under the authority of the state as a form of punishment. Prison could also be

conceived as a correctional institution designed to securely house people who have been convicted or awaiting trial for a crime. It can also be described as a place where people caught and prosecuted for violating the criminal laws of the state are remanded for as long as the court of law has declared. It is a world within another world and in the case of Nigerian prison is a setting where the offenders are physically and mentally deprived to the extent that it results to low self-esteem and psychological upheaval (Esere, 2007).

The Nigeria Prisons Service functions are to take custody of any person pursuant to order of court; provide safe, secure and humane custody for prisoners; convey remand prisoners to and from courts in motorized formations; identify the causes of anti-social behaviours of convicted prisoners; set in motion mechanism for reforming and rehabilitating and re-integrating prisoners into the society; analyze crime and crime trends in order to evolve treatment methods compatible to the various regions and cultural structures therein; initiate behavior modification in inmates through the provision of medical, psychological, uniformed chaplaincy and counselling services; provide opportunities for vocational skill acquisition for prison inmates and generating revenue in the process empower prisoners through the deployment of vast educational resources in the prison; and carry out other functions as may be prescribed by the National Assembly (Nigerian Prisons and Correctional Bills, 2016). The above functions of prison service can best be executed, achieved through the prison officers. Prison work is a skilled job that involves complex quick judgment, excellent interpersonal skills and the capacity to perform under pressure in which critical roles are vital in successful management of prisons (Liebling, 2011). Prison organizations are charged with the central task of supervising and securing an unwilling and potentially violent population

(Armstrong & Griffin 2004). Caring for unwilling people can place a strain on staff, which over time can lead to stress and burnout (Lambert, 2010).

In the modern world, a prison officer has a high level of responsibility for the care, safety, security, rehabilitation, reformation and reintegration of prisoners (Irish Prison Service, 2005). In addition to the above roles, prison staff also need to protect, promote and endorse human rights of the prisoners; take care of the needs of the prisoners to the extent feasible within the prison environment; identify patients who have health problems and get them the needed health care, pay special attention to the vulnerable sections of the prison population, such as women, children, mentally ill and disabled by ensuring that medical treatment and counselling are made available to them (Liebling, 2000). According to Alex (2013), the challenges faced by Prison officers are very unique. They include a closed coercive work environment, the need to deal with violence and perform arduous tasks, maintenance of security and order inside prisons. These challenges could be as a result of overpopulation/overcrowding of inmates, poor feeding and irregular meal, poor sanitary and medical facilities that is, prison hygiene, physical threat, and riot and inmates violent activities. This can cause excessive strain which impairs work performance and at the same time increase the risk of various health problems and exhaustion among prison officers (Alex, 2013). Working in prison environment or as a prison officer could be very strenuous and stressful, excessive pressure as a result of work schedules, rules and regulations of the job makes it more tasking thereby predisposing officers of the prison to stress.

According to Pisaniello (2010) occupational stressor is an antecedent in the form of a work demand (stressor) and also as an outcome (strain). Strain is a reaction to stress which often occurs in form of emotional breakdown**.** Brower (2013) grouped occupational stressors

into four categories: Inmate-related stressors (threat of violence/injury, inmate mental illness, substance abuse, suicide); occupational stressors (inherent to the profession: closed work environment, hyper-vigilance); organizational/administrative stressors (mismanagement, poor leadership, inadequate resources/ pay, understaffing) and psycho-social stressors (fear, work/family conflict, media scrutiny, stereotype). Suleman (2011) outlined the sources of occupational stress of prison officers in Nigeria Prison Service (NPS) as follows: acute shortage of drugs, shortage of ambulances in prison clinics, high mortality rates among prisoners and staff; acute shortage of staff resulting from retirement, dismissals, resignations, death; abandonment of capital project leading to prison congestion; inadequate funding for the maintenance of existing infrastructures; inadequate office accommodation for staff ; lack of vehicles to convey staff and prisoners to areas of need and lack of promotion to eligible staff with the resultant low morale, frustrations and by extension, low morale and productivity. A survey from the Organization for Economic Cooperation and Development (OECD, 2012) showed that, in Greece, occupational stress affects 24.6% of the employees. According to European survey held by EU–Occupational Safety and Health Administration (OSHA) (2014) showed that job insecurity and excessive workload are two major factors that induce occupational stress which also applicable to prison job. Furthermore, it was presented that about 25% of the lost working days are related to occupational stressors issues.

One major factor that could be contributing to the occupational stressor of prison officers is their inability to cope adequately with work demands. Coping helps in the recovery experiences, or disengaging from work demands and engaging in non-work activities may provide prison officers with the opportunity to let their internal systems recover from the work demands that accumulated during the work day and to replenish resources that may have

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been expended. Weiten (2011) opined coping strategies as constantly changing cognitive and behavioural efforts used to manage specific external and/or internal demands that are appraised as tasking or exceeding the resources of the person. Coping strategies refer to the efforts made to "master, reduce or tolerate the demands created by stress". According to Bojuwoye (2002) coping strategies are the changes in the cognitive and behavioural efforts of a person in managing specific external demands (events itself) or internal demands (emotional reactions to the events) that are deduced to exceed a person's resources and capabilities. Prisoners in the modern prison have numerous programmes available to cope with stress while the prison officers are left with limited resources designed to help cope with prison work and environmental challenges (Morgan, 2002).

Prison officers find it difficult to adjust to work life challenges due to the dynamic nature of work that determines the various coping strategies they would require in order to functioning well in place of work and the society. According to Gould (2012) coping strategy is divided into two; emotion-focused coping which occurs when the individual believes that nothing can be done to rectify the difficult situation they find themselves. This kind of coping is directed towards mediating one's feelings about the problem, rather than the external situation that triggered the emotional response; it includes strategies such as acceptance, humour, and positive reframing; and Problem–focused coping is generally viewed as an adaptive mode of coping that involves actively planning or engaging in a specific behaviour to overcome the problem causing distress. Problem-focused strategies involve defining a problem, generating alternative solutions, and considering the relative costs and benefits. This includes seeking advice from others, coming up with a strategy, or taking action to make a situation better is considered to be problem-focused coping strategies. Either adaptive or

maladaptive coping, the need for counselling is to strike a balance to ensure prison officers choice of coping is adaptive and if maladaptive provide counselling interventions.

Counselling is about the only thing that can enhance the client's ability to make appropriate life and career decisions in work place. Counselling helps the individual to develop the ability to set realistic goals for him/her and improve his total being. Through this process an individual is brought to a position of thorough understanding of himself in the world of work, make appropriate vocational reappraisal based on the situation of work environment. Nigeria prison officers are predisposed to stress as a result of the challenges inmate undergo such as poor feeding and irregular meal; poor sanitary system; congestions and among others. In line with the above, Todd and Bohart (2003) opined Counselling implementation and practice help individuals, group and organization function optimally by assessing and changing personal and interpersonal dysfunctions that occur in many areas such as adjustment needs, relationship problems, career planning, vocational , educational and health problems. It helps to improve staff and inmates well-being, alleviate distress and maladjustment and resolve conflicts. Counselling needs are specific assistance prison officers in particular may require from a professionally trained help provider that is, a counsellor.

Counselling intervention focuses on providing psychological support in the face of emotional disequilibrium by adopting various counselling approaches such as rational emotive behavioural therapy, cognitive behavioural therapy and humanistic approach towards optimal productivity and job satisfaction (Umoh, 2013). Counselling is a feature of Employee Assistance Programme (EAP) services for a wide range of problems that vary from each organization. It deals with personal, social, vocational, empowerment, and educational concerns. Counsellors work only in areas in which they have expertise. These areas may include intra- and interpersonal concerns related to school or college adjustment, mental health, ageing, marriage or family issues, employment

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and rehabilitation. According to Brand and Price (2000), there are many counselling needs of prison officers, but they can be grouped under mental health, educational, psycho-social, economic and informational needs.

Prison job being a more of psychological needs more of psychological well being. The need for counselling is to provide psychological assistance to help prison officers in utilizing appropriate counselling strategies to realize their full potentials irrespective of the emotional, psychological, medical, behavioural, physical or social needs (Nichter & Edmonson, 2005). Working in prison exposes prison officers to emotional, psychological, social and economic challenges which develop to anxiety, depression and mental health problem as a result of workplace hazards. The nature of the job is harsh, hectic and psychological where officers are required putting in all competencies to achieve the aims and goals of correction.

The occupational intervention driven theory of counselling strategy for managing occupational stressors among prison officers is person-environment (P-E) fit theory. A number of variables have been examined under the umbrella of P-E fit including, tenure, vocational stability, career indecision, and academic performance. Person-Environment theory is one of the most frequently cited theories of occupational stress. This theory deals with how characteristics of the person affect well being (Caplan, 1983). It is based on the view that behaviour is a function of both the person and the environment. It postulates that a lack of fit between the person and his or her immediate environment can lead to unmet individual needs or unmet job demands, and thus prone to experiences stress (Eulberg, 1988). Responses to stress would therefore include those activities that reduce misfit in a manner that better allows for the individual needs to be adequately met.

The basic tenet of the theory is that the degree of fit between the individual and the job environment determines the stressfulness (or strain) that is experienced. According to

Edwards and cooper (1998), in person-environment fit (P-E fit) theory, stress and stressors are not defined in terms of either the individual or the environment, but rather in terms of the degree to which there is "misfit" between the two. Fevre (2003) incorporated two types of P-E fit, or misfit and may be considered a sub-set of the first major distinction. The first type of fit or misfit between the demands the environment places on the individual are in terms of job requirements, role, and group norms, and the abilities to fulfill those demands in terms of skills, energy, training and time perceptions. The second is the fit or misfit between the needs of the individual in terms of their physiological and psychological requirements, and the ability of the environment to supply those needs in terms of extrinsic rewards such as pay, conditions of service and intrinsic reward, such as involvement and ability to achieve. When there is a mismatch between the person and the environment in any of the above constructs stressors exist and stress results.

In P-E fit theory, the counsellor would use engagements technique that comprises of three components which are negotiation, participation and evaluation. Negotiation will help the process interaction in which both an individual and the environment make adjustments to accommodate each other. This would lead to increased levels of engagement, as there would be more opportunities to match strengths to environmental resources. Participation might be assessed by counting the number of certain cognitions relating to the environment, evaluating the strength of specific emotions concerning a particular environment, or observing the frequency of some goal directed behaviour such as rewards, salary, or other signs of approval and gratitude may reflect participation's environmental component and lastly person-environment fit technique of Evaluation is part of the continuous process of engagement. Evaluation consists of individuals' thoughts and feelings about themselves and their

environment as a result of their interactions. Likewise, it refers to the thoughts and feelings at the organizational level about the physical and social context itself (i.e., work, home, or environment), as well as the individual.

The concept of evaluation can represent an appraisal of the degree to which a person has achieved environmental fit (i.e., negotiation) as well as the quality of participation within the interaction. Receiving feedback and having a voice in the organization or place of work also reflect the concept of evaluation. Positive psychological indices that could relate to aspects of evaluation include responsibility, loyalty, belonging, self-efficacy, satisfaction, subjective well-being, and optimism (Snyder & Lopez, 2002). It is on this premise the researcher, therefore deems P-E fit theory fit for managing occupational stressors of prison officers. To achieve the above there is need for adequate management, coping strategies and counselling needs to help prison officers work effectively and efficiently to the decay in the infrastructures in the prison command in one state sampled in each of the geo-political zone in Nieria. Towards this end, this study is aimed at investigating occupational stressors, coping strategies and counseling needs of prison officers in Nigeria.

Statement of the Problem

Prison Services is believed to be the most challenging and frustrating component of criminal justice by many experts; there are the challenges of managing the inmates daily as well as the frustrations of inevitable mismanagement at attempting to accomplish multiple goals. The functions of prison officers often require direct contact with inmates within a highly tensed and often volatile environment. The task of supervising an unwilling and potentially violent population can be very stressful. Constant exposure to inmate behaviour, negative social climate, and inmate resistance paired with the ever-present risks to personal

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safety present in the correctional setting pose great risks for direct or indirect experiences of trauma by the prison officers. The prison officer's job is known for its extreme psychological demands, and potential for physical altercations within a constrained, overcrowded and poor sanitary environment which makes the officer subjective to some of the highest levels of stress. The Prison interaction of officers daily with inmates have very little personal control over their work environment, yet are required to maintain professional relationships with inmates, while being alert to the possibility of assault against themselves. Prison officers are required to adhere to safety procedures in order to prevent escapes, or other violations of disciplinary rules in the prison.

Prison officers like other law enforcement agents are exposed to numerous occupational risks that include Physical harm, psychological stress and a heavy workload that involves assaults, night duties (Zimmerman, 2012). Organizational and individual factors have also received notable attention of prison officer's stressors, such as the quality of supervision, administrative support, departmental cohesion and individual factors, such as educational level, professional training, and working experience, job satisfaction, attitude, and levels of resilience may also significantly influence how individuals experience and respond to stress within this environment. The inability to effectively manage these stressors has serious consequences, both personally and professionally.

According to Suleiman (2011) it is difficult to provide adequate constant control of prisoners in overcrowded facilities and working in such institutions frequently report perceived danger and expose officers to attack. Prisons congestion and overpopulations has its consequences on the inmates, the prison officers and the society. These puts a lot of strain on prison officers, stretches the work force and various other facilities provided in the prison.

Suleman (2011) identified the following as occupational stressors to prison officers in Nigeria Prison Service (NPS): acute shortage of drugs, shortage of ambulances in prison clinics leading to high incidence of epidemics, high mortality rates among prisoners and staff; acute shortage of staff resulting from retirement, dismissals, resignations, death; abandonment of capital project leading to prison congestion; inadequate funding for the maintenance of existing infrastructures; inadequate office accommodation for staff ; lack of vehicles to convey staff and prisoners to areas of need and lack of promotion to eligible staff with the resultant low morale, frustrations and by extension, low productivity.

Several studies such as Omorotionmwan, (2005); Bailey, (2006) and Okwendi and Ushi (2015) have shown that there is an increase in the population of inmates, Nigeria inclusive, especially with the persons awaiting trials and this has created stress for prison officers. The study examined stress and burnout of working in prison environment by prison officers in Nigeria. The findings revealed that stress contributes to physical and psychological changes in the body and mind that induces high blood pressure, depression, anxiety and diabetes. Some developed heart attack, stroke and post-traumatic-stress disorder (PTSD) and suicide. Okoza; Imhonde and Aluede, (2010) carried out a study on sources of stress among prison workers in Nigeria. The findings revealed that riot in the prison (96%) were the highest sources of stress to prison staff and least sources was dilapidating building (50%). The result revealed that gender and length of service have significant effects on stress experienced by prison workers while age has no significant effect. In a study carried out by Schanfeli and Peters (2000) on prison staff stress and burnout, the result revealed that prison staff faces significant problems such as health problems, death, social and mental problems as well as decreased job performance. Otaru (2017) carried out a study on sources of workplace stress

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and coping strategies employed by prison officers in Federal Capital Territory command (FCT), Abuja and found out that threat to life, gang activities, overcrowding, jail break/ riot, risk of contracting diseases and lack of motivation are the major sources of workplace stress and getting emotional support from families and friends, listening to inspirational talks, ignoring things, that are less important, praying to God always, engaging in humorous activities and having adequate rest are the coping strategies employed by prison officers in FCT command, Abuja.

Although, several researchers have carried out researches on work stress and coping strategies using different variables and respondents, none of these researchers have examined occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. This is the major gap which this research intended to fill. In addition, most of the studies conducted on prisons officers' stressors were foreign and the few ones available locally have not addressed occupational stressors, coping strategies and counselling needs of prison officers. Hence the need to carry out this study so as to gather more empirical data on occupational stressors, coping strategies and counselling needs of prison officers in Nigeria.

Research Questions

This study aimed at investigates occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. In light of this, the following research questions were raised to guide the conduct of the study:

1. What are the occupational stressors of prison officers in the Nigerian Prison Service?

2. What are the coping strategies employed by prison officers in the Nigerian Prison Service?

3. What are the counselling needs of prison officers in the Nigerian Prison Service?

4. Is there any difference in the occupational stressors experienced by prison officers in the Nigerian Prison Service based on gender?

5. Is there any difference in the coping strategies employed by prison officers in the Nigerian Prison Service based on gender?

6. Is there any difference in the counselling needs of prison officers in the Nigerian Prison Service based on gender?

7. Is there any difference in the occupational stressors experienced by prison officers in the Nigerian Prison Service based on marital status?

8. Is there any difference in the coping strategies employed by prison officers in the Nigerian Prison Service based on marital status?

9. Is there any difference in the counselling needs of prison officers in the Nigerian Prison Service based on marital status?

10. Is there any difference in the occupational stressors experienced by prison officers in the Nigerian Prison Service based on working experience?

11. Is there any difference in the coping strategies employed by prison officers in the Nigerian Prison Service based working experience?

12. Is there any difference in the counselling needs of prison officers in the Nigerian Prison Service based on working experience?

13. Is there any difference in the occupational stressors experienced by prison officers in the Nigerian Prison Service based on educational qualification?

14. Is there any difference in the coping strategies employed by prison officers in the Nigerian Prison Service based on educational qualification?

15. Is there any difference in the counselling needs of prison officers in the Nigerian Prison Service based on educational qualification?

Research Hypotheses

The following null hypotheses were formulated from the research questions:

1. There is no significant difference in the occupational stressors of Nigerian Prison Service officers based on gender.

2. There is no significant difference in the coping strategies employed by the Nigerian Prison Service officers based on gender.

3. There is no significant difference in the counselling needs of the Nigerian Prison Service officers based on gender.

4. There is no significant difference in the occupational stressors of Nigerian Prison Service officers based on marital status.

5. There is no significant difference in the coping strategies employed by the Nigerian Prison Service officers based on marital status.

6. There is no significant difference in the counselling needs of the Nigerian Prison Service officers based on marital status.

7. There is no significant difference in the occupational stressors of Nigerian Prison Service officers based on working experience.

8. There is no significant difference in the coping strategies employed by the Nigerian Prison Service officers based on working experience.

9. There is no significant difference in the counselling needs of the Nigerian Prison Service officers based on working experience.

10. There is no significant difference in the occupational stressors of Nigerian Prison Service officers based on educational qualification.

11. There is no significant difference in the coping strategies employed by the Nigerian Prison Service officers based on educational qualification.

12. There is no significant difference in the counselling needs of the Nigerian Prison Service officers based on educational qualification.

Purpose of the Study

The purpose of this study was to investigate Occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. The researcher also examined the influence of moderating variables of gender, marital status, and years of working experience and educational qualification of the respondents on the dependent variables of occupational stressors, coping strategies and counselling needs of prison officer.

Significance of the Study

The findings of this study would be significant to the Nigerian Prisons Service authorities; prisons staff college, counsellors, curriculum developers, government as well as future researchers who are interested in improving researches on staff welfare.

The Nigerian Prison authority could use the findings of this study to reflect on the impact that occupational stressors, coping strategies and counselling needs might have on prison officers working experience. This study would acquaint prison officers under training adequate information on coping strategies to manage occupational stress, adjust, and seek for counselling on time. This study would be of immense benefit to prisoners in the prisoners by seeing prison officers as correctional personnel rather than enemies. It will expose them on their right in the prison irrespective of what brought them there.

The findings would also challenge the counsellors in prison institutions to do more in their area of correctional counselling. Counsellors would also benefit from the study as it would provide them with enough knowledge to tap from as regards appropriate coping strategies that would help prison officers cope with work stress they face on daily basis as a result of inmate related stressor and the entire nature of the job. It would also help counsellors on the need for functional and a virile counselling centres/units in the prisons, command and zonal headquarters to have programmes and workshops devoted to help prison officers deal with their stress and anxiety.

The Government and policy makers would find the study useful by exposing the extent of deterioration, ineffective management and supervision in the prison. This study would also draw attention of the government and policy makers to the existing decay in prison infrastructure, facilities with a view to repositioning prison organization to meet international prison best practices. The finding would also be of significance to stakeholders in the Nigerian prison services to develop interest in restructuring and overhauling the entire system so as to meet its mandate of reformation, rehabilitation and reintegration.

The finding of this study would also be of benefit to curriculum developers to find a need on the infusions of prison education in schools curricula to increase the understanding of the prison authorities and the society the usefulness of prison education in Nigeria. Further researchers would find the research results very useful as a reference material on issues concerning occupational stressors, coping strategies and counselling needs of prison

Operational Definition of Terms

The following terms are operationally defined as used in the study.

➢ **Coping Strategies:** skills employed by prison officers to adjust, manage or reduce work stress and its effects.

➢ **Counselling Needs:** These are the essential concerns of prison officers that require professional assistance of (especially) the counsellor.

➢ **Occupational Stressors:** stress related factors such as inmate's threat, Gang activities, and riot in prison, shift duty, regimented life and congestion in job related to prison.

➢ **Prison Officers**: refers to numerous groups within the Prison Service such as administrative staff, custodial staff, and treatment staff, and health care staff that look after adult and juvenile, male and female offenders both in rural and urban facilities.

Scope of the Study

This study was limited to all the prison officers in the Nigerian Prisons Services in the six geo-political zones. A total number of 1,468 prison officers were sampled from six prison commands serving in one state in each of the geo-political zone. A researcher-designed questionnaire tagged "Occupational Stressors, Coping Strategies and Counselling Needs of Prisons Officers in Nigeria" was used to collect data from the respondents. The formulated hypotheses were tested using t-test and Analysis of Variance (ANOVA) statistical tools at 0.05 alpha level.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Preamble

This chapter provides background knowledge of previous studies that are relevant to the Occupational stressors, Coping Strategies and Counselling needs of prison officers in Nigeria. Therefore, literature was reviewed under the following sub-headings:

- ➤ Concept of Stress and occupational stressors

- ➤ Nature of Prison Service and Job responsibilities of Prison Officers in Nigeria

- ➤ Occupational stressors of Prison Officers in Nigeria

- ➤ Effect of occupational stressors on Prison Officers

- ➤ Coping Strategies of Prison Officers in handling occupational stressors in Nigeria

- ➤ Counselling needs of Prison officers in Nigeria

- ➤ Theoretical Framework

- ➤ Empirical review of Occupational Stressors, Coping Strategies and Counselling Needs of Prison Officers

- ➤ Summary of Review of the Related Literature

The Concept of Stress and occupational stressors

Stress is a complex reaction that affects our physiology, behaviour, thinking and emotions. It arises in situations where people believe that the demands they face are greater than their abilities to handle those demands (Hiebert, 2000). Stress can result from environmental factors (task difficulty) and internal factors (repertoire of coping skills, perceptions and genetic predisposition) or from an interaction between the two. The external environmental factors are termed as "stressors" while a person's reaction to an external stressor is termed as "stress" (Heibert, 1983). Lazarus and Folkman (1984) use an outcome neutral to described people's attempts to deal with the demands or stressors that they may encounter. They suggest that stressors have the potential to elicit different reactions among individuals due to their subjective experience to stressors. These different reactions are based on individuals using two form of cognitive appraisal: 1) primary appraisal which involves evaluating the threat of the situation (e.g., irrelevant, benign, and threatening), and 2) secondary appraisal which involves evaluating one's available resources for coping with the stressful situations (e.g.,seek more information, control impulsivity). Stress arises not from the demands people face, but also from people's perceived inability to deal with those demands to their own satisfaction (Heibert, 1983; Lazarus & Folkman, 1984).

Stress is a multi-faceted concept that occurs in a temporal and dynamic manner; which is influenced by the interaction of a multitude of contributory factors. According Mckean (2005) stress is a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances. Stress is an individual's perception that environmental demands (stressors) exceed his or her capabilities and resources, thus leading to negative outcomes. However, the dynamics of stress has been borrowed from the field of physics and engineering

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as similar to the application of force to a material and thereby creating a state of tension within it (Gatley, 1981). According to him, stress is not in itself harmful to the material in question but it may generate strains which are harmful. Nwoke (1991) pointed out that the concept of stress is simple in that it is essentially a situation in which an individual faces an expected conflict, a stimulated situation that is stress embedded.

According to Coleman (2012); Smith (2011); Famojuro (2004), Udoh and Ajala (2003) stress is a very imprecise term that can be explained in terms of its three related concept, such as anxiety, conflict and frustration. Adu (2004) asserts that stress is more meaningfully understood by the condition and symptoms, which manifest in the victim. He explained that stress is a response of victim to environmental demands. Different theories and models of stress have been developed in defining stress, ranging from biological to psychological. According to Goldstein and Kopin, (2007) was able to transform the concept of stress away from the physical world as a face that results in a deformity and result in strain. Selye (1974) definition of stress is seen as the non-specific response of the body to any demand made upon it. This response was referred to by Selye as the "General Adaptation Syndrome" (GAS). The (GAS) model provides the framework for the understanding of the process of stress and its role in the development of physical and mental disorders. Achalu (1994) observed that the model has been useful for realizing the physiological process involved in the relationship between stress and acute illness and can serve as a useful paradigm for the understanding of the symptomatic expression and progression of chronic physical illness. To further derive a conceptualization of stress, Selye (1974) cited in Rice (2012) wrote that stress is not Simple nervous tension but can occur in organisms without nervous systems or in anesthetized or unconscious patients; not anything that causes an alarm

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reaction but it is the stress that is the stimulus and not the stress itself; it is a non-specific reaction tailored towards a specific pattern of the stress response , although its cause and effects may vary; stress necessarily not bad, the challenge and creativity is positive, whereas that of failure, anxiety, and infection can be negative; stress cannot be avoided. It is ubiquitous; it is an essential ingredient of life.

Greenberg and Baron (2003) opined that stress is the pattern of emotional states and physiological reactions occurring in response to demands from within or outside an organisation. Accordding to Swanepoel (2007) stress is defined as the arousal of mind and body in response to an environmental demand (Stressors). Both authors are in agreement that a stressor is any demand, either physical or psychological in nature, encountered during the course of living. Akinade (2007) opined that stress is any stimulus that either raises one's excitement or anxiety level beyond what one regards as above usual or personal capabilities. Akinade went further to say that if such stimulus is prolonged, it may either propel one into better activity or retard the ability to cope. Stress is an interaction between a person and a situation or experience in his internal or external environment which produces discomfort in a person who has a little or no resources to handle the damage (Adeoye, 2010).

Forte (2002) opined that life is full of hassles, deadlines, frustrations and demands, and that everyone needs a considerable dose of stress to keep going in life and to meet its various demands. Therefore, stress is not always bad. Although stress can help an individual to perform under pressure and motivate to achieve, however various workers have agreed that acute and chronic stress has a debilitating effect on the organism. According to forte (2002), stress in an individual can be observed in the following major domains. These domains are:

1. Cognitive (Symptoms include memory problems, lack of concentration, poor judgement, negativity, racing thoughts, constant worrying);

2. Emotional (Symptoms include moodiness, irritability, agitation, feeling overwhelmed, loneliness, depression);

3. Physical (symptoms include aches and pains, constipation, dizziness, rapid heart-beat, loss of sex drive, frequent cold);

4. Behavioural (Symptoms include eating more or less, sleeping too much or too little, isolation, neglecting responsibilities, alcoholism, drug abuse, nervous habits).

Stress can be seen as holistic and distinctive characteristics which set a person apart from others in terms of vulnerability and adaptability. It is an individual phenomenon, subjected in nature and refers to the reaction of the individual in the face of threat that sets him or her apart from every other person. Cooper, Dewe and O'priscall (2001) categorised three types of stress definition, namely stimulus, response and interactive.

Stimulus–based definition: stress is a situational or environmental-base stimulus which impinges on the person. Stress could be explained as an external factor or stimulus exerting a force on an individual. These forces emanate from three sources; catastrophic events, such as tornadoes and earthquakes; major life events such as death of a loved one, accidents; chromic circumstances, such as living in crowed or noisy conditions. Some researchers such as Adeoye (1992), have developed this view further by stating that stress arises when the level of demand of the person departs from optimum conditions.

Response-based definition of stress: stress is an individual's psychological or physiological response to environmental forces or demands. The psychological response involves behaviour, thought patterns, and emotions; feeling nervous (Matheny, Aycode, Pugh,

Curlette & Cannela, 1986 & Chizea, 1988). Physiological components include heightened

bodily arousal – the heart pounds, mouth goes dry, tightened stomach and perspiration.

     Interactive–type definition**:** stress is both a source and outcome of stress. Stress is a

series of interaction and adjustment between the person and the environment. This shows that

people behave more interactively; they weigh up the demands of the situation against their

appraisal of their own capacity for meeting these demands. These interactions and

adjustments are call transactions. Stress is not seen as a stimulus or a response, but rather as a

process. The person suffering stress is seen as an active agent who can influence the impact of

a stressor through behavioural, cognitive and emotional strategies.

     This however, gives a plausible definition of stress as the condition that results when

the person/environment transactions lead the individual to perceive a discrepancy whether real

or not between the demands of a situation and the resources of the person's biological,

psychological, or social systems. Also, Adeoye (1992) described stress as a transaction

between the stimulus and response situations or event. To him, an individual finds a situation

stressful if such an individual perceives an imbalance between his/her coping resources and

the stressful event or situation.

     Motivational theorists such as Maslow (1968) argued that work does not only fulfill

basic needs for security, food or shelter, but also provides a means by which higher level

needs, such as need for competence, meaning and social engagement are achieved. Work is

involved in the process of identity development and self-esteem (Winefield, Winfield,

Tiggemann & Goldney, 1993). Work plays a major role in people's lives and wields an

important influence on their sense of well-being and identity (Barling, 1990; Feather, 1990).

According to Kielhofner (1995), a person's identity is a function of his/her validated social

roles, particularly those associated with occupation. Consequently, the loss of such valued roles can lead to psychological distress and subsequently loss of function. Given the importance of work and the total number of hours spent in work by employed people, it is not surprising that it is a potential source and site of significant occupational stress.

Occupational stress is known as job stress or workplace stress. It is one of the most intense kinds of stress which occurs when there is discrepancy between the demands of the environment or workplace and an individual's ability to carry out and complete these demands (National Institute for Occupational Safety & Health, 1999; Dollard, Winefield & Winefield, 2003; Henry & Evans, 2008). It accounts for much of the physical illness, substance abuse, and family problems experienced by millions of blue and white collar workers (Oyebanji, 2011). Henry and Evans (2008) noted that occupational stress occurs when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. It is the physical and emotional responses that occur when workers perceive an imbalance between their work demands and their capability to meet such demands, it is a harmful physical and emotional response that can occur when there is conflict between job demands on a worker and his/her capability to meet such demands (Brown, 2001, Lath, 2010). The general inferences that can be drawn from the foregoing definition are that stress can be considered as an inevitable and unavoidable component of life. It can also be inferred that occupational, workplace or work stress is the type of stress experienced as a direct consequence of person's occupation.

Therefore, in this study, occupational stress is viewed as a human perception of conditions that scare, excite, annoy, threaten or strain individuals as a result of their occupation. Occupational stressors are those conditions that have the potential to result in a

person's experiencing a situation as stressful. The degree of stress experienced and the ways in which a person reacts to it can be influenced by a number of other factors such as personal characteristics, lifestyle, social support, appraisal of the stressor (s), life events and social demographic and occupational variables. Lambert and Hogan, (2006) indicated the following as the most common occupational stressors that could be expected to have a measure of impact on organizational activities and employee's sense of wellbeing in the workplace.

Role ambiguity: Role ambiguity is described as an uncertainty or lack of information in carrying out the duties and responsibilities of a given job in the prison. Inside prison facilities, role ambiguity was generally an officer's struggle between helping inmates and guarding them b striking a balance while trying to be flexible. Role ambiguity precipitated the probability an officer would: 1) turn out to be dissatisfied with his job, 2) experience anxiety, 3) had a distorted reality, or, 4) performed less effectively. The reason for this change was because the term correctional officer better reflected the role and responsibilities of custody and control, which required extensive interpersonal skills, unique training and education (American Correctional Association, 1993). More often than not, role ambiguity occurred when correctional officers felt an ambiguity regarding the expectations, responsibilities and priorities about their job. Prison officers were normally instructed to use their own judgment while handling situations; however, if something goes awry, the officer's actions will certainly be scrutinized and questioned. Furthermore, if upon investigation, it is discovered an officer took the wrong course of action, the end-result could be disciplinary action taken against the officer, or even termination of employment. Whitehead and Lindquist (1986) discovered role ambiguity drastically abridged job satisfaction, while simultaneously increasing job stress. As an example, prison officers working with inmates housed in a mental

health ward would have to deal with these inmates in a different manner versus the way they will deal with those inmates who were housed in general population.

Lack of Administrative Support: Cheek and Miller (1983) contend the primary source of stress for prison officers was directly related to how officers felt they were treated by administrations. As an umbrella term, "administrative" sources of stress encompassed the following: 1) vague guidelines for job performance, 2) inadequate communications from management, 3) rules constructed by people who are not familiar with the actual work setting, 4) insufficient participation in decision making, and, 5) not enough administrative support. Cheek and Miller (1983) named it the double-bind theory of prison officer stress, a predicament noted in numerous other studies conducted about prison officer's stress. Prison administrators need be attentive to the problem associated with procedural justice and its impact on correctional officers. Consequently, one forthwith stressor for prison officers was believed to be stress created by the institution's administrators.

Work-Overload and Work-Underload: A prerequisite for being a prison officer was the ability to multitask, because of the large number of inmates officers work with on a daily basis. Work-overload has often been cited as a common phenomenon among prison officers. When prisons are understaffed, it could lead to serious consequences, e.g. an inability for officers to get time off from work, or complete work assignments in a reasonable manner. Finn (1998) discovered when officers were confronted with too much overtime it led to burnout, and a complacent work ethic. When officers are assigned different task simultaneously, work-overload could occur. One example of how work-overload might happen would be when an officer attempts to adjust to each inmate's specific problems, while attempting to prioritize a supervisor's assigned task. According to Schaufeli and Peeters

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(2000) officers complain about having too much to do in a short period of time, periods of recovery being too short and having to perform different tasks simultaneously.

Lack of Job Satisfaction: Specter (1996) pointed out job satisfaction was simply the extent to which someone liked his or her job. It is in the best interest of prisons to have satisfied and dedicated officers. Job security, pay increases, stress-free environments, and salaries typically been exemplified as extrinsic mechanism to impact job satisfaction. Research has suggested job satisfaction was a salient forecaster of prison officer's intent to quit, and for voluntary turnover (Lambert & Hogan, 2006). Dissatisfaction with work could be connected to a continuum of harmful consequences, e.g. poor job performance, family problems, early mortality, etc. In contrast, job satisfaction has been shown to contribute to better job performance, compliance with organizational rules and goals, less role conflict and can even ameliorate an officer's healthy life style. According to Lambert and Hogan (2006) prison officer's healthy supervision and administrations are important dimensions of work place and environmental wellness accounting for prison job satisfaction.

Compensation and benefits: The financial rewards that work brings are obviously important because they determine the type of lifestyle that an individual can lead. Compensations and benefits often influence individual's feelings of self-worth and perceptions of their value to the organization. Prison officers have often cited low pay as a source of their stress. In a Texas study of juvenile authorities, 90% of juvenile probation and prison officers ranked higher salaries as their best recommendation for retaining current officers (Texas Juvenile Probation Commission, Research and Planning Division, 2000). The study exposed an antithesis relationship between turnover and salary. The study conducted in Texas revealed the greatest quantity of turnover involved those prison officers and state

employees who made $25,000 or less. Those officers who were earning $40,000 or more were less likely to quit their jobs (Texas Juvenile Probation Commission, Research and Planning Division, 2000).

Aspect of the Job: The fundamental nature of the job could cause stress, this includes factors such as physical working conditions, lack of challenging and meaningful assignments, types of tasks, and amount of satisfaction derived from the job itself and shift duty. The natural activity of humans is based on a 24-hour circadian cycle of day and night, work and rest. In prisons, almost 50% of workers have unconventional schedules because prisons must provide nutrition, health, security and welfare for inmates' 24-hours per day (Bureau of Labor Statistics, 2002). Unfortunately, this type of coverage demands fixed, or rotating shifts, that inadvertently has the ability to impair a person's capability to function properly. Pollock (2005) conducted a research that investigated how shift work created physiological fatigue as a result of one night of lost sleep. Scott (1994) outlined six warning signs of shift work: 1). impaired performance, 2) irritability, 3) gastrointestinal dysfunction, 4) depression or apathy, 5) sleepiness/sleeping at work, and, 6) sleep disruption during daytime sleep. Occupational stressors are those conditions that have the potential to result in a person's experiencing a situation as stressful. The degree of stress experienced and the ways in which a person reacts to it can be influenced by a number of other factors such as personal characteristics, lifestyle, social support, appraisal of the stressor (s), life events and social demographic and occupational variables.

The Nature of Prison Service and Job Responsibilities of Prison Officers in Nigeria

Working in a prison is a unique, tough and demanding experience; as a type of 'people work' and a career that is unlike others. Armstrong and Griffin (2004) argued that few other organisations are charged with the central task of supervising and securing an unwilling and potentially violent population. Caring for unwilling people can place a strain on staff, which over time can lead to stress and burnout (Lambert, 2010). Prisons are emotionally charged places, largely because they are places in which large numbers of people are held captive against their will. Prisoners are also forced into close proximity to others, others they may fear, hate, feel disgusted by and resent often for extended periods of time. Perhaps unsurprisingly, prisoner-prisoner and officer-prisoner relationships are emotionally charged. Emotional interchanges cannot be avoided because the degree of intimacy involved in working with prisoners is great. Indeed, unlike others working in the criminal justice system (e.g. police officers; magistrates) whose relationships with offenders are relatively fleeting, prison officers spend sustained periods of time with the same prisoners, many of whom will have suffered a variety of personal traumas, difficulties and disappointments both inside and outside the prison. Prison officers regularly face complicated situations that expose them to stress in the process of maintaining order, restoring relationships and keeping two way communication open at all times between prisoners and staff in a prison.

Prison work is a skilled job that involves complex quick judgment, excellent interpersonal skills and the capacity to perform under pressure in which critical role is vital in successful management of prisons (Liebling, 2011). Prisons institution provide rehabilitation services, ensures safe and secure environments for prisoners, and contribute to community safety as well as reducing re-offending (Department of Corrective Services, 2010). According

to Kauffman (I981) inside prison walls there are essentially two groups, the keepers and the kept not only is there a sharp division of roles within the prison, but the two groups thus formed also have interests that are inherently in conflict, one groups trying to maintain its control; the other group trying to maximize its freedom. Furthermore, these inherent conflicts are manifested in a dangerously confining environment, one in which some participants are known to be willing to use violence to achieve their aims. The results is that members of each group, individuals who are, in fact, diverse in their attitudes, characters, and interests, take refuge in their own group, thus forming polarities within the institution, group norms become crystallized, and solidarity within the subculture becomes synonymous with survival. As a result, dissenting opinions on both sides are expressed less freely; behaviour becomes too restricted. A heightened sense of conflict is thus created, which, in turn, causes further polarization.

In Nigerian situation it is difficult for prison officer to provide adequate constant control of prisoners in overcrowded facilities and working in such institutions frequently report perceived danger and expose officers to attack. According to Ope Fatinikun the Nigerian prison service image maker as reported by Nwaogwu (2014), forty–six (46) prison officers comprising of forty-two serving and four retired were killed and a total number of two thousand, two hundred and twenty-five (2,225) prisoners escaped as result of insurgency (Boko Haram Attack) which amounted to fourteen attacks between July 2009 and October 2014.

Lack of support structures results in unhealthy working conditions that result in greater consequences to Prison officers and prisoners (Garcia, 2008). The Prison officers' job, not unlike that of police and security guards, is known as being a potentially dangerous

profession, subject to job stress and physical harm (Cullen, 1989). Prison officers experience unexpected attacks during the course of duty by prisoners who may be expressing their emotional energy (Light, 1991). Studies show that some assaults, which depress officers, include use of trivial weapons, such as urine, faeces, food, needles and water (Light, 1991 & Stephan, 2008). Surprisingly, prisoners with shorter prison sentences are frequently involved in these violent misconducts that traumatise prison officers and this is contrary to the existing theory of inmate misconduct, where the thought would be that long term or capital prisoners would not lose anything even if they are involved in violence (Buffington-Vollum, & Vollum, 2010; Vigen & Woods, 2011).

Prison Officers are also frequently exposed to prisoners with a history of mental illness or those under psychiatric treatment, which increases the risks of assault. Prison officers training curriculum generally does not include mental health training and are not equipped with the skills necessary to manage inmates with mental health issues (Light, 1991). Prison Officers employed to manage high numbers of short term prisoners and remand offenders tend to suffer physical injuries more frequently than those employed in facilities that house long term, incarcerated prisoners, as these facilities generally demand and enforce higher levels of discipline among inmates (Dowden & Tellier, 2004; Garcia, 2008).

Occupational stressors of Prison Officers in Nigeria

Working as a prisons officer is challenging, complex, and provides limited opportunities for individuals to reach their full potential (Lambert, 2006). The growth in the number of prisoners introduced tensions within the prisoner population, which had a bearing on the safety and health of Prison officers and resulted in an increased risk of assaults and

other critical incidents experienced by custodial officers. As a foreseeable problem to the organisation, one of the Department of Corrective Services (DCS) key performance indicators is to achieve operational compliance and enhance capacity (Department of Corrective Services, 2009). Employment within a prison institution involves working with hostile clients, inherent job danger, and shift work, as well as mandatory or optional overtime (Glenn, 2001). Shift work can be especially challenging for people who have families or for single mothers with small children. Shift work can have negative effects on the body because of sleep deprivation. Scott (1994) listed six symptoms of shift lag which are impaired performance, irritability, gastrointestinal dysfunction, depression and apathy, sleepiness/sleeping at work, and sleep disruption during daytime sleep. In Scott's view, women are particularly susceptible to health problems due to shift work, including cardiovascular morbidity and obstetric problems such as spontaneous abortion, babies with low birth weight, and preterm births.

Brower (2013) outlined four categories of prison officers' stressors as inmate-related, occupational, organizational/administrative, and psycho-social stressors.

Inmate-Related Stressors*:* Prison officers' faces a number of stressors that are directly tied to the inmates they supervise. The most serious of these stressors involves the threat of violence or injury that inmates can pose for prison officers (Konda, 2012). A number of studies have demonstrated that the fear of inmate violence constitutes a powerful stressor for prison officers (Finn, 2000; Kauffman, 1988; Martinez, 1997). For instance, 75% of all prison officers in Israel reported that inmate violence is the most stressful aspect of their work (Shamir & Drory, 1982). Studies have also shown that the intensity of this stressor has grown in recent years because of the rising number of violent prison inmates (Schaufeli & Peeters, 2000) and to the decline in inmates' fear of punishment (Martinez, 1997).

Many prison officers find the problematic relationship with inmates, ceaseless demands, manipulative behaviour and lack of discipline among inmates to be highly stressful (Peeters, Schaufeli, & Bunk, 1995). Whitehead (1989) found out that the more time spent by prison officers with inmates, the more stressful symptoms they report. Contact with inmates has become even more difficult in recent years because of the rise in the number of mentally ill individuals or drug abusers who are imprisoned (Harding & Zimmerman, 1989).

The potential threat of injury for prison officers is amplified by the fact that they are required to deal with violent people and conditions on a daily basis (Morgan, 2009). The nature of the threat facing prison officers is also complex and varied. Prison officers also deal with other forms of inmate criminality and deviance, such as gang activity, drug use (and other types of contraband), inmate-on-inmate violence, sex (and the potential for rape) and manipulation (Camp, 2003). It is the duty of prison officers to provide care, custody, and control for inmate population that is often uncooperative (Fix, 2001).The stressors placed on prison officers by inmates are exacerbated by increasing prison populations and overcrowding (Hessl, 2001; Swenson, 2008). Prison officers' at the most crowded prisons reported the highest levels of stress and fear of inmates (Martin, 2012). A significant source of inmate-related stressors for prison officers involves the psychological and emotional problems of the inmates they supervise. Prisoners are chronically and increasingly mentally ill, suicidal, impulsive and manipulative. Researchers have showed that half of all inmates' population have mental health problems, need of constant psychiatric care that includes psychotropic medication and intensive therapy. They also suffer from a range of physical health issues that require medical treatment, from serious life-threatening disease to sexually transmitted diseases and poor dental care (James & Glaze, 2006).

Occupational Stressors*:* The prison officers' job requires a high level of responsibility, which might also cause high levels of stress (Lasky, 1986). Prison officers are responsible for ensuring that inmates do not escape from prison, do not attack other inmates, and do not attempt to commit suicide. The relatively high occurrence of these events explains why prison officers are in a state of high alertness and under continuous stress. Prison officers must deal with a host of stressors that are tied to inherent aspects of the job. For example, prison officers work in a closed, secure work environment with limited freedom of movement and little exposure to outdoors and natural lighting. The physicality of the job, which includes carrying equipment and prolonged exposure to walking/standing on concrete, also places stress on prison officers and can lead to chronic neck, back and knee injuries (Brower, 2013).

The inmate behaviours encountered y prison officers on a daily basis require an officer to display a high level of hyper-vigilance, boundary setting and self-control. The constant state of alertness can be taxing both physically and psychologically. Officer professional responsibilities are ambiguous or, at times even contradictory. According to Morgan (2009) role ambiguity and role conflict placed significant stress on prison officers.

Organizational and Administrative Stressors: Prison officers complain about the attitude of their superiors. In the United States, 42% of prison officers claimed that inmates got better treatment from supervisors than they did (Toch & Klofas, 1982). Canadian prison officers have complained about questionable managerial methods (Hughes & Zamble, 1993). In Israel, a relationship was found between lack of superiors' support and high prison officers' burnout (Drory & Shamir, 1988). An additional stressor reported by prison officers is low pay (Brodsky, 1982; Cheek & Miller, 1982). A study of Israeli prison officers found a direct relationship between dissatisfaction with one's salary and burnout levels (Shamir & Drory,

1982). Insufficient budgets, high employee turnover, and high absenteeism often result in a substantial shortage of workforce in the correctional system (Finn, 1998 & Tompson, 1994). This adds to the pressure put on the officers to work overtime and to forego taking time off. Shortage of staff also curtails the prison officers' ability to cope effectively with violent inmates and thus adds to their worries.

According to Ostfeld, Kasl, D'Arti, & Fitzgerald, (1987), the physical conditions under which the prison officers are expected to work are often quite difficult. According to Jacobs & Crotty (1983) Prison officers frequently complain about overcrowding in the prison, stale air, stench and filthy environment. The prison service and how the institution is managed could also serve as a significant source of stress to prison officers. Some of the common organisational stressors include inadequate training, politics, shift assignments, heavy workload, lengthy internal investigations and decision making regarding disciplinary action, excessive disciplinary action, lack of administrative support, and poor supervision/leadership (Brower & Finney, 2013). The National Institute of Justice (NIJ, 2005) found that a high caseload is the main organisational and administrative source of stress, followed by paperwork and deadlines. Several other studies have shown that work-related stressors are tied to organisational factors such as shift work, job dissatisfaction, overtime, inadequate pay, conflicts with co-workers and superior (Keinan & Malach-Pines, 2007; Morgan, 2009; Morse, 2011; Swenson, 2008). Shortage of staff, manpower and resource as well as high turnover rates also cause stress for prison officers (Swenson, 2008; Summerlin & Oehme, 2010).

Prison officers' negative perceptions of managerial practices, such as poor decision-making and mismanagement, wrong policies and bully (e.g., perceived unfair work assignments) can lead to conflict with the administration and can disrupt the institution

(Morgan, 2009). Similarly, Finney (2013) found that unclear goals and policies and a lack of support from the organisation can lead to prison officers' stress. An employee who perceives that he or she has a lack of input into decision making or a lack of job autonomy can experience increased levels of job stress (Lambert, 2006). In some studies, prison officers reported that the corrections administration ignores and denies them the autonomy to be effective at their jobs (Morgan, 2009). Other administrative sources of stress include a lack of positive recognition for work performance, poor opportunities for advancement, and low salaries (NIJ, 2005). A lack of trust between prison officers and administrators can be a significant source of stress and can lead to burnout (Browner, 2013). According to Brower (2013) accountability and standardization from the top to the bottom are vital to the development of trust. Ultimately, the responsibility for building trust lies with supervisors and the administration, not the staff (Whitener, 1998).

Psycho-Social Stressors: The last category of stressors includes a combination of individual level prison officers' attributes and external sources (e.g., social influences) that produce internalized stress responses. There are a host of personality-related attributes that can produce stress among prison officers. However, these attributes are individualized, in that they may produce stress for one prison officers but not for another. Negative attitudes held by the community and the media. The community and the media usually hold a negative image of prison officers, who are portrayed as either intellectually limited or as aggressive individuals who abuse inmates (Brodsky, 1982; Cheek & Miller, 1982). Studies have shown that the negative image of prison officers in the community is one of their main stressors and a possible cause of stress (Shamir & Drory, 1982).

The working conditions for many prison officers (shift work, overtime, and distance from home) often create an intense conflict between the requirements of supervisors and family obligations. Inability to solve this conflict often causes stress and irritability among prison officers (Cornelius, 1994; Kauffman, 1988). Work-family conflict is the primary outside source of prison officers' stress. Stress at home can be caused by features of the job including shift work, dual roles at work and at home, chronic fatigue, cynicism, pessimism, sarcasm, flattened drama/stress response and exposure to trauma and other disturbing behaviours. Withdrawal and isolation at home are two common behavioural changes among prison officers (Brower, 2013). One reason prison officers may become withdrawn is because they prefer to leave their work at the office, rather than sharing their day's experiences with family members and friends. This is another area of commonality among correctional officers and the police (Brower, 2013). Work- family contradiction is often referred to as "dual role conflict." For example, conflict can occur at home when excessive job stress causes prison officers to displace frustration onto spouses and children, ordering family members in the same way he or she issues commands to inmates (Finn, 1998; Breen, 1986; Black, 1982). Additionally, work- family conflict can impede a prison officer ability to perform his or her job because the prison officer is not able to handle both family and work demands. These demands bring about conflict which significantly impact depressive symptom in prison officers (Obidoa, 2011).

The public's misconception of prison and the work of prison officers is another source of stress that impacts each prison officer in a variety of ways. Prison officers rarely receive accolades from their communities or the media, and when they do receive media attention, it is often negative (e.g., mismanagement, escapes). The lack of appreciation from the

community, as well as negative depictions in the media, can affect self-esteem, self-efficacy and consequently reduce job satisfaction and morale and can produce stress (Brower, 2013).

Effects of Occupational Stressors of Prison Officers

Stress has serious effects on the employees and employers. Adegoroye (1997) found that occupational stress has debilitating effects on workers' life style, health attributes and role performance among other things. Denga (2001) also opined that issues of psychological malaise which germinates in work places include psycho-physiological problems such as hypertension, heart diseases, and stomach ulcers. He identified the major source of these psychological problems including job stress as arising from over demanding company or organizational goal, inter-personal/inter-group conflicts, irregular reward system, lack of appropriate tools for some workers and organizational insensitivity to personal and family problems of workers. Levi (1990) established a direct correlation between the worker and the job environment. He opined that if a mismatch exists between the worker and the job, if the worker is (or feels) unable to control his or her work conditions, or if he or she copes ineffectively or lacks social support; then potential pathogenic reactions may occur and these reactions can be emotional cognitive, behavioural or physiological which under certain conditions might lead to physical, mental diseases or both. Physical symptoms that may occur include fatigue, headache, stomach problems, muscular aches and pains, chronic mild illness, sleep disturbances and eating disorders. Occupational stress can also lead to psychological and behavioural problems such as anxiety, irritability, alcohol and drug use, feeling powerless and low morale. In addition, prolonged exposure to stressors in the work place can lead to chronic health problems including stroke. Ishikawa (2009) study among the

Japanese population specifically showed a more than two fold increase in the risk of total stroke among men with job stress.

Martins (2005) identified four distinct effects of occupational stress as the individual, the organization, other people and other organization. He explain that occupational stress may result in poor performance of an individual, affects the performance and profit levels of an organizations, relationships of stressed individuals and other existing organizations. Martins (2005) maintained that the job stress has interactive, reinforcing as well as cumulative effects because it produces a behaviour pattern in those people who have to interact with a stressed individual. Occupational stress also has a huge implication in terms of costs to employers and the nation. In some countries, employers of labour were compelled by law to pay compensation to workers who suffered from stress. Work stress could also lead to huge loss for employers due to low turnover, decreased productivity, absenteeism and illness. In UK for instance, stress and work-related stress cost the economy £530 million between 2005-2006 and 30 million working days lost to work related ill-health (Health & Safety Executive, 2007.

Adeoye (1992) noted that the loss could be more than that of the developed countries which have more modern facilities to make life more comfortable for their citizens than Nigeria. Work load, unethical behaviour by colleagues, social exclusion, time pressure, downsizing, and organisational change programs, are examples of commonly identified stressors at work, bringing about the stress response, patterned unconscious mobilization of the body's natural energy as observed by Jones and Bright (2001). Symptoms of this stress response are: an elevated heart rate, increased respiration, a dry mouth and increased alertness (De Dreu, 2005). These symptoms reflect the individual's readiness to cope with a stressful situation, and as such can be seen as highly functional (De Dreu, 2005). When the stressor

continues to be present and these symptoms continue to be in effect, psychic and physical exhaustion may lead to deteriorated health and well-being. Well being according to Diener, Lucas and Oishi, (2002) are subjective experience and can be defined as a person's cognitive and affective evaluations of his or her life and as such it refers to the extent that a person feels healthy, satisfied with, and even happy about life (Rainey, 1995; Richardsen, Burke, & Leiter, 1992; Van Dierendonck, 1994). Literature suggests that less of an emphasis has been placed on the keepers who are greatly impacted by the prison conditions as compared to numerous debates or academic work conducted on inmates.   Research shows that the negative impacts of Prison officer's work extend beyond the individual also impacting their family life (Bierie, 2010). These harsh conditions influence Prison officers to change their life styles as a coping strategy, frequently manifesting in increased smoking and drinking, Furthermore studies have reported that officers often develop psychological, social and physical problems during these phases (Bierie, 2010). The effect of work stress of Prison officers' can be divided into three categories: (a) physiological, (b) psychological, and (c) behavioural (Keinan, 1989).

Physiological effects of stress: A number of studies have shown that prison officers respond to stressors with powerful physiological manifestation. For instance, it was found that psychosomatic illnesses (e.g., cardiovascular diseases) are more common among prison officers than among members of several other occupations (Cheek & Miller, 1983). In another study on Swedish prison officers, the levels of cortisol (stress hormone) and blood pressure were higher compared to the control group, which included physicians, engineers, traffic controllers, and musicians (Harenstam, 1989).

Psychological effects of stress: Both emotional and cognitive reactions of prison employees may consist of a single symptoms such as anger, indifference, cynicism, or lack of job

satisfaction and a general syndrome, such as posttraumatic stress disorder (PTSD), that can include a number of symptoms (Philliber, 1987). An Australian study found that the psychological distress level of prison officers was significantly higher than that found in a national sample (Dollard & Winefield, 1994). Burnout among prison officers was also found to be high and characterized by a sense of depersonalization and reduced personal accomplishment (Lindquist & Whitehead, 1986). These latter findings support earlier studies showing that prison officers experience more cynicism, pessimism, alienation, skepticism, and occupational tedium than other occupational groups (Lombardo, 1981; Shamir & Drory, 1982; Toch & Klofas, 1982).

Behavioural effects of stress: Absenteeism and turnover are common behavioural responses to stress among prison officers (Cheek & Miller, 1983; Schaufeli & Peeters, 2000). In a survey conducted in Holland, prison officers were found to be absent from work approximately 2 months of every year, with at least a third of this period being a direct result of pressures at work .Work stress can lead to a decline in the performance quality of various tasks (Finn, 1998), aggressive behaviour toward inmates and family members (Black, 1982), drug abuse and even suicide attempts (Woodruff, 1993).

Forte (2002) observed that life is full of hassles, deadlines, frustrations and demands, and that everyone needs a considerable dose of stress to keep going in life and to meet its various demands. Therefore, stress is not always bad. Although stress can help an individual to perform under pressure and motivate to achieve, however various workers have agreed that acute and chronic stress has a debilitating effect on the organism. According to Forte (2002) stress in an individual can manifest in the following major domains. These domains are cognitive (symptoms include memory problems, lack of concentration, poor judgement,

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negativity, racing thoughts, constant worrying; emotional (symptoms include moodiness, irritability, agitation, feeling overwhelmed, loneliness, depression), physical (symptoms include aches and pains, constipation, dizziness, rapid heart-beat, loss of sex drive, frequent cold) and behavioural (symptoms include eating more or less, sleeping too much or too little, isolation, neglecting responsibilities, alcoholism, drug abuse, nervous habits).

Stress can be seen as holistic and distinctive characteristics which set a person apart from others in terms of vulnerability and adaptability. It is an individual phenomenon, subjected in nature and refers to the reaction of the individual in the face of threat that sets him or her apart from every other person. Based on the symptom of stress and the effect if not well managed could result to frustration, apathy with debilitating aftermath that could result to incapacitation among prison officers.

Coping strategies of prison officers in handling occupational stressors in Nigeria

The field of stress and coping research has many studies focusing on the coping patterns of individuals facing a common stressor such as a specific illness (e.g. diabetes, cancer) or a specific job related stressor such as police officers, prison officers or nurses (Patterson, 2003). Coping literally means to deal effectively with something that is difficult. The Oxford Advance Learner's Dictionary (2010) defines coping as an effective way(s) of managing a difficult situation that could be physiological, psychological or emotional in nature. Physiological situation or conditions are conditions that could be seen, may be from the physical make-up of the individual(s) (physique) or things. On the other hand, psychological or emotional situations are conditions within an individual's psychic realm

(cognition). It operates within an individual to alter the behaviour hence it can be inferred from behaviour.

Coping has successfully been imported into the psychology of emotion, dealing with the cognitive realm especially in the areas of stress and anxiety (Ajayi, 2010), as a result of sudden occurrences, natural phenomenon like disasters, sickness or even death. Coping as a psychological construct has been imported into the rehabilitation discipline. Rehabilitation presupposes that a person who was once habilitated, due to certain negative life circumstances, needs to be rehabilitated, thereby bringing the current situation back to normal or near normal through adaptation and or adjustment.

Coping has been defined, described or explained by experts in different ways according to ones areas of interest or specialization. This is because it cuts across many life endeavours; and also because it is not something that is pre-arranged that one can pick from. Lazarus (2000) described coping as efforts to manage environmental and internal demand and conflicts that has exceeded a person's resources (abilities) either to master, tolerate, reduce or minimize the situation. Such effort according to Lazarus can be both action oriented (behavioural) and intra psychic (cognitive) in nature. It represents what an individual thinks or does to manage already difficult situation or would be difficult situation; meaning that coping can be preventive or combative (Adeoye, 1992).

Lazarus (2002) defined coping as a constantly changing cognitive and behavioural efforts to manage specific external and or internal demands that are appraised as tasking or exceeding the resource of a person. Coping is conceptualized as a dynamic process of multiple efforts and strategies that may be used simultaneously or sequentially, consciously or unconsciously and that can adjust continuously to the demands of the situation or the person.

Two forms of coping are however identified by Lazarus (2002) which are:

(a)   Problem – focused coping which is characterized by cognitive and behavioural efforts to change the problem causing stress.

(b)   Emotion – focused coping which is characterized by strategies used to regulate emotional arousal and distress without changing the stressful situation.

Wayne, Sonia and Joel (2001) described coping strategies as conscious and rational ways for dealing with the anxieties of life and are often categorized into active and passive (avoidance) coping strategies. Active coping strategy refers to gaining control over the stressful situation or emotion. Dimensions of active coping strategy include, problem-focused coping strategy, which involves attempt to alter the stressful situation itself; emotional-focused coping strategy, which involves efforts to alter negative affect surrounding the stressful situation while support seeking coping strategy is the involvement of other people as resources to seeking solution to a stressful situation or listens to and provides understanding for emotions surrounding the stress (Hartley & Maclean, 2008).

Allen (2004) stated that, the choice of coping strategy depends upon the appraisals individual make of the situations in which they find themselves. He also stated that, coping behaviours or strategies used by individuals could either be adequate or inadequate which is determined by factors such as age, gender, marital status, rank status, years of working experience and educational qualification. Agboola (1990) stated that some of the coping skills adopted by various individuals are relaxation, sharing, flexibility, identification, family support, recreational activities and acceptance amongst others. According to Oniye (2000), the use of anti-depressive behaviour is one of the coping strategies employed by individuals. Some of these behaviours are: talking to friends, listening to music, watching television,

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thinking over a problem, reading anything that comes handy, drinking alcohol, engaging in sporting activities, going for a walk, sleeping it off, crying and sitting alone. He explained that, some of these anti-depressive behaviours such as eating, crying and being upset are not very helpful while the moderately helpful ones may include exercising, thinking (i.e. reasoning about one's problems) and discussing with friends. According to the Department of corrective service (2010) however stated that prison officers cope with work stress by engaging themselves with exercise, enough sleep, relaxation and involvement in religious activities. In the view of Crawley (2004), prison officers cope with work stress by taking drugs and alcohol which he affirmed is rampant among officers which they often used to suppress stress.

Coping involves a cognitive thought process, emotional and behavioural strategies that one utilizes to manage or reduce stress and its effects. In the case of the prison officers, it includes all the ways by which a prison officer behaves or reacts in response to the stressful situation faced in the place of work. Taylor (1998), refer to coping strategies as the specific efforts, both behavioural and psychological, that people employed to master, tolerate, reduce, or minimize stressful events. These are management system adopted by prison officers who are faced with work stress to function adequately in the place of work. Coping strategies play a key role in determining the nature and extent of the impact of the various challenges.

Lazarus and Folkman (1984) noted that coping is not just a fixed set of strategies that has to be used whenever needed but depend on the situation being faced. In view of the above Latack, Kinicki and Prussis (1995) described coping as a situational specific phenomenon; meaning that every situation determines the type of coping strategy that is employed. The coping strategies employed by prison officers do not also have the same behavioural effects.

While some effects may lead to adaptive behaviours, others may lead to maladaptive behaviours. Adaptive behaviours are positive coping behaviours while maladaptive behaviours are negative coping behaviours. It becomes apparent therefore, to monitor the coping strategies employed by prison officers so that appropriate coping strategies could be utilized to achieve appropriate coping behaviours.

Demographic variables such as gender, age, rank, and tenure have also been found in association with occupational stress and choice of coping strategies among prison officers (Brown & Campbell, 1990). According to Endler and Parker (1990), the response of an individual to a situation can be a critical component in determining the impact the event will have. The type of coping style may act as a buffer between a stressful situation and a negative outcome (Lazarus & Folkman, 1984). According to Carver (1989) five varieties of problem-focused coping are active coping which is the process of taking steps towards the removal or alleviation of the stressor and its effects. It includes initiating direct action, increasing one's efforts, and attempting to use a coping attempt in a step-by-step manner; planning which refers to thinking about how to cope with the stressor. It involves thinking about various ways which could be used to solve the problem; suppression of competing activities by putting other projects on the background, and trying to avoid becoming distracted by other events in order to deal with the stressor; restraint coping which involves waiting until the right opportunity to solve a problem and avoiding acting prematurely and Seeking social support for instrumental reasons. This deals with looking for advice, help or information.

According to Carver (1989) five varieties of emotion-focused coping are (1)Seeking social support for emotional reasons: This involves reaching out to others for moral support, sympathy and understanding; (2). Positive reinterpretation and growth: This is aimed at

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managing stress emotions rather than the stressors themselves by reinterpretation (3). Denial : This is the refusal to believe that the stressor exists or trying to act as though the stressor isn't real, (4) Acceptance of a stressor as real and engaging in an attempt to deal with the situation and (5).Turning to religion: This entails focusing on religion to facilitate emotional support, positive reinterpretation and active coping.

A maladaptive coping strategy used in prison work has been identified as the excessive intake of alcohol in an attempt to reduce stress and improve psychological well-being (Rothmann & van Rensburg, 2002). Alcohol or the use of drugs may be used to cope with stress but it is an ineffective measure (Anshel, 2000). There exists a tendency toward ineffective coping among Prison officers who reported not being sentimental and emotionally detached in refusing to share their emotional reactions to job stressors with partners or families (Evans & Coman, 1992). Burke (1993) reported high use of alcohol, drugs, cigarettes and physical isolation from others as strategies of coping with job-related stress by prison officers. Hence coping among prison officers goes beyond problem-focused, emotional-focused and among others. For proper and adequate employee's well-being, safety and satisfaction, counselling needs for prison officers is needful as it is provided for inmates.

Counselling Needs for Prison Officers in Nigeria

Work life services usually focus on helping employees deal with issues and problems that are part of the usual lifecycle. Kets (1987) suggested that employees go through five stages during their working life that are very similar to ordinary regular life stages for most individuals: 1 reality shock; 2 socialization and growth; 3 mid-career crises; 4 acceptances; 5 pre-retirement. As employees engage in these different phases of development, they face

different challenges and struggles that may distract them from their work tasks, or from their personal relationships. Life affects work, work affects life. Home affects work, work affects home. Work life services recognize the importance of these phases and the interconnectivity between work and home. They offer practical assistance when these important times in life become difficult as a result of stress. Stress is a part of everyday life. All humans experience stress, although the causes, intensity, and duration of these stressors vary widely. According to Slate and Vogel (1997) occupational stress can be quite costly to an organization in terms of decreased productivity, employee turnover, health care and disability payments, sick leave, and absenteeism. Employers and organizations seek to reduce their employees' stress in the hopes of increasing productivity and job satisfaction (Herzberg, 1968). What happens when the very job itself is stressful? Can agencies successfully reduce job related stress when duty positions must be manned twenty-four hours a day and days off are scarce? This is the everyday reality for many men and women who have careers with criminal justice agencies. Much of the focus on stress in the prison environment has been on role problems/role ambiguity, job dangerousness, and the nature of the work itself (Lambert, Hogan, & Barton, 2002). Research has also pointed to the role that supervisors and administration play in stress management among line personnel.

Prison officers undergoes stress and the researcher is of the opinion that counselling if explored would enhance good prison work environment for officers and the inmates in Nigeria prison. However a brief description of the concept of counselling and occupational counselling would go a long way towards a better understanding of the role of counselling in formulating intervention strategies for prison officers in Nigeria in the area of work stress. Counselling is a relational process based upon the ethical use of specific professional

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competencies to facilitate human change. It addresses wellness, relationships, personal growth, career development, mental health, and psychological illness or distress. The counselling process is characterized by the application of recognized cognitive, affective, expressive, somatic, spiritual, developmental, behavioural, learning, and systemic principles (Mcleod, 2001).

According to Todd and Bohart (2003) counselling involves the implementation of practices that help individuals, group and organization function optimally by assessing and changing personal and interpersonal dysfunctions that occur in many areas such as adjustment needs, relationship problems, career planning, vocational , educational and health problems. Counselling is a helping profession. A helping profession is that profession that assists individuals in difficult circumstance to come out of it through exploration and resolution of issues and problem presented by the client by the helping professional (Okeke, 2006). A helping professional is further stated as someone who helps with the exploration and resolution of issues and problems presented by a client: the person seeking help. Helping interaction have four recognized components namely: someone seeking help, someone willing to give help who is also capable of or trained to help, in a setting that permit help to be given and received (Okeke, 2001). Okeke (2001) listed the four primary stages of helping namely: relationship, assessment and goal setting, strategy selection and implementation, evaluation and termination and pointed out that both the components of helping interactions and the primary stages of helping process apply to counselling.

Oniye (2004) emphasized other distinctive characteristics of counselling when it was stated that counselling is more of a one-to-one, person-to-persons or face-to-face activities involving the counsellor and the counsellees. In other words, counselling is not by proxy, it

could be on live counselling where the helper and the helpee must be involved in a mutual relationship. According to Oniye, it is a helping relationship based on trust. Oniye's definition brought the issue of trust and assistance. There must be trust for counselling to occur otherwise the counsellee would not be able to open up and the counsellor may not be able to guess correctly what the counselee has in mind. Another aspect of the definition is that it is assistance. This means that the counsellor does not have solutions to all the challenges of a client but would assist to alleviate the client and the counsellor does not bear the responsibility of the choices made by the client.

Pietrofesa, Hoffman and Splete (1984) defined counselling as a relationship between a professionally trained and competent counsellor and an individual seeking help in gaining greater self understanding to improve his decision making, behaviour changing skills for problem solving solution and for developmental growth. Makinde (1990) buttressed this further that counselling is the heart of the work of guidance and counselling; as it is concerned with the feelings, attitudes and emotional dispositions of the individual about himself and the situation facing him/her leading to modification of one's behaviour in the environment. Counselling services in the prisons is meant to assist prison staff and reform inmates by making relevant decisions that will repair the deficiencies in them so that they can return to society and become productive members. While safety and security are paramount in prisons, the Prison administration also has a responsibility to provide inmates with opportunities to participate in programmes that can provide them with the skills they need to lead crime-free lives after release. These programmes should provide many self-improvement avenues, such as work in prison industries and other institutions, vocational training, education, drug abuse

treatment, religious observance, parenting, anger management, guidance and counselling, and other programs that teach essential life skills.

Counselling helps the client clear every defeating condition to enable the client really face life in terms of what he wants to be as well as contribute more to self and others (Uba, 2009). Uba emphasized that counselling also gives the client the opportunity to explore, discover and clarify ways of living meaningfully towards greater wellbeing; as well as enhance the ability to cope with life conditions that are not easy to change such as depression, injuries and probably incurable illness contacted when attending to inmates as well as enhancing the client's ability to make appropriate life decisions (Uba, 2009).

The major role of counselling in the prison services is to identify the needs of prisoners and prison officers so as to apply the necessary professional assistance in addressing these needs. Dale (2006), opined that needs pertain to an internal stimulus of genetic origin, a source of motivation directed at the survival and development of the human persons. Counselling needs of any organization can be categorized into four major objectives, first to create a comfortable work environment in the organization, to increase employee performance and to establish the practice of moral values in organizations. Second, provide an effective service to clients who had problems with it that the organization will want to return to normal. Thirdly is to help organizations more systematically and to provide quality services to consumers. Fourth is to assist the management in human development and the development of effective and innovative career (Chandrasekar, 2011).

While there are no universal definitions of counselling needs; Ajiboye (2013) provided an encouraging explanation of what could constitute counselling needs. According to Ajiboye, counselling needs are those challenges requiring professional assistance that may help to

overcome such circumstances. However, the researcher considers counselling needs as those professional assistance directed to human challenges so that those affected could live a normal life and those not yet affected will take caution and prevent it from occurring. For prison officers, counselling needs relate to what counselling could provide to alleviate the effects of occupational stress, so that prison officers could work and discharge their duties effectively in the prison environment and the society , unravel the effects of occupational stressor, reduced and managed through appropriate counselling interventions.

According to the Department of Corrective Services (2016), Prison Counselling Service provides individual counselling sessions for staff and prisoners who are having trouble coping in prison. The outcomes of counselling to prison officers are: 1) improved job satisfaction 2) higher morale 3) lower levels of tension and stress 4) Consequent improvements in mental and physical health. Counselling deals with personal, social, vocational, empowerment, and educational concerns. Counsellors work only in areas in which they have expertise. These areas may include intra- and interpersonal concerns related to school or college adjustment, mental health, ageing, marriage or family issues, employment and rehabilitation. According to Brand and Price (2000) counselling needs of prison officers can be grouped under mental health, educational, psycho-social, economic and informational needs.

Mental health needs: World Health Organisation (WHO), (2010) defined mental health as a positive sense of well being. It challenges the idea that Mental Health is the opposite of mental illness. The Prison work/job is stressful and can make people depressed or can worsen their mental health problems. These can become aggravated if staff is not aware of mental health problems and their identification and management. The presence of prisoners

with unrecognized and untreated mental disorders can further complicate and negatively affect the prison environment, and place greater demands upon the staff.

WHO (1998) report on mental health promotion in prisons detailed the benefits of mental health promotion. According to the report, mental health promotion can result in better emotional and physical health, confront and correct offending behaviour, reduce the incidence of mental health disorder apart from reducing the severity of the disorders, be an amenable place for rehabilitation and can result in enhanced confidence and social skills. Mental health promotion improves job environment for staff, reduces stress level, helps in enhanced security at prisons, improves relationship between staff and prisoners and this can result in better family relationships for prison staff.

The specific activities which comprise mental health treatment in prison according to Appelbaum (2001) include: 1) Counselling and psychotherapy: talking with prison officers and inmates, 2) Consultation: talking about inmates, 3) Special housing, activities, and behavioural programmes, and 4) Medication. Recognition and nurturance of these activities will improve the quality of services and reduce stress on staff and inmates alike. Consultation with on site staff, joint training, and use of multidisciplinary treatment teams are advocated as methods of reaching these goals (Appelbaum, 2001). The training should equip prison staff in identifying and managing mental health conditions of prisoners. Mental health training enhances the staff understanding of mental disorders, increases the knowledge of human rights and challenges stigmatizing attitudes of the staff. The focus needs to be on mental health promotion for both staff and prisoners (World Health Organisation 2008). The international literature on prison staff and the study conducted at Central Prison Bangalore, highlight that prison staff need better working environments in terms of safety, reduced stress,

and better relationships between themselves and the prisoners. Further, the prison staff requires training on conflict resolution, effective listening and empathetic communication skills.

Math (2011) revealed that about 5% of prison officers were suffering from depression, 6% of them had past history of depression, 11% of them had lifetime major depressive episodes due to prison work/occupation and this calls for proper psychiatric intervention. One of the staff presented with deliberate self-harm while 2 staff were presented with panic disorder. The findings of mental morbidity are somewhat similar to other international studies (Goldberg, 1996). The minor variations noted could be attributed to differences in methodology, sampling technique and instrument used to assess the pathology. The need for counselling across all mental health issues was identified by all respondents in the Canadian Community Health Survey. This finding shows that there is an urgent need for counselling services to prison officers and these services are not reliably reaching the officers that need help the most.

Educational needs: Educational needs of prison officer is to extend the training provided in order to shape specific competences necessary for working with prisoners who belong to one cultural, ethnic or religious minority**.** Prison job needs greater role clarity; the needs for wellbeing in terms of support, incentives, training and motivation for better delivery of services is needed. Many Prison officers are not aware of mental health issues of prisoners and proper training in this regard is required across the prisons. Appropriate measures are required to provide psychiatric help for the prisoners and staff, to ensure all the staff are provided training on mental and physical health issues of the prisoners (Appelbaum , 2001). Lack of a congenial working environment that is of a hierarchical nature, direct contact with

difficult prisoners who are abusive, depressed and violent can all exacerbate the stress levels of the prison officer. The need for Periodic training of officers in counselling and self-defense, increase in the number of prison officers, training of officers on counselling, conflict resolution, safety procedures and mechanisms cannot be over-emphasized. Ensuring that fit officers with self defense skills, counselling skills are employed in prisons periodic training of staff towards improving the prison work environment, enhanced officers communication and conflict resolution skills (Coyle, 2002).

Counsellors also provide education to individual and group counselling to officers. Counsellors train, teach new staff and prisoners on rules guiding prison facilities and help them adjust to life behind bars. Prison counsellors offer vocational, academic, social and personal counselling to help staff and prisoners develop new skills and cultivate insight to prevent recidivism. Counsellors also provide individual counselling on issues such as depression, stress or substance abuse, education in areas like problem solving skills, anger management training , stress management and occasionally intervene in crises (Miller,2017).

Psycho-social Needs: Psychological challenges are of critical importance in the life of every individual; this is because adjustment and adaptation to the environment are heavily dependent on psychological balance. Psychological balance is a state of being fit psychologically (Olawale 2000). Olawale further stated that it is only when prison officers are psychologically balanced that they would be able to make achievement in discharge of their duties. Counselling should therefore, provide means of psychological balance for prison officers through appropriate counselling interventions. Counselling is required at the personal level because it involves personal and interpersonal issues and challenges that affect one's happiness and efficiency (Olawale, 2000). Issues like family life and marriage should be

discussed and appropriate solution provided to enable officers plan and have the knowledge of social challenges such as family and work, friendship, interaction and socializing can be identified and solution provided. This would ensure an individual that is well balanced not only to help himself/herself but also equipped to contribute to the development of his society by proper management of inmate to become better and reformed citizens.

Economic needs: Coyle (2002) has exemplified the need for improvement in staff working conditions and their remuneration. Prison officers are held in lower regard than other people who work in the criminal justice field, such as the police. In order to attract and retain high quality personnel, it is essential that salaries are set at a proper level and that the other conditions of employment are the same comparable work elsewhere in public service. Work on shifts is inevitable. Due care and proper scheduling of night duties with special incentives can also be of help. This can best be implemented if counsellors are involved in the planning and implementation of budget. Counsellors interactions with officers will enhanced self disclosure in areas they cannot be self disclosed to the organisation.

Informational needs: Information is a vital ingredient of human functioning. Information helps in understanding the true nature and implication of work stress and the advance effects. Information also helps to identify strategies for handling work stress related issues. According to Fisher (2005) information is critical to the definition of mastery of life because it aims to resolve issues of problem solving between how things are at the moment and how they should be. Odusanya and Amusa (2003) in Hanson (1978) information are normally for use rather than for interest. It is sought by their final users for particular purpose and circumstances. It is of maximum potential use to person who wants it when it meets his need not only in terms of general subject.

According to Harpey (1991) individual and group need adequate information to realize the task of society. Just as people outside prison yards need information, prisoners and prison officers also need to know about their family, what life is outside the prison and within, opportunities that await them upon vital information. To survive on daily basis information is required either for domestic or professional use. According to Omoni and Ijeh (2003) prison officers lack adequate information and qualitative education to stem the tide of recidivism. Realizing the importance of information, the United Nation's Rule 39 states that Prisoners shall be kept informed regularly of the more important items of news by reading of newspapers, periodicals or special institution publications, by hearing wireless transmissions, by lectures, or by any similar means as authorized by the administration (Ehonwa, 1993).

According to Alexander (2008) prison authorities need to be proactive by looking for information that would help offenders, staff and he suggested liaison with public libraries. The need for information as a counselling tool involves disseminating of information regarding the nature of stress, how to recognise, prevent and cope with stress. Information required of the counsellor should aim at: (1) developing an understanding of the relationship between environmental demands and individual coping mechanisms, how behaviour, thinking and feelings could be affected; (2) the warning signals experienced when under excessive pressure; (3) the unremitting effects of stress; and (4) the ability of the individual to manage or adapt to stressors. Information on Specific techniques such as cognitive re-appraisal, movement exercises and breathing techniques form the needs (Thong & Yap, 2006).

Theoretical Framework

A crucial aspect of the research process is the theoretical framework. The theoretical framework is considered crucial by the researcher because of the strategic position of theory

in any research study. This is an aspect of the research process that links the study to certain theories that bear relevance to the study. It is the foundation of any good research because it helps to establish its credibility. *The Oxford advanced learner's dictionary* (2010) defined a theory as a formal set of ideas that is intended to explain why something happens or exist. A theory is a system of interrelated ideas that are used to explain a set of observations (Heppner, Wampold & Kivlinghan, 2008).

Theory is a device which enables the researcher to see relationships between one event or fact and another. It helps to impose order on the disordered phenomena of nature to provide explanations (Omotosho, 2011). Counselling theory specifically is an individual's view of the nature of man and how troubled people could be helped in place of work (Ikpeazu, 2000). Counselling theories therefore are ideas that could help counsellors understand the various challenges a person typically faces, thereby predicting what would likely happen next (Adegoke, 2004). In relation to occupational stressors, coping strategies and counselling needs of prison officers in Nigeria, person-environment fit theory is choosen and applied to the topic to establish the theoretical-cum-scientific rationale for the study. It is explained according to its relevance in each of the independent variables in the study.

Person-Environment Fit Theory

Person-Environment fit theory stemmed out of the theoretical work on motivational process by Lewin (1935) and Murray (1938). According to Pisaniello (2010), it was originally compiled by French and Kahn and later developed and refined jointly and severally by experts such as Harrison, 1978; Caplan, 1987 and Edwards and Cooper, 1990. This theory was very prominent in the 1970s and it provides the basic framework for understanding the process of adjustment between employees and their work environment. Reacting to prevailing

mechanistic views of human behaviour which attributed the causes of behaviour solely to the environment, and psychodynamic approaches which tended to conceive behaviour as emerging from personality characteristics (traits), Lewin conceptualized the interaction between the person and environment (P-E) as the key to understanding people's cognitive, affective and behavioural reactions. His early thinking therefore provided the foundation for the modern perspective of P–E Fit. One specific advantage of the P–E fit conceptualization over some other (more specific) theories is that P–E fit is based essentially on the idea of employee adjustment in the work setting, which has been illustrated as being critical for overall well-being (Dawis & Lofquist, 1984) .

Basic Assumption of Person-environment Fit Theory

Person–Environment fit is defined as the compatibility between individuals and the job or tasks that they perform at work. This definition includes compatibility based on employee needs and job supplies available to meet those needs, as well as job demands and employee abilities to meet those demands (Kristof, 2007).The word "fit" simply means match, congruence and correspondence. In the occupational stress and well-being literature fit concept has been characterized as having two components, (a) the degree of match, congruence, or correspondence between the demands people confront at work and their abilities to meet those demands, referred to as demands–ability fit; and (b) the match, congruence or correspondence between the person's needs (including physical and psycho-social needs) and the resources available to him/her. The latter is referred to as needs–supplies fit. Most research on the relationship between P–E fit and stress or well-being has focused on the second of these types of fit, as it is assumed that a lack of fit (that is, Misfit) between needs and resources will have a pronounced impact on stress levels and overall well-being.

However, demands–ability fit can also be important in terms of a person's well-being. For instance, if person's workload is high and they do not have the time or energy to perform what is expected from them, this can induce a high level of psychological strain. According to Tinsley (2000), higher levels of satisfaction, mental and physical well-being will occur when there is a good Fit between the person and the environment. Individuals adjust better and are more satisfied with jobs that correspond to their own career related personality types.

Fig.1. A model of Occupational Stress of Fit Between the Person and the Environment.
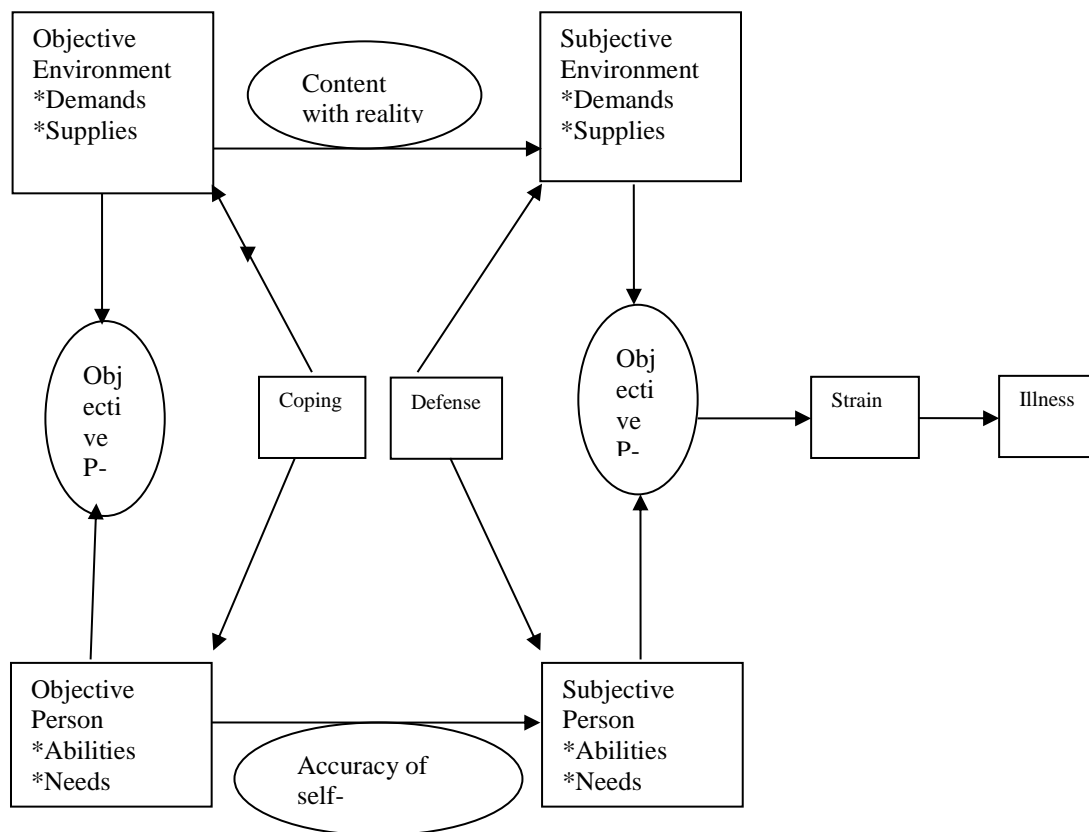
Source: Harrison (1978).

FIG.1.This model describe the effects of psychosocial stress in terms of fit between the person and the environment. The two distinctions described above combine to yield four types of

correspondence between person and environment constructs: (1) objective P-E fit, which refers to the fit between the objective person and the objective environment; (2) subjective P-E fit, or the fit between the subjective person and the subjective environment; (3) contact with reality, meaning the degree which the subjective environment corresponds to the objective environment; and (4) accuracy of self-assessment or accessibility of the self; representing the match between the objective person and the subjective person (Caplan, 1983; French et al., 1974; Harrison,1978). According to Caplan (1983), French (1974) and Harrison (1978) opined that a good mental health is signified by minimal discrepancies on objective P-E fit, subjective P-E fit, contact with reality, and accuracy of self-assessment.

Concepts within circles are discrepancies between the two adjoining concepts. Solid lines indicate causal effects. Broken lines indicate contributions to interaction effects. In an exchange process, needs-supplies fit may represent the perspective of the employee asking "what can I get out of this job?" and of the employer asking "what do I have to provide in order to keep this employee?" On the other hand, demands-abilities fit represent the perspective of the employee asking "what am I expected to provide in order to keep this job?" and of the employer asking "what do I want of the employee?" It is important to distinguish between these two types of PE fit when attempting to predict the retention and performance of employees. Focusing only on one type of fit or the other can leave out important elements of the exchange process. Those elements are needed to understand the obligations and expectations which form the psychological contract between employer and employee. If one can distinguish between the two types of fit, then it may be possible to generate hypotheses about the differential effects of satisfying one rather than the other form of fit. For example, there may be individual differences in whether employees focus more on satisfying the needs

of others (demands-abilities fit) or on satisfying their own needs (needs-supplies fit). These differences may predict the likelihood that employees remain committed to the employer when one or the other type of fit is not met adequately (Harrison, 1978).

Person-Environment fit theory and Organizational Effectiveness.

Harison (1985) pointed out the effectiveness of person-environment fit theory from the point of person and the organization. In his view, a person's functioning and survival depend on the fulfillment of needs, the effectiveness and the survival of an organization depend on the fulfillment of demands it places on its employees. These demands are manifestations of the needs of the organization, and employees' abilities maybe viewed as supplies by which the needs of the organization can be fulfilled (Caplan, 1983). For example, the functional and operational needs of an organization may be translated into position descriptions that articulate specific job demands, and human resource personnel may seek to fulfill these needs by attracting, selecting, and retaining a supply of qualified employees (Schneider & Schmitt, 1992).

The needs expressed by employees place demands on an organisation, and supplies received by employees reflect the organisation's ability to meet these demands. Thus, organisations that are able to meet demands that signify salient employee needs may experience less turnover than organisations that cannot meet these demands (Irving & Meyer, 1994; Wanous, Poland, Premack, & Davis, 1992). Harrison (1985) also examines objective and subjective person and environment constructs from the perspective of the organization. Contact with reality represents the accuracy of employee assessment and appraisal

procedures, and accuracy of self-assessment translates into the organization's awareness of the demands it places on employees and the rewards it provides to employees.

Counselling Techniques by Person-Environment Fit Theory

According to Moos's (1991) the push for person- environment fit conceptualizations beyond the static notion of fit as it incorporates dynamic features of the environment. However, his theory's comprehensiveness is reflected by its complexity. This could interfere with its acceptance by practitioners who likely would prefer a less involved rubric for person-environment interactions. To create a solid foundation for person- environment theory of interaction, the environment must be conceptualized with both physical and social variables. Barker (1968) proposed, the behavioural setting and the people within it make unique contributions to the process of the person-environment interaction. From this perspective, environmental forces such as discrimination and socio-cultural identity are variables that feed into the engagement process. Person-Environment theory uses engagements techniques comprise of three components (1) negotiation (2) participation (3) evaluation. These can be thought of as active ingredients that stimulate the release of positive outcomes in any person-environment and the organization.

Negotiation: Negotiation refers to an ongoing process during a person- environment interaction in which both an individual and the environment make adjustments to accommodate each other. This theory allows prison officer negotiations which bring about well-being and productivity in a place of work. In the current theory, negotiation best reflects the traditional concept of person-environment fit. Positive psychological factors that can be conceptually linked to negotiation at both the individual and the organizational levels include

flexibility, adaptive behaviour, acceptance, resilience, and problem-solving .For example, increased flexibility or adaptive qualities in a person or his or her environment would result in a wider range of adjustments and accommodation. This, in turn, would lead to increased levels of engagement, as there would be more opportunities to match strengths to environmental resources. Similarly, a person's ability to recognize problems in the environment and to formulate solutions would increase the likelihood that adjustments could be made, thus increasing his or her engagement. It is imperative with regard to negotiation, and throughout the engagement model, that the environment be viewed as equal to the individual in its dynamic involvement in the engagement process. The environment for example must adjust to make accommodations. Prison negotiation may involve both individual and environmental responses to population growth, modified procedures, new statutory regulations, or changes in the organisation.

Participation: Participation is the degree of positive interactions between a person and an environment in the psychological, physical, and emotional domains. Participation might be assessed by counting the number of certain cognitions relating to the environment, evaluating the strength of specific emotions concerning a particular environment, or observing the frequency of some goal directed behaviour. Rewards, salary, or other signs of approval and gratitude may reflect participation's environmental component. While negotiation concerns fitting a person's strengths with environmental resources, participation is the resulting activation of those strengths through active involvement. In the positive psychology realm, factors such as flow, skill, and mindfulness relate to participation (Snyder & Lopez, 2002). The notion of physical participation may involve an individual's actual behavior associated with task completion, interpersonal contact, physical exercise, interaction with

environmental resources (e.g., equipment, tools, furniture, hygienic atmosphere, and computers), and response to various aspects of the physical surroundings (e.g., temperature, lighting, and ergonomics). Participation improves on other conceptualizations of person-environment relationships by explicitly acknowledging emotional links to the environment rather than focusing on cognitive and behavioral components (e.g., Folkman, 1986). Positive psychological constructs that tap emotional participation in the work, home, and prison settings include love, compassion, and connectedness (Snyder & Lopez, 2002).

Evaluation: Rather than being the end point of a person-environment interaction, evaluation is part of the continuous process of engagement. Evaluation consists of individuals' thoughts and feelings about themselves and their environment as a result of their interactions. Likewise, it refers to the thoughts and feelings at the organizational level about the physical and social context itself (i.e., work, home, or prison environment), as well as the individual. The concept of evaluation can represent an appraisal of the degree to which a person has achieved environmental fit (i.e., negotiation) as well as the quality of participation within the interaction. Receiving feedback and having a voice in the organization or family unit also reflect the concept of evaluation. Positive psychological constructs that could relate to aspects of evaluation includes responsibility, loyalty, belonging, self-efficacy, satisfaction, subjective well-being, and optimism (Snyder & Lopez, 2002).

Psychologists from different substantive areas have made significant contributions to the person-environment theory of human functioning, and counselling psychology is no exception. Building on Parsons's (1909) work, Holland (1997) based his person-environment theory on the belief that behaviour is a function of congruence between a person and the psychological environment. Holland purported that people enter an environment because they

have interests and personalities similar to others in the setting. Because they find such environments reinforcing and satisfying, they do not only stay there but will be more productive as well. If congruence between person and environment does not exist, the person is more likely to change settings. Essentially, Holland's work has fostered an understanding of how different aspects of an individual's personality suit different work environments. Indeed, the concept of congruence, or fit, between a person and the environment is a significant contribution.

The Person-Environment Fit theory was useful in exploring and understanding the work-related experiences encountered by prison officers. The use of Person-Environment Fit theory is an attempt to create a theoretical understanding of the work-related experiences and challenges encountered by prison officers. In addition, P-E-Fit theory specifically pay attention towards the fit between the employee and the employment also aimed to establish the impact the misfit has on employees as a result of the environment (Cornhell, 2006). The divides between Micro and Macro issues or personal and social issues could become less distinct as the interaction between the individual and the environment are fully integrated. The P-E fit theory lays a foundation for the relationship between a worker and the employing organization and helps explain the perceptions, attributes, views, intentions and behaviour of prison officers. The Person and Environment theory is based on an interactional perspective that state interaction between an individual and their environment which helps to shape various outcomes.

The theory further explains that the closer the person, environment and congruence the greater the balance in a person' occupational performance which reflect a maximized fit. On the other hand the narrow the person, environment and occupation the lower balance in a

person's occupational performance indicating a minimized fit in the environment. Correctional researchers have either directly or indirectly tested the P-E fit theory, with many focusing on the person job fit aspect. For example, role conflict, role ambiguity, and role overload all cause too many demands, eventually resulting in reduced job satisfaction and increased job stress (Triplett, Mullings, & Scarborough, 1996). Imbalanced job demands lead to poor fit between the worker and the job, which ultimately results in negative outcomes for the employee and possibly the organization as well. When there is a better fit between the employee and his or her job, positive outcomes are more likely to be achieved.

The person-group fit is important in the field of prison/corrections service. The job characteristics of job variety and job autonomy have been positively linked with job satisfaction among prison staff (Jurik & Winn, 1987). Supervisory support has been positively associated with job satisfaction and inversely related to job stress (Lambert, 2004). Positive relations with prison officers according person-environment fit were observed to be positively related to job satisfaction and inversely related to job stress (Paoline, Lambert, & Hogan, 2006). Other research has provided indirect support for the needs/supply part of the person/job fit aspect of the P-E fit theory.

According to Hogan and Allen (2006), organizational fairness, instrumental communication, and participation in decision making lead to decreased job stress and increased job satisfaction. These studies carried out by Hogan and Allen suggests that if the needs of employees are met, there are positive outcomes for the employee and the organisation as well. As part of the attraction, selection and attrition framework proposed by Schneider (1987), turnover is a function of P-E fit (Sekiguchi, 2004b). Those who fit tend to stay with the organisation, and those who do not fit tend to leave. Research has found support

for this aspect of the P-E fit theory among prison staff. Among prison staff, perceptions of the various dimensions of the work environment were linked to job satisfaction and organisational commitment, and in turn, job satisfaction and organizational commitment were significant predictors of turnover intent (Lambert & Hogan, 2009).

The contributions of the person and environment to stress have been formalized in the person-environment (P-E) theory of stress. The core premise of P-E fit theory is that stress arises not from the person or environment separately, but rather by their fit or congruence with one another. The four-front approach which is strength, weakness, resources and stressors in the environment might prove useful as a starting point in assessing and conceptualizing people and their environments (Wright & Lopez, 2002). Using the four-front approach as a guide, counsellors increase their likelihood of making meaningful observations about both the prison officer and his or her environment. These observations must identify strengths and assets, as well as weaknesses and liabilities, in both prison officer and their environments.

This general approach should prove equally useful in assessing and conceptualizing prison officer and their environments whether the counsellor is acting as a consultant in a workplace. After assessing the prison officer and his or her environment, the counsellor could consider specific aspects of the engagement process. The counsellor should recognize the three ingredients of engagement promote and recognize the subjective nature of goal attainment by taking into account individual and socio-cultural variability with regard to what constitutes a valued outcome. The counsellor should continually add information to his or her conceptualization, which began with the four-front approach, rather than compartmentalize the new data. Considering the following examples of how professionals might work from an

engagement perspective. A counselling psychologist working as a consultant in a prison might begin by asking questions that tap the negotiation, participation, and evaluation processes.

Regarding negotiation, the counselling psychologist could use the following questions: Does the prison officer have the resources available to function in his or her given roles? How could the environment be more flexible; how could the officer be more flexible? Are there ways to maximize the prison officer's strengths in this environment? More specifically, when confronted with a disruptive duty post, a counsellor might explore participation by assessing access to physical resources (e.g., physical environment), amount of individual contact provided to prison officers (determined in part by the prison officer-inmates ratio), and level of group cohesion. To address an inmate's disruptive behaviours in the prison environment, a practitioner could examine negotiation by determining the process by which household rules are established, the amount of flexibility in that process. While our ideas for applying the engagement model provide a launching point for integrating environmental assessment into correctional practice, it is also important to recognize that people function in various environmental contexts and that a person's interaction with the environment in one context affects his or her functioning and interactions in other contexts.

Thus, to enhance resilience among prison officers, the most effective intervention efforts are likely spread across different environmental contexts, influence multiple systems (i.e., home, work and community efforts), and focus on the personal and environmental resources as proposed in the engagement model. Indeed, such an endeavor would require collaboration between counsellors or researchers and interdisciplinary teams (e.g., counsellors, social workers, community organizations, hospitals, parents) to increase resilience across these domains in which the officers functions.

Empirical Review

This section exposes the reader of this research work to some of the empirical studies that has been carried out by researchers both within and outside Nigeria on related topics on workplace stressors, coping strategies and counselling needs of prison officers in Nigeria.

Denhof, Spinaris and Morton (2014) carried out a study on occupational Stressors in prison Organizations: Types, Effects and Solutions. The primary goal of prison work is the safe and secure management and rehabilitation of justice that involved individuals, whether in locked facilities or within community supervision programs. Pursuit of this goal comes with demanding requirements such as the necessity of staff to maintain constant heightened vigilance while they work and also adhere to strict security protocols. In addition, prison staff are assessed to perform their duties within harsh physical environments and with repeated exposure to violence, injury, and death events.

Animasahun and Oludemi (2013) carried out a study on demographical and psychological factors as correlates of organisational and career commitment among Prison Officers in Southwest, Nigeria. The investigation was carried out on a sample of 300 prison officers randomly selected from the six states in Southwest, Nigeria, 50 from each state. The results indicated that gender, qualification and emotional intelligence have negative correlations with organisational commitment, while age, job experience, job satisfaction, motivation and job stress are confirmed to be significant correlates of organisational commitment. There was no significant combined effect of the independent variables on organisational commitment. Also, job satisfaction, emotional intelligence, motivation, job

stress and gender are potent correlates of career commitment among the prison officers. However, age and experience have negative correlations with career commitment.

Avdija and Sudipo .(2013). Carried out a study on occupational exhaustion among prison staff: multivariate analysis of correlates associated with emotional exhaustion. this study attempts to determine the amount of variation that can be explained in emotional exhaustion, the main dependant variable, by using the above variables. The analysis are based on the data that were collected in 2010 from 480 prison staff members in three prisons in the State of Indiana, U.S.A. Hierarchical multiple regression analysis revealed that the best predictors of emotional exhaustion among prison staff are stress-response states and constraints of personal accomplishment, both of which are positively associated with emotional exhaustion. A thirteen-variable regression model used in this study explains 51% of the variation in the emotional exhaustion.

Bieri (2012) carried out a study on the effects of occupational stressors on prison officers well-being. The author examined variable such as harsh physical environmental conditions in prisons if any impact on employees' health and overall well-being, which in turn might affect work performance. A questionnaire was administered in 2007 to a representative random sample of employees at the 114 facilities of the Federal Bureau of Prisons. The final sample was composed of 1,738 employees. The questionnaire was on officers' perceptions of the presence of harsh physical conditions at the prisons, such as intrusive noise levels, cluttered or dirty space, and lack of inmate privacy in the units. It also asked questions on physical symptoms, such as recurrent headaches, back problems and disturbed sleep; and psychological symptoms, such as depression, worry, and anger. Items were generated to elicit respondents view on sick leave use, alcohol use and tobacco use. Results showed that harsher

physical environmental conditions were associated with higher sick leave use, numerous psychological and physical symptoms, and higher substance use. It is noteworthy that reduced employee physical and psychological well-being was reported not only when staff themselves perceived their workplace conditions to be harsh, but also when they themselves did not rate the prison environment as harsh, but the average rating for that prison was that physical conditions there were harsh.

According to a study by Morse (2011), 31 percent of Prison officers reported serious psychological distress, which is twice the rate of the general public. In their recent national study of more than 3,000 corrections professionals, Spinaris and colleagues (2012) found that 27 percent of respondents indicated that they were suffering from post-traumatic stress disorder (PTSD) (Spinaris et al., 2012). Prison officer who reported suffering from PTSD also cited higher levels of memory impairment, depression, sleep difficulty, obesity and skin conditions (Spinaris, et al., 2012). Occupational stress can also accelerate substance abuse among susceptible individuals (Spinaris et al., 2012; Woodruff, 1993) and research has linked substance abuse problems and stress among correctional officers (Morgan, 2009). Research has also shown that rates of depression and anxiety are higher among prison staff than other occupations (Tiesman, Hendrick, Bell, & Amandus, 2010).

However, in a different officer stress study they found that occupational stress intimidation factor came more from inmates (78%), followed by superiors (36%), to colleagues (35%) and then subordinates (14%) (Bourbonnais, Jauvin, Dussault and Vezina, 2007). This study focused on both genders of officers, which might explain the discrepancy in where the stress is coming from such as harassment and negative actions from coworkers, superiors and even inmates towards female officers could increase job related stress,

triggering the female officer's viewpoint to believe that the correctional environment has no trust or respect for female employees (Griffin, 2006). Additionally, harassment and burnout among officers, gender was the most prominent indication for harassment, with women responding to a higher statistically significant rate of harassment.

Morgan (2002) conducted research at a correctional institution located in a southwestern state and exposed some of the greatest stressors for correctional officers. The study suggested a lack of support from administrations, and deficient recognition for an officer's job performance which he affirmed had a harmful impact on an officer's stress levels. Research by Lambert and Hogan (2006) found job distinctiveness was much more important than personal characteristics when it came to shaping an officer's stress levels.

Launay and Fielding (1989), Rutter and Fielding (1988) aimed at finding the major sources of occupational stress experienced by British prison officers in HM Prison, Maidstone, and examining their effects on overall job stress and job satisfaction. All disciplinary force staff in the prison was included and finally 81 were used in the subject pool. The study revealed stress of prison officers came from lack of staff and resources and were exhausted with job overload. Furthermore, officers who reported the highest levers of job stress overall had the lowest job satisfaction and the greatest wish for more emphasis on control and security of inmates.

Cheek and Miller (1983) had conducted a study in U.S.A. and found that poor Communication within the prison hierarchy, especially between uniformed staff and management, led to more stress than poor staff inmate relationships. The results were contrary to what mentioned above. They accounted for the stress as organizational stress instead of mere personal level's one. For examples, uniformed staff felt that they were left out of the

decision making process, provided with insufficient and clear-cut job guidelines, and not quickly informed enough of policy changes. These findings were in line with a long tradition of sociological researches in U.S. prison. For examples, Duffee (1974) pointed out that the prison officers sources of stress were from organizations and Duffee (1975) found that the major complaint of prison guards was that administrators were not willing to support their authority and inmates were free to show disrespect and contradict orders because they knew officers had no power Moreover, Poole and Regoli (1980) conducted a study in the Midwest, data was collected from 144 prison guards working in a large state's maximum-security penitentiary in 1978. The custody orientation and disciplinary reports each subject filed within two months prior administration of the questionnaire were measured and the findings showed that shifting philosophies and institutional policies complicated the officers' discretionary decision making process.

Moreover, Shamir and Drory (1982) conducted a study in four maximum security Israeli prisons. There were 201 subjects in total, found that the prison's officers role conflict, role ambiguity, role overload, job scope, working conditions, social support, i.e. the possible sources of job pressure of prison staff, related somehow to the job tedium of prison guards. Among them, role working Stress overload, management support and societal support contributed more to officers' tedium. Obviously, prison officers face different sources of Stress in their working life. Inmates and management may not be the only two possible sources of stress.

Summary of Review of the Related Literature

In this study, literature was reviewed on the concept of stress, occupational stress and stressors specific to prison officer. This was important in view of the conflicting definitions and explanation surrounding the concept. Before that, an explanation of the differences that exist and relationship between stress and occupational stressors were clearly examined. Stress is the mental and physical response and adaptation by the body to the real or perceived changes and challenges. A stressor is any real or perceived physical, social, or psychological event or stimulus that causes the bodies to react or respond. Several factors influence one's response to stressors; including the characteristics of the stressor (Can you control it? Is it predictable? Does it occur often?); biological factors (e.g., age or gender); and past experiences (e.g., things that have happened, the consequences, and how to respond).

Occupational stress is the response to work-related stressors, which can range from environmental factors to inter-personal relations and contacts that are associated with one's job. There is a unique working condition working in prison compare to other workplace as a result stress manifest optimally due to the nature of the work. Literature shows knowledgeable individuals who made clear that work stress is widespread and possibly increasing among prison officers. There are many sources of stress for prison officers which are; organization-related conditions, such as understaffing, overtime, shift work, and unreasonable supervisor demands; Occupational-related sources of stress, including the threat of inmate violence, actual inmate violence, inmate demands and manipulation, and problems with co-workers; A poor public image and low pay. A few facts illustrate the stressful nature of prison work: Many officers do not answer their home telephones because it might be the institution calling

for overtime. Some officers get a second, unlisted telephone number that they keep secret from the department.

Insecurity in the Nigeria Prison has suddenly become a source of internal security threat. Prison has been attacked where officers are killed for instance Prison facilities in Maiduguri, Kano, Bauchi, Enugu, Koton karfe, Oko among others have in recent times been attacked and a number of hardened criminals got released into the society. Also, fatal riots have been recorded in prison facilities in Agodi, Owerri and many others.. The growing influence of several non-state actors is one of the reasons why the prison service has become vulnerable. The growth of insurgency in the north eastern Nigeria in particular is a game changer. Security issues in the country can no longer be treated with a kid glove. The sophistication with which some of the armed groups carry out their attack seems to overwhelm the prison guards (allAfrica.com). Security equipments in the prison facilities across the country are outdated and need to be fortified (Punch Newspaper, March 15, 2014). The training and armory of the service are certainly not sophisticated enough for contemporary challenges.

Prisons officers have suffered good health due to the manifestation of work stress. Physical and Mental Health of prison officers can have severe health and wellness repercussions for prison officers. Stress can lead to serious medical problems, including heart disease, diabetes, high cholesterol, gastrointestinal problems and hypertension (Adwell & Miller, 1985; Dowden & Tellier, 2004; Morgan, 2009; Swenson, 2008). Cheek (1984) found that the average life span of prison officers is pegged at 59 years of age, is 16 years lower than the national average. Prison officers may also suffer from chronic sleep deprivation as a result of working long hours (e.g., regular shifts, supplemented by mandatory shifts, special

assignments, and extra duty). The literature reviewed showed that stress among Prison officer's stress was also linked to psychological and emotional disorders. According to a study by Morse (2011), 31 percent of Prison officers reported serious psychological distress, which was twice the rate of the general public. Occupational stress can also accelerate substance abuse among susceptible individuals (Spinaris et al., 2012; Woodruff, 1993) and research has linked substance abuse problems and stress among correctional officers (Morgan, 2009).

On the coping strategies adopted by prison officers to contend with workplace stressors in Nigeria, literature revealed that they could use positive coping strategies such as acceptance, trust, positive avoidance, minimization, independence, and control while negative coping strategies used by these officers include: denial, resentment, and shame, isolations, yielding to alcohol, hard drugs and helplessness. Literature was also reviewed on counselling needs of prison officers. In doing this, the researcher tried to assemble consensus on the meaning of counselling and it was agreed that counselling is one of the helping professions which aims at assisting the clients, who are mainly seen outside medical setting to help themselves by making better choices and by becoming better choosers. The three elements involved are the clients who seek the help, the counsellors who offer the help and the interaction between the client and the counsellor. Literature revealed too that counselling programmes that address social, personal, psycho-social, economic, mental health, educational, informational and career needs are important to help the officer with manifested case of workplace stress or occupational stress to achieve their goals. It was agreed that officers with work challenges that has manifested beyond coping state will benefit from educational, psychosocial, vocational, informational, family and adjustment counselling.

The theoretical frameworks of the study were also included in the review of related literature. It was revealed that the independent variables such as occupational stressors, coping strategies and counselling needs, moderating variables such as, gender of prison officer, rank of prison officer, marital status of prison officer, working experience of prison officers and the dependent variable such as prison officer and prison stressors would open up another vista of knowledge in the area of prison service efficiency, good working condition and adequate welfare of staff. On the other hand, literature revealed the importance of a theoretical framework in a standard research and agreed that theoretical framework will help the researcher to have a good understanding of the research variables by clarifying assumptions and relationships among these variables in order to make a meaningful and intelligent interpretation of the research findings. According to Harrison (1978) Person-environment fit theory indicated that good mental health is signified by minimal discrepancies on objective P-E fit, subjective P-E fit, contact with reality, and accuracy of self assessment. P-E fit theory with engagement technique of negotiation; participation and evaluation are active ingredients that stimulate the release of positive outcomes in any organisation such as prison service.

This summary of the literature regarding prison officer stress highlights the importance of environmental factors, as well as the spillover of work into personal life. In addition, this review makes clear that the overwhelming majority of these studies used an attitudinal measure of occupational stress, highlighting the need to include more objective measures of stress. Hence, occupational stressors, coping strategies and counselling needs of prison officers in Nigeria is a novel, relevant, needful research interest because a critical look

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at the reviewed literature indicated that it is of paramount as this will be of help to other sister organizations.

CHAPTER THREE

METHODOLOGY

Preamble

This chapter presents information on the research methodology. It covers the research design, sample and sampling procedure, instrumentation, procedure for administration and data collection, procedure for scoring the instrument and method of data analysis.

Research Design

Research design is a set of plans and procedures that researchers use within scientific inquiry to obtain empirical evidence (data) about isolated variables (Heppner, Wampold & Kivlighan, 2008). It involves developing a plan or structure for an investigation, a way of conducting or executing the study that reduces bias, distortion, and random error .The research design adopted for this study is the descriptive survey. According to Daramola (2006), descriptive survey is a systematic description of an event in a factual manner. Thus, this method is helpful in collecting detailed and factual information that describes the nature of existing conditions, identifying problems and determining what others are doing with similar problems or situations. In the descriptive research, the researcher concentrates on the collection of information from a representative sample upon which inferences are drawn about the perception or opinion of the target population.

Population, Sample and Sampling Procedure

The population in a study is the group of interest to the researcher to which the research result will be generalized. According to De Vos (2011), Population is a set of entities for which all the measurements of interest to the researcher are represented. The population for the study comprised all prison officers in Nigeria, while the target population is the officers serving in selected six states prison command. According to Nigerian Prisons Service (2015), the total population of prison officers in Nigeria is estimated to be 23,991 as at December 2015. The details of the staff dispositions of prison officers in Nigeria on state by state basis are presented in table 1.

Table 1: Staff Disposition of Nigerian Prisons Service

Geo-Political Zones	Male	Female	Total
South-East			
1. Abia	427	207	634
2. Anambra	345	143	488
3. Ebonyi	253	65	310
4. Enugu	548	159	707
5. Imo *	557	328	885
South-South			
6. Akwa-Ibom	502	195	697
7. Cross-River	550	152	702
8. Bayelsa	-	-	-
9. Delta	-	-	-
10. Edo *	767	243	1010
11. Rivers	548	176	724
South-West			
12. Ekiti	-	-	-
13. Lagos *	717	291	1006
14. Ogun	386	119	505
15. Ondo	431	103	534
16. Osun	434	104	558
17. Oyo	550	160	710
North-Central			
18. Benue	520	131	651
19. Nasarawa	785	207	992
20. Niger	598	68	666
21. Plateau	634	117	751
22. Kogi	430	100	530
23. Kwara	509	106	615
24. FCT *	1295	503	1798
North-West			
25. Jigawa	399	19	418
26. Kaduna *	662	154	816
27. Kano	637	46	683
28. Katsina	518	32	550
29. Kebbi	439	26	465
30. Sokoto	294	332	726
31. Zamfara	274	36	310
North-East			
32. Adamawa	717	73	790
33. Bauchi*	783	50	833
34. Borno	485	70	560
35. Gombe	386	54	440
36. Taraba	405	56	464
37. Yobe	395	32	427

*(State with highest number of prison officers in each geo-political)
- (States that have not sent their return as at January, 2015)
Source: Nigerian Prison Service Staff Disposition (2015).

Using the Research Advisor (2006) Sample Determination Table, (see appendix), a

sample size 1448 was recommended for the population size of this magnitude. However, 1596

respondents were chosen for the study to cater for attrition and mortality rate. This sample

size was determined at 95% confidence interval, and 2.5% margin of error. The procedures used for selecting sample for this study were purposive sampling and proportional sampling techniques. The researcher used the purposive sampling method to select six commands out of the six geo-political zones in the country namely: Federal capital territory command for the North-central Geo-Political Zone, Kaduna command for the North-western Geo-Political Zone, Bauchi command for the North-eastern Geo-Political Zone, Imo command for the South-eastern Geo-Political Zone, Lagos command for the South-western Geo-Political Zone and Edo command for the South-south Geo-Political Zone. These commands were selected because of their peculiarities in terms of size, crime rate and high prison staff strength in these commands.

Purposive sampling techniques was considered appropriate for the study because is a form of non-probability sampling technique which is characterized by the use of judgment and deliberate efforts to obtain representative sample by including presumable typical areas of groups in the sample (Hassan, 1998). The proportional sampling technique was then used to select a representative sample of 1,596 prison officers from the aforementioned states namely: Imo (223), Edo (254), Lagos (253), FCT (452), Kaduna (205) and Bauchi (209) in proportion to the population of prison officers in each state (see table 2 below)

Table 2: **Proportional Percentage of Prison Officers in the Target States in Nigeria**

Geo-Political Zones	States	Male staff	Female staff	Total	Proportionate Sampling (%)	Sample
1.South-East	Imo	557	328	885	13.95	223
2.South-West	Lagos	717	291	1006	15.85	253
3.South-South	Edo	767	243	1010	15.91	254
4.North-Central	FCT	1295	503	1798	28.32	452
5. North-West	Kaduna	662	154	816	12.85	205
6. North-East	Bauchi	783	50	833	13.12	209
Total	**6**	**4781**	**1569**	**6350**	**100.00**	**1596**

Proportional sampling was considered appropriate in choosing the respondents that participated in the study because the populations of respondents from the selected states were not equal. A proportional stratified sampling, according to James (2010), provided the researcher the opportunity to select respondents at random from the subgroup in proportion to the size of the group in the total population ensuring all the prison commands are adequately represented without bias.

Instrumentation

According to Abiri (2007), instrumentation is the process of selecting or developing a measuring device and methods appropriate to a given evaluation or research problem. The main instrument that was used to collect data for this study is the questionnaire. Questionnaire is one of the common and effective research instrument used to elicit information in the field of education. For the purpose of this study, three set of questionnaire were designed by the researcher. The choice of questionnaire was informed by the fact that the respondents for the study were prison officers whose schedules and line of duties were different, ran shifts and always on alert. Thus, it was deemed appropriate to serve them questionnaires which would afford them the opportunity to express themselves freely and conveniently.

The questionnaire used for the data collection was researcher self-designed titled "Occupational Stressors, Coping Strategies and Counselling Needs of Prisons Officers' Questionnaire. The questionnaire for this study was divided into (4) sections A, B, C, D. Section A has four (4) items. This is drawn to elicit personal information of the respondent such as gender, years of working experience, marital status and educational qualification. The other three sections B, C and D are three different scales. The three questionnaires that were used for this study are: (a) Occupational Stressors of Prison Officers Questionnaire (OSPOQ)

developed by the researcher; (b) Coping Strategies of Prison Officers Questionnaire (CSPOQ) developed by the researcher; and (c) Counselling Needs of Prison Officers Questionnaire (CNPOQ) also developed by the researcher. The first, second and third instruments developed by the researcher was used for collection of data on occupational stressors, coping strategies and counselling needs of prison officers in Nigeria.

Pilot study

Pilot study in research is carried out in order to ascertain the efficacy of the questionnaire on the respondents in terms of understanding and appropriateness of the questionnaire items. It helps to identify areas of difficulty for the respondents. Ajiboye (2013) and Bolanle (2014) stated that pilot testing of the questionnaire aims at ascertaining its effectiveness and usability. Pilot testing is usually conducted in order to remove any form of ambiguity and irrelevant items that might hinder the effectiveness of the main research work if left uncorrected. The instrument for this research was pilot tested on twenty (20) prison officers in Nigeria prison service, Kwara state Command, Kwara state. This set of prison officers did not form part of the study but posses the characteristics similar to that of the group being studied. Difficult and ambiguous items that the respondents could not answer were restructured so that the instrument can be used to elicit the type of information needed for the study. Thus these items were modified, restructured or substituted for clarity.

Description of Occupational Stressors, Coping Strategies and Counselling Needs of Prison Officers Questionnaire (OSCSCNPOQ)

The occupational stressors, coping strategies and counselling needs of prison officers questionnaire is a self-designed instrument. The items on the scale were sourced through a review of the literature. OSCSCNPOQ has 4 sections; A , B, C and D. Section A contains

four items which focus on the demographic data of the respondents including information on gender, working experience, marital status and educational qualification. Section B, C and C has 20 items each on occupational stressors, coping strategies and counseling needs of prison in Nigeria. The scale was patterned after a Four Point Likert Type rating scale format of Strongly Agree (SA-4 points), Agree (A-3points), Disagree (Da- 2points) and Strongly Disagree (SD-1point).

Psychometric Properties of the Instrument

In order to ascertain the validity of the instrument (OSCSCNPOQ), the draft of the questionnaire was submitted to researcher's supervisor and four other experts in the Department of Counsellor Education for experts vetting and assessment. The experts' amendment and suggestions were effected when preparing the final draft of the instrument. The final draft was then returned to the experts for further assessment. All the five experts adjudge the instrument as correctly measuring the variable of interest; thus, ascertaining the content validity of the instrument.

The Reliability of the instrument was ascertained through the test re-test reliability method. According to Kendra (2010), the reliability of a test instrument lies in its consistency. Kendra further explained that a test is considered reliable if it yields the same results on repeated trial. To establish the reliability of the instrument, it was administered on a representative sample of twenty (20) respondents twice at an interval of four (4) weeks. The two sets of scores were correlated using Pearson Product Moment Correlation Coefficient formula. The result yielded a correlation co-efficient of 0.87 at alpha level of significance. Based on this, the instrument was adjudged reliable for the study.

Procedure for Data Collection and Administration

   The researcher collected an introductory letter from the head of Department of Counsellor Education, Faculty of Education, University of Ilorin to States Comptroller of prisons in Nigeria to seek his/her consent of prison officers, inform them about the purpose of the research and make sure confidentiality is involved. The researcher with the help of six trained Research Assistants administered the questionnaire forms in all selected commands in the six geo-political zones. The training of the research assistants was done to help in the administration and collections of the questionnaire since prison is more of a no go area for those who are not staff. With the research assistants it was easier to reach the prison officers that were not on ground on the first day of administration of the questionnaire. The task of travelling to the six commands (FCT, Abuja, Bauchi, Edo, Lagos, Imo and Kaduna) was quite enormous, due process and protocols also inhibited quick response. The respondents were allowed to ask questions for clarification and completed the questionnaire independently. For ethical reasons names, addresses were not allowed to be written in the questionnaire form to respect the fundamental human right. One thousand five hundred and ninety-six (1596) was sent out and one thousand four hundred and sixty-eight were returned and one hundred and twenty-eight were not returned which cater for attrition. The study was to acquaint prison officers with adequate information on strategies to manage occupational stressors, coping strategies and counselling needs to perform optimally in place of work.

Procedure for Scoring the Instrument

   The researcher score the completed instruments using the scoring key provided for each item in each section. Section A of the instrument consists of four items dealing with

demographic data was scored and analysed statistically using percentages. In scoring the occupational stressor, coping strategies and Counselling needs of prison officers questionnaire (OSCSCNPOQ), a four (4) point likert-point scale was used with the highest score for any item being (4) and the lowest being one (1). Sections "B"," C", and "D" of the questionnaire contain 20 Items each which implies that the highest score any respondent could obtain in each of the sections was 80 (20x4) while the lowest score was 20 (20x1). The mean score was 2.50 (4+3+2+1/4). Therefore, any mean score ranging from 2.50 and above in Sections "B"," C" and "D" was adjudged major occupational stressors, preferred coping strategy and high counselling need. However, mean scores below 2.50 indicated minor occupational stressors, less preferred coping strategy and low counselling needs.

Method of Data Analysis

The researcher employed descriptive and inferential statistics using percent and ranking order for the demographic data and research questions while t-test and Analysis of Variance (ANOVA) statistical analyses were used to test the null hypotheses formulated. The t-test statistical method was used to compare means of two independent variables, hence hypothesis1,2 and 3 were analyzed using t-test statistical method while ANOVA was used in testing and comparing those variables having more than two means, therefore, Hypotheses 4,5,6,7,8,9,10,11 and 12 were tested using Analysis of variance (ANOVA) at 0.05 alpha level.

CHAPTER FOUR
RESULTS

Preamble

      The main purpose of this study was to investigate occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. The study also sought to investigate the gender, working experience, marital status and educational qualifications, coping strategies employed and counselling needs of prison officers. One thousand five hundred and ninety-six (1596) items were administered; data were collected from one thousand four hundred and sixty eight (1468) completed their questionnaire form; forty two (42) were wrongly filled while eighty-two (82) were not returned from the six prison commands in the six geo-political zones. The data collected from the respondents were analyzed using descriptive and inferential statistics. Twelve (12) null hypotheses were formulated and tested at 0.05 level of significance. This chapter therefore presents the results obtained from the analyses of data and the interpretation of the findings of the study.

      The results were presented in two sections. The first section provides the demographic data; the second section presents the results of the research questions, the hypotheses testing and summary of the findings.

Demographic Data

      The distribution of respondents by variables of the study i.e. gender, work experience, marital status and educational qualification are presented in this section.

Figure 2: Distribution of Respondents by Gender
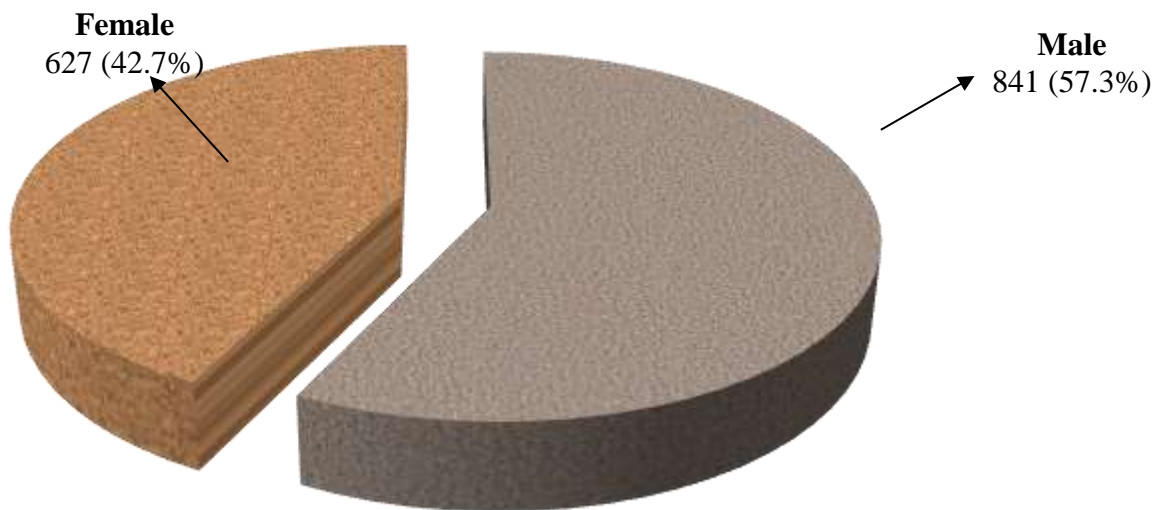
Figure 2 shows that the male respondents that participated in the study were 841 (57.3%) while the female respondents were 627 (42.7%). This implies that there were more males than females that participated in the study.

Figure 3: Distribution of Respondents by Marital Status
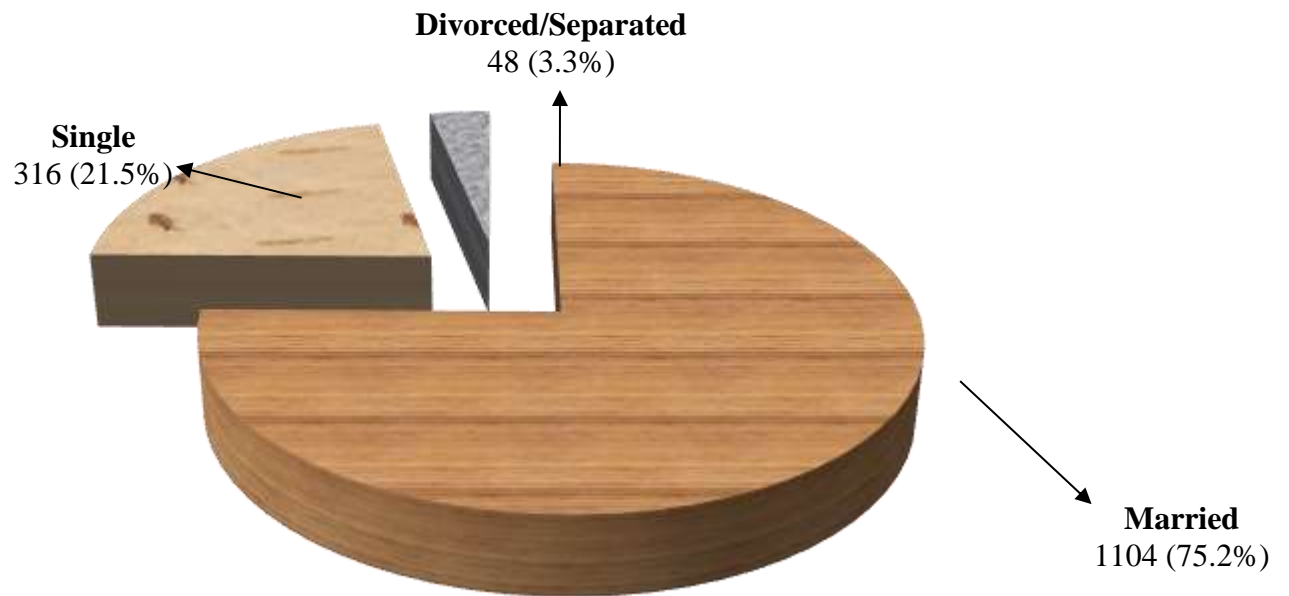
Figure 4 indicates that 1104 (75.2%) of the respondents were married, 316 (21.5%) of the respondents were single, and 48 (3.3%) of the respondents were divorced/separated. This indicated that there were more respondents who were married that participated in the study as compared to respondents of other marital status.

Figure 4: Distribution of Respondents by Work Experience
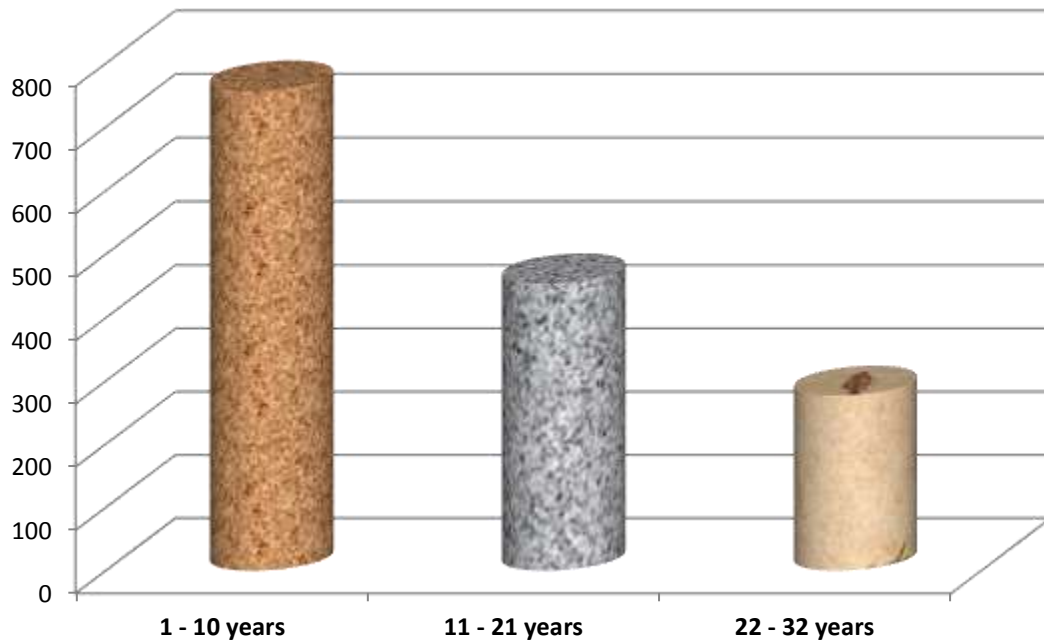
Figure 3 shows that respondents who have between 1 to 10 years working experience that participated in the study were 747 (50.9%), 444 (30.2%) of the respondents have between 11 to 21 years working experience, while 277 (18.9%) of the respondents that participated in the study were having between 22 to 32 years working experience. This implies that there were more respondents who were between 1 to 10 years working experience that participated in the study. Though 33, 34 and 35 years working experience were omitted because this study based its selection in an interval of 10 years.

Figure 5: Distribution of Respondents by Educational Qualification
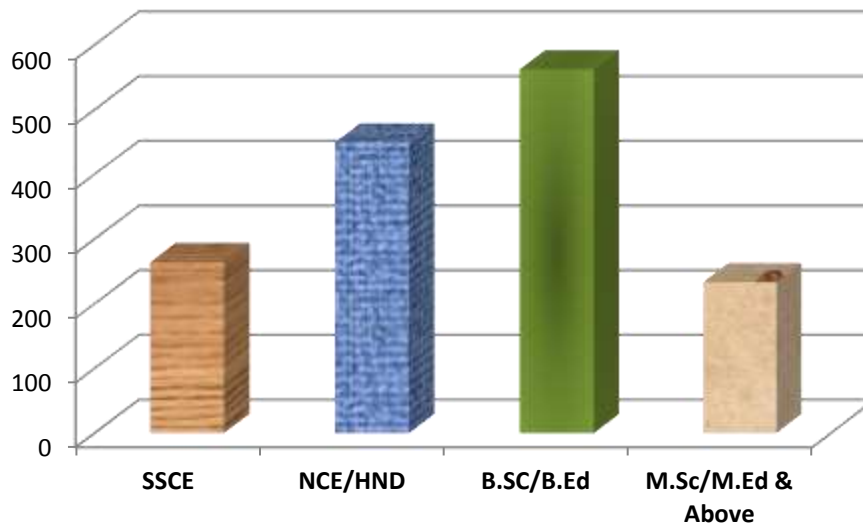
Figure 5 indicates that 264 (18%) of the respondents that participated in the study have only SSCE, 429 (29.2%) of the respondents that participated in the study have NCE/HND, 562 (38.3%) of the respondents that participated in the study have B.Sc/B.Ed., while 213 (14.5%) of the respondents that participated in the study were having M.Sc./M.Ed and above. This implies that there were more respondents who were having B.Sc/B.Ed. that participated in the study.

Research Question 1:   *What are the occupational stressors of prison officers in the Nigerian Prison Service?*

Table 3:   Mean Scores and Rank Order on the Occupational Stressors of Prison Officers in the Nigerian Prison Service

Item No		Mean	Rank
9	poor reward for hard work	3.40	1st
15	unimproved salary or remuneration	3.28	2nd
12	poor promotion opportunities	3.25	3rd
2	Overcrowding	3.24	4th
5	jail break/riot by inmates	3.20	5th
20	public misconception of prison work	3.20	5th
8	constant state of alertness (hyper-vigilance)	3.15	7th
13	unfair work assignment	3.13	8th
7	prolonged work activities	3.12	9th
18	media reports/depiction of the profession	3.12	9th
11	conflicting instruction	3.10	11th
17	ineffective communication	3.07	12th
14	pressured to work overtime	3.06	13th
4	gang activities of inmates	3.06	13th
10	ambiguity in the nature of work (rehabilitation & punishment)	3.05	15th
3	fear of exposure to communicable diseases while on duty	3.04	16th
19	emotional trauma involved in my job	3.03	17th
16	work-family conflict	3.02	18th
1	threat to life by inmates	3.00	19th
6	closed work environment which lowered my self-esteem and confidence	2.91	20th

Table 3 shows the mean scores and rank order of the occupational stressors of prison officers in the Nigerian Prison Service. The information in the table indicated that items 9,15,12,2,5 with mean scores of 3.40, 3.28, 3.25, 3.24 and 3.20 ranked 1st, 2nd, 3rd, 4th, and 5th respectively. The items stated the following occupational stressors of prison officers as poor reward for hard work, unimproved salary or remuneration poor promotion opportunities, Overcrowding and jail break/riot by inmates respectively. Item 3, 19, 16, 1 and 6 with mean scores of 3.04, 3.03, 3.02, 3.00 and 2.91 ranked 16th, 17th, 18th, 19th, and 20th, and the items stated the following as occupational stressors of prison officers

as: fear of contracting communicable diseases while on duty, emotional trauma involved in my job, work-family conflict, threat to life by inmates and closed work environment which lowered my self-esteem and confidence. Since all the twenty items have mean scores that are above the cut-off point of 2.50,it indicated that all respondents attested to all the items stated as being occupational stressors of prison officers.

Research Question 2: *What are the coping strategies employed by prison officers in the Nigerian Prison Service?*

Table 4: Mean Scores and Rank Order on the Coping Strategies Employed by Prison Officers in the Nigerian Prison Service?

Item No	As a prison officer I normally cope with work stressors through:	Mean	Rank
1	effective planning of my activities	2.75	1st
9	praying to God on every issue	2.71	2nd
2	clarifying my work schedule	2.69	3rd
8	creating a positive picture about my job	2.66	4th
4	engaging in physical activities	2.64	5th
3	talking to a friend	2.62	6th
13	interacting freely with other colleagues	2.59	7th
12	listening to inspirational talks	2.58	8th
14	apologizing for my mistakes	2.56	9th
16	accepting reality of my job	2.54	10th
10	having adequate rest	2.52	11th
11	getting emotional support from families and friends	2.46	12th
20	developing positive attitude towards work	2.44	13th
15	ignoring things that are less important	2.43	14th
7	joining social clubs	2.41	15th
6	engaging in humorous activities	2.40	16th
18	Self motivation	2.39	17th
19	making new friends	2.37	18th
17	being friendly with inmates	2.36	19th
5	drinking alcohol	2.35	20th

Table 4 shows the mean scores and rank order of coping strategies employed by prison officers in the Nigerian Prison Service. Rank 1st with a mean score of 2.75 is Item 1 and it states that "As a prison officer I normally cope with work stressors through effective planning

of my activities". Ranked 2nd with a mean score of 2.71 is Item 9 and it states that "As a prison officer I normally cope with work stressors through praying to God on every issue". Ranked 3rd with a mean score of 2.69 is Items 2 and it states that "As a prison officer I normally cope with work stressors through clarifying my work schedule". Ranked 20th with a mean score of 2.35 is Item 5 and it states that "As a prison officer I normally cope with work stressors through drinking alcohol". Eleven out of the twenty items have means scores that are higher than 2.50, hence it can be said that the coping strategies employed by prison officers in the Nigerian prison service is moderate hence, they could be said to be coping fairly.

Research Question 3:   *What are the counselling needs of prison officers in the Nigerian Prison Service?*

Table 5:   Mean Scores and Rank Order on the Counselling Needs of Prison Officers in the Nigerian Prison Service?

Item No	As a prison officer, I need counselling in order to:	Mean	Rank
12	use periodic training of counselling in self defense	3.15	1st
10	improve my competency	3.15	1st
13	feel happy	3.14	3rd
20	help inmates adjust to prison environment	3.13	4th
17	manage marital stress	3.09	5th
6	overcome anxiety	3.09	5th
16	indentify stressful situation on time	3.08	7th
15	get more information on true nature of what my job entails	3.08	7th
19	understand inmates demands	3.07	9th
14	help my family challenges	3.06	10th
7	manage depression	3.06	10th
18	cope with the depiction of the profession	3.04	12th
5	overcome traumatic situations	3.04	12th
11	adjust to prison congestions	3.01	14th
3	to cope with non-payment of hazard allowance	2.93	15th
9	overcome self-harm and suicidal attempt	2.92	16th
2	adjust to unpaid overtime claims	2.89	17th
1	manage my salary and remuneration	2.88	18th
4	adjust to unpaid claims as a result of injuries	2.87	19th
8	overcome alcoholic dependence	2.83	20th

Table 5 indicates the mean scores and rank order on the counselling needs of prison officers in the Nigerian prison service. Rank 1st with a mean score of 3.15 are Items 12 and 10 and

they state that "As a prison officer, I need counselling on how to use periodic training of counselling in self defense; and improve my competency". Ranked 3rd with a mean score of 3.14 is Items 13 and it state that "As a prison officer, I need counselling on how to be happy". Ranked 20th with a mean score of 2.83 is Item 8 and it states that "As a prison officer, I need counselling on how to overcome alcoholic dependence". All the twenty items have means that are above the mid mean score of 2.50, hence, this indicated that the respondents attested to the items as their counselling needs.

Hypotheses Testing

Twelve null hypotheses were formulated for the purpose of this study. The hypotheses were tested using t-test and Analysis of Variance (ANOVA) statistical tools at 0.05 alpha level of significance.

Hypothesis 1: *There is no significant difference in the occupational stressors of Nigerian Prison Service Officers based on gender*

Table 6: Mean, Standard Deviations and t-value on the Occupational Stressors of Nigerian Prison Service Officers Based on Gender

Gender	N	Mean	SD	df	Cal. t-value	Crit. t-value	p-value
Male	841	64.17	8.58				
				1466	7.21*	1.96	0.01
Female	627	60.29	12.03				

*Significant, p<0.05

Table 6 shows a calculated t-value of 7.21, critical t-value of 1.96 and a p-value of 0.01. Since the calculated p-value of 0.01 is less than the alpha p-value at 0.05, the hypothesis was rejected. Hence, there was a significant difference in the occupational stressors of Nigerian Prison Service officers based on gender. Since the mean of males prison officers were higher

than that of the females, it depicts that the males had more occupational stressors than the females.

Hypothesis 2: *There is no significant difference in the coping strategies employed by Nigerian Prison Service Officers based on gender*

Table 7: Mean, Standard Deviations and t-value on the Coping Strategies Employed by Nigerian Prison Service Officers Based on Gender

Gender	N	Mean	SD	df	Cal. t-value	Crit. t-value	p-value
Male	841	55.93	9.15				
				1466	1.44	1.96	0.14
Female	627	56.60	8.42				

Table 7 shows a calculated t-value of 1.44, critical t-value of 1.96 and a p-value of 0.14. Since the calculated p-value of 0.14 is greater than the alpha p-value at 0.05, the hypothesis was accepted. Hence, there was no significant difference in the coping strategies employed by Nigerian Prison Service Officers based on gender.

Hypothesis 3: *There is no significant difference in the counselling needs of the Nigerian Prison Service Officers based on gender*

Table 8: Mean, Standard Deviations and t-value on the Counselling Needs of the Nigerian Prison Service Officers Based on Gender

Gender	N	Mean	SD	df	Cal. t-value	Crit. t-value	p-value
Male	841	61.09	11.46				
				1466	1.88	1.96	0.06
Female	627	59.98	10.81				

Table 8 indicates a calculated t-value of 1.88, critical t-value of 1.96 and a p-value of 0.06. Since the calculated p-value of 0.06 is greater than the alpha p-value at 0.05, the hypothesis was accepted. Hence, there was no significant difference in the counselling needs of the Nigerian Prison Service Officers based on gender.

Hypothesis 4: *There is no significant difference in the occupational stressors of Nigerian Prison Service Officers based on marital status*

Table 9: Analysis of Variance (ANOVA) Showing the Occupational Stressors of Nigerian Prison Service Officers Based on Marital Status

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	4351.826	2	2175.91	20.75*	3.00	0.00
Within Groups	153594.748	1465	104.84			
Total	157946.574	1467				

*Significant, p<0.05

Table 9 shows the calculated F-ratio of 20.75, a critical F-ratio of 3.00 and a p-value of 0.00. Since the calculated p-value of 0.00 is less than the alpha p-value at 0.05, the hypothesis was not accepted. Hence, there was a significant difference in the occupational stressors of Nigerian Prison Service officers based on marital status. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 9, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 10: Duncan's Multiple Range Test (DMRT) Showing the Occupational Stressors of Nigerian Prison Service Officers Based on Marital Status

Group	N	Means	Duncan Groupings	Marital Status
3	48	66.00	A	Divorced/Separated
2	316	65.43	B	Single
1	1104	61.52	C	Married

Table 10 shows the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 9. Group 3 (Divorced/Separated) with a mean score of 66.00 differed slightly from Group 2 (Single) with a mean score of 65.43, but different significantly from Group 1 (Married) with a mean score of 61.52. All the groups differed from one another. The

result implies that respondents who divorced/separated or single as a prison service officer experience more occupational stressors than the other groups.

Hypothesis 5:   *There is no significant difference in the coping strategies employed by Nigerian Prison Service Officers based on marital status*

Table 11: Analysis of Variance (ANOVA) Showing the Coping Strategies Employed by Nigerian Prison Service Officers Based on Marital Status

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	2526.545	2	1263.27	16.46*	3.00	0.001
Within Groups	112390.826	1465	76.71			
Total	114917.371	1467				

*Significant, p<0.05

Table 11 indicates the calculated F-ratio of 16.46, a critical F-ratio of 3.00 and a p-value of 0.001. Since the calculated p-value of 0.001 is greater than the alpha p-value of 0.05, the hypothesis was rejected. Hence, there was a significant difference in the coping strategies employed by Nigerian Prison Service Officers based on marital status. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 11, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 12: Duncan's Multiple Range Test (DMRT) Showing the Coping Strategies Employed by Nigerian Prison Service Officers Based on Marital Status

Group	N	Means	Duncan Grouping	Marital Status
1	1104	56.95	A	Married
2	316	54.17	B	Single
3	48	52.66	C	Divorced/Separated

Table 12 shows the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 11. Group 1 (Married) with a mean score of 56.95 differed

significantly from Group 2 (Single) with a mean score of 54.17 and Group 3 (Divorced/Separated) with a mean score of 52.66. All the groups differed from one another. The result implies that the Nigerian prison service officers who are married cope with the occupational stressors than the single and divorce/separated.

Hypothesis 6:   *There is no significant difference in the counselling needs of the Nigerian Prison Service Officers based on marital status*

Table 13:   Analysis of Variance (ANOVA) Showing the Counselling Needs of the Nigerian Prison Service Officers *Based on* Marital Status

Source	SS	Df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	2135.038	2	1067.51	8.59*	3.00	0.02
Within Groups	181973.891	1465	124.21			
Total	184108.929	1467				

*Significant, $p < 0.05$

Table 13 indicates the calculated F-ratio of 8.59, a critical F-ratio of 3.00 and a p-value of 0.02. Since the calculated p-value of 0.02 is less than the alpha p-value at 0.05, the hypothesis was not accepted. Hence, there is a significant difference in the counselling needs of the Nigerian Prison Service Officers *based on* working experience. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 13, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test. The results of the DMRT procedure are displayed in Table 14.

Table 14:   Duncan's Multiple Range Test (DMRT) Showing the Counselling Needs of the Nigerian Prison Service Officers *Based on* Marital Status

Group	N	Means	Duncan Groupings	Marital Status
3	48	65.83	A	Divorced/Separated
2	316	61.83	B	Single
1	1104	60.04	C	Married

Table 14 indicates the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 20. Group 3 (Divorced/Separated) with a mean score of 65.83 differed significantly from Group 2 (Single) with a mean score of 61.83 and Group 1 (Married) with a mean score of 60.04. All the groups differed from one another. The result implies that respondents who are divorced or separated have a high counselling need than the other group.

Hypothesis 7:   *There is no significant difference in the occupational stressors of Nigerian Prison Service Officers based on working experience*

Table 15:   Analysis of Variance (ANOVA) Showing the Occupational Stressors of Nigerian Prison Service Officers Based on Working Experience

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	3086.408	2	1543.20	14.59*	3.00	0.001
Within Groups	154860.166	1465	105.70			
Total	157946.574	1467				

*Significant, $p < 0.05$

Table 15 shows the calculated F-ratio of 14.59, a critical F-ratio of 3.00 and a p-value of 0.001. Since the calculated p-value of 0.001 is less than the alpha p-value at 0.05, the hypothesis was not accepted. Hence, there is a significant difference in the occupational stressors of Nigerian Prison Service officers based on working experience. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 15, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 16: Duncan's Multiple Range Test (DMRT) Showing the Occupational Stressors of Nigerian Prison Service Officers Based on Working Experience

Group	N	Means	Duncan Groupings	Working Experience
2	444	64.71	A	11 – 21 years
1	747	61.61	B	1 – 10 years
3	277	61.41	B	22 – 32 years

Table 16 shows the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 9. Group 2 (11 – 21 years) with a mean score of 64.71 differed significantly from Group 1 (1 – 10 years) with a mean score of 61.61 and Group 3 (22 – 32 years) with a mean score of 61.41. All the groups differed from one another. The result implies that respondents who have spent between 11 – 21 years working experience as a prison service officer experience more occupational stressors than the other groups.

Hypothesis 8:   *There is no significant difference in the coping strategies employed by Nigerian Prison Service Officers based on working experience*

Table 17: Analysis of Variance (ANOVA) Showing the Coping Strategies Employed by Nigerian Prison Service Officers Based on Working Experience

Source	SS	Df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	488.498	2	244.24	3.12*	3.00	0.04
Within Groups	114428.873	1465	78.10			
Total	114917.371	1467				

*Significant, $p < 0.05$

Table 17 shows the calculated F-ratio of 3.12, a critical F-ratio of 3.00 and a p-value of 0.04. Since the calculated p-value of 0.04 is less than the alpha p-value at 0.05, the hypothesis was rejected. Hence, there is a significant difference in the coping strategies employed by Nigerian Prison Service Officers based on working experience. In order to

determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 17, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 18: Duncan's Multiple Range Test (DMRT) Showing the Coping Strategies Employed by Nigerian Prison Service Officers Based on Working Experience

Group	N	Means	Duncan Groupings	Working Experience
2	444	57.01	A	11 – 21 years
3	277	56.35	B	22 – 32 years
1	747	55.69	B	1 – 10 years

Table 18 indicates the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 11. Group 2 (11 – 21 years) with a mean score of 57.01 differed significantly from Group 3 (22 – 32 years) with a mean score of 56.35 and Group 1 (1 – 10 years) with a mean score of 55.69. The result implies that respondents who have spent between 11 – 21 years working experience as a prison service officer cope more than the other groups.

Hypothesis 9: *There is no significant difference in the counselling needs of the Nigerian Prison Service Officers based on working experience*

Table 19: Analysis of Variance (ANOVA) Showing the Counselling Needs of the Nigerian Prison Service Officers Based on Working Experience

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	1775.806	2	887.90	7.13*	3.00	0.001
Within Groups	182333.123	1465	124.45			
Total	184108.929	1467				

*Significant, $p<0.05$

Table 19 shows the calculated F-ratio of 7.13, a critical F-ratio of 3.00 and a p-value of 0.001. Since the calculated p-value of 0.001 is less than the alpha p-value at 0.05, the hypothesis was rejected. Hence, there is a significant difference in the counselling needs of the Nigerian Prison Service Officers based on working experience. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 19, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 20:   Duncan's Multiple Range Test (DMRT) Showing the Counselling Needs of the Nigerian Prison Service Officers Based on Working Experience

Group	N	Means	Duncan Groupings	Working Experience
2	444	62.29	A	11 – 21 years
3	277	59.92	B	22 – 32 years
1	747	59.88	B	1 – 10 years

Table 20 shows the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 19. Group 2 (11 – 21 years) with a mean score of 62.29 differed significantly from Group 3 (22 – 32 years) with a mean score of 59.92 and Group 1 (1 – 10 years) with a mean score of 59.88. All the groups differed from one another. The result implies that respondents who have spent between 11 – 21 years working experience as a prison service officer need counselling more than the other groups.

Hypothesis 10: *There is no significant difference in the occupational stressors of Nigerian Prison Service Officers based on educational qualification*

Table 21: Analysis of Variance (ANOVA) Showing the Occupational Stressors of Nigerian Prison Service Officers *Based on* Educational Qualification

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	4436.397	3	1478.79	14.10*	2.60	0.00
Within Groups	153510.177	1464	104.85			
Total	157946.574	1467				

*Significant, p<0.05

Table 21 indicates the calculated F-ratio of 14.10, a critical F-ratio of 2.60 and a p-value of 0.00. Since the calculated p-value of 0.00 is less than the alpha p-value at 0.05, the hypothesis was rejected. Hence, there is a significant difference in the occupational stressors of Nigerian Prison Service officers *based on* educational qualification. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 21, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test. The results of the DMRT procedure are displayed in Table 22.

Table 22: Duncan's Multiple Range Test (DMRT) Showing the Occupational Stressors of Nigerian Prison Service Officers *Based on* Educational Qualification

Group	N	Means	Duncan Groupings	Educational Qualification
1	65.51	264	A	SSCE
4	63.77	213	B	M.Sc./M.Ed. & Above
3	62.12	562	C	B.Sc./B.Ed
2	60.55	429	D	NCE/HND

Table 22 shows the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 21. Group 1 (SSCE) with a mean score of 65.51 differed

significantly from Group 4 (M.Sc./M.Ed. & Above) with a mean score of 63.77; Group 3 (B.Sc./B.Ed.) with a mean score of 62.12 and Group 2 (NCE/HND) with a mean score of 60.55. All the groups differed from one another. All the groups differed from one another. The result implies that respondents who have only SSEC experience more occupational stressors than the other groups.

Hypothesis 11: *There is no significant difference in the coping strategies employed by Nigerian Prison Service Officers based on Educational Qualification*

Table 23: Analysis of Variance (ANOVA) Showing the Coping Strategies Employed by Nigerian Prison Service Officers *Based on* Educational Qualification

Source	SS	Df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	1364.879	3	454.96	5.86*	2.60	0.001
Within Groups	113552.492	1464	77.56			
Total	114917.371	1467				

*Significant, p<0.05

Table 23 shows the calculated F-ratio of 5.86, a critical F-ratio of 2.60 and a p-value of 0.001. Since the calculated p-value of 0.001 is less than the alpha p-value at 0.05, the hypothesis was rejected. Hence, there is a significant difference in the coping strategies employed by Nigerian Prison Service Officers b*ased on* educational qualification. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 23, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 24: Duncan's Multiple Range Test (DMRT) Showing the Coping Strategies Employed by Nigerian Prison Service Officers *Based on* Educational Qualification

Group	N	Means	Duncan Groupings	Educational Qualification
1	58.03	264	A	SSCE
2	56.15	429	B	NCE/HND
3	55.98	562	B	B.Sc./B.Ed
4	54.74	213	C	M.Sc./M.Ed. & Above

Table 24 indicates the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 23. Group 1 (SSCE) with a mean score of 58.03 differed significantly from Group 2 (NCE/HND) with a mean score of 56.15; Group 3 (B.Sc./B.Ed.) with a mean score of 55.98, and Group 4 (M.Sc./M.Ed. & Above) with a mean score of 54.74. All the groups differed from one another. The result implies that respondents who have only SSEC cope more than the other groups.

Hypothesis 12: *There is no significant difference in the counselling needs of the Nigerian Prison Service Officers based on Educational Qualification*

Table 25: Analysis of Variance (ANOVA) Showing the Counselling Needs of the Nigerian Prison Service Officers *based on* Educational Qualification

Source	SS	df	Mean Squares	Cal. F-ratio	Crit. F-ratio	p-value
Between Groups	3644.502	3	1214.83	9.85*	2.60	0.00
Within Groups	180464.427	1464	123.26			
Total	184108.929	1467				

*Significant, $p<0.05$

Table 25 shows the calculated F-ratio of 9.85, a critical F-ratio of 2.60 and a p-value of 0.001. Since the calculated p-value of 0.00 is less than the alpha p-value at 0.05, the

hypothesis was not accepted. Hence, there is a significant difference in the counselling needs of the Nigerian Prison Service Officers *based on* educational qualification. In order to determine the mean value(s) that led to the significant difference observed in the ANOVA results of Table 26, the Duncan Multiple Range Test (DMRT) was used as a post-hoc test.

Table 26: Duncan's Multiple Range Test (DMRT) Showing the Counselling Needs of the Nigerian Prison Service Officers *Based on* Educational Qualification

Group	N	Means	Duncan Groupings	Educational Qualification
1	264	62.03	A	SSCE
3	562	61.92	A	B.Sc./B.Ed.
4	213	59.81	B	M.Sc./M.Ed. & Above
2	429	58.44	C	NCE/HND

Table 26 indicates the DMRT indicating the direction of the significant difference noted in the ANOVA on Table 25. Group 1 (SSCE) with a mean score of 62.03 differed significantly from Group 3 (B.sc/B.Ed)with a mean score of 61.92.92, Group 4 (M.sc/M.Ed) with a mean score of 59.81 and Group 2 (NCE/HND) with a mean score of 58.44. All the groups differed from one another. The result implies that respondents who have only SSEC have a high counselling need than the other groups.

Summary of the Findings

The major goal of this study was to investigate occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. It was determined whether the variables of gender, working experience, marital status and educational qualification have influence on the occupational stressors, coping strategies and counseling needs of prison officers in Nigeria. The data collected were analyzed and presented in figure 2, 3, 4 and 5 (demographic data) and table 3, 4 and 5 for the ranking responses of the respondents.

Percentage distributions of respondent's gender, working experience, marital status and educational qualification were on table. Table 6-26 contained information on the summary of the mean scores, standard deviation, degree of freedom, t-value, f-value and p-value indicating whether or not there were significant differences in the variables tested. Both descriptive and inferential statistics were used for analyzing the data collected. Consequent upon the results of the analyses, the following major findings emanated.

- The occupational stressors of prison officers include: poor reward for hard work, unimproved salary or remuneration, poor promotion opportunities, Overcrowding, jail break/riot by inmates, public misconception of prison work, and constant state of alertness (hyper-vigilance).

- The coping strategies employed by prison officers in Nigeria were effective planning of my activities, praying to God on every issue, clarifying my work schedule, creating a positive picture about my job, engaging in physical activities, talking to a friend, interacting freely with other colleagues, listening to inspirational talks.

- The counselling needs of prison officers in Nigeria were use periodic training of counselling in self defense, improve my competency, help inmates adjust to prison environment, feel happy, manage marital stress, overcome anxiety, indentify stressful situation on time.

Of the twelve null hypotheses postulated and tested in the study, two of the hypotheses were acceptance while ten were rejected. The result of the findings from the tested hypotheses are as follows:

❖ There was a significant difference in the occupational stressors of Nigerian Prison Service officers on the basis of gender.

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❖ There was no significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of gender.

❖ There was no significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of gender.

❖ There was a significant difference in the occupational stressors by Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

❖ There was a significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

❖ There was a significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Preamble

The main focus of this research was to investigate occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. The study also investigated the influence of gender, marital status, working experience and educational qualification status on the research variables. A total of 1468 respondents participated in the study, three research questions were answered and twelve null hypotheses were formulated and tested at 0.05 alpha level of significance. The results were presented in chapter four. The discussion of the findings, conclusion, recommendations, implications and limitations of the study are contained in this chapter.

Discussion of findings

The result obtained from the descriptive analysis of the demographic characteristics of the respondents indicated that more males 841(57.3%) participated in the study than the females 627 (42.7%). The reason for this could be that women by their nature might not be able to face prison challenges like men due to the nature of strength involved in the job, family and domestic responsibilities. By nature of any military or para-military organizations, men are highly preferred because of their masculine nature. Physical strength and a willingness to use force when required are emphasised and valued, with essential skills for doing the job assumed to be masculine (Griffin, Armstrong & Hepburn 2005). Yet, a study conducted by Lambert (2007), suggested men were more prone to believe they do a very stressful and treacherous job. Keeping this point in view, the present study was conducted to know about the role or impact of stress in male as well as female prison officers in Nigeria.

On the distribution of respondents by marital status the findings revealed that 1104 (75.2%) were married, 316 (21.5%) single while 48 (3.3%) were divorced/separated (there were grouped as one group in the study) . From the distribution, most of the prison officers married are either raising children or involved in one responsibility or the other. Work- family conflicts impede prison officer's ability to perform his or her job very due family commitment and challenges. In support of the above, Obidoa, (2011) contended that prison officers find it difficult to handle both family and work demands due to significant impact depressive symptoms and stress.

On the distribution of respondents by working experience, data analyzed revealed that a total of 747 (50.9%) of the respondents were between 1-10 years of working experience, 444 (30.2%) of the respondents were between 11-21 years of working experience and 277 (18.9%) of the respondents were 22-32 years of working experience. Selections based on working experience were determined in an interval of 10 years. Majority of the respondents that participated in the study were between the ages of 1-10 years of working experience. Most prison officers at this length of years in service are in active working class category. Some studies have suggested that more experienced correctional officers have greater levels of stress, while others suggest that newer officers report experiences of less work-related stress. Armstrong and Griffin (2004) conducted a study comparing experiences of stress among prison officers and treatment personnel. In their study, working experience was found to be one of only variable influencing stress. Prison officers within 1-10 years working experience are mainly on the field that is, prison yards, prison farms and satellite prisons

Furthermore, the data analyzed revealed that 264 (18%) had SSCE, 429 (29.2%) had NCE/HND, 562 (38.3%) B.SC/ B.ED and 213 (14.5%) M.SC/M.ED and above. This implies

that prison officers have personnel that are well educated. Research has found some relationship between educational levels and occupational stress experienced by prison officers (Morgan, 2002). Some studies have found that prison officers with higher educational levels experience lower levels of job dissatisfaction resulting in lower levels of work-related stress (Morgan, Van Haveren, & Pearson, 2002). It has been suggested that individuals with greater levels of academic achievement experience greater levels of personal achievement that often translates to higher levels of job satisfaction (Morgan et al., 2002). These variables have been positively associated with lower levels of stress among prison officers (Lambert, 2004).

The rank order of the occupational stressors of prison officers in Nigeria revealed that prison officers experience stress. The most prevalent stressors of prison officers are poor reward for hard work. This result is not surprising because prison job is regarded as one of the most relegated in the criminal justice. According to Tolbert, Davenport, Friedman, Haghighi and Schwank, (2000), Prison officers have often cited disregard, compensation, poor motivational mechanism and low pay as a source of their stress. One of the main reasons cited as to why prison officers leave their jobs with the prison system was poor reward and inadequate salary levels. The second source of stress or stressor is unimproved salary or remuneration by prison officers. Brodsky, Cheek and Miller (1982) supported this and observed that an additional stressor reported by prison officers is low pay. A study of Israeli prison officers found a direct relationship between dissatisfaction with one's salary and stress level.

A poor promotion opportunity is the next stressor in order of importance to prison officers. Here prison officers are not promoted when they are due for promotion as result of organizational bureaucracy. In support of this, Brower (2013) opined that the ultimate

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responsibility of prison administrator is in building trust among staff. The link between prison officers' stress and poor promotional opportunity is particularly relevant given the economic implication of promotion which aid job satisfaction. In line of the above, the fiscal pressures placed on prison administrator have a ripple effect on prison officers as inadequate training, poor promotional modality, shift assignment and poor supervision/ leadership are sources of stress to prison officers in Nigeria.

Another stressor of prison officers is overcrowding. Overcrowding has posed a very big challenge to prison officers. The stressor placed on prison officers by inmates are exacerbated by increasing prison population and overcrowding (Hassl, 2001 & Swaneson, 2008). In support of the findings of this study, Martin, Lichtenstein, Jenkot and Forde (2012) found out that prison officers' respondents indicated that overcrowding led to stress, problems with safety, increased violence and impaired job performance. Further, prison officers' at the most crowded prisons reported the highest levels of stress and fear of inmates as their major stressor (Martin, 2012).

It was evident from the findings too that jail break/riot pose a big threat to prison officers. Prison officers experience unexpected attacks during the course of duty by prisoners who may be expressing their emotional energy (Light, 1991). Studies show that some assaults, which depress officers, include use of trivial weapons, such as urine, feces, food, needles and water (Light, 1991 & Stephan, 2008). Prison officers' face a number of stressors that are directly tied to the inmates they supervise. Perhaps the most serious of these stressors involves the threat of violence or injury that inmates can pose for prison officers (Konda, 2012). A study by the National Institute of Justice (2007) found that inmate to staff violence results in 2,000 prison officers' injuries annually. Moreover, data from the Bureau of Labour Statistics

indicated that, from 1999 to 2013, there were 1113 occupational fatalities among prison officers. A number of studies have demonstrated that the fear of inmate violence constitutes a powerful stressor for prison officers (e.g., Finn, 2000; Kauffman, 1988; Martinez, 1997).

The findings also indicated that public misconception of prison officers is a stressor. According to Crawley (2006) prison officers experience poor status in the society and are often frustrated by management issues and continuous policy changes. There are a host of personality-related attributes that can produce stress among prison officers. However, these attributes are individualized, in that they may produce stress for one prison officers but not for another. The community and the media usually hold a negative image of prison officers, who are portrayed as either intellectually limited or as aggressive individuals who abuse inmates (Brodsky, 1982; Cheek & Miller, 1982).

It was found that prison officers maintain constant state of alertness (hyper-vigilance). The physicality of the job, which includes carrying equipment and prolonged exposure to walking/standing on concrete, also places stress on prison officers and can lead to chronic neck, back and knee injuries (Brower, 2013). The inmate behaviours officers encounter on a daily basis require an officer to display a high level of hyper-vigilance, boundary setting and self-control. The constant state of alertness can be taxing both physically and psychologically. Nevertheless all the twenty items had mean scores above the mid-point of 2.50 which indicated that respondents attested to the items as being their occupational stressors. These are in support of Brower (2013) and Suleiman (2011) findings that these items are sources of stress. The reason for this response may be as a result the various challenges mentioned in the study.

The result of the rank order of coping strategies employed by prison officers in Nigeria revealed that their coping strategies were many. However, the topmost were effective planning of activities, praying to God, clarifying work schedule, creating a positive picture about job, engaging in physical activities, talking to a friend, interacting freely with other colleagues, listening to inspirational talks etc. This is in support of Oniye (2000) who opined that the use of anti-depressive behaviour is one of the coping strategies employed by individuals. Some of these behaviours are: talking to friends, listening to music, watching television, thinking over a problem, reading anything that comes handy, drinking alcohol, engaging in sporting activities, going for a walk, sleeping it off, crying and sitting alone.

He explained that, some of these anti-depressive behaviours such as eating, crying and being upset are not very helpful while the moderately helpful ones may include, exercising, thinking (i.e. reasoning about one's problems) and discussing with friends. In line with findings of this study, Department of Corrective Service (2010) however stated that prison officers cope with work stress by engaging themselves with exercise, enough sleep, relaxation and involvement in religious activities. According to Crawley (2004), prison officers cope with work stress by taking drugs and alcohol which he affirmed as rampant among officers that were used to suppress stress. Eleven out of the twenty generated items had the mean scores that are above mid-point score of 2.50. These findings support Lazarus and Folkman's (1994) view that coping is not just a fixed set of strategies that has to be used whenever needed but depends on the situations being faced. The findings is also in line with the finding of Adeoye (1992) who noted that coping behaviours are actions taken to deal with the stressors which include cognitive restructuring, tension reduction, problem-solving and stress

monitoring among others. Prison officers needs counselling to avoid having poor self-esteem, they need also some assertiveness and social skills techniques to avoid negative self-esteem.

To choose a good way of managing stress that will suits their job was another area of counselling need as revealed by the study. The negative effects of stressors are broad. If left unaddressed, the health and functioning of the workforce is likely to be less than optimal, or worse. The major role of counselling in the prison services is to identify the needs of prison officers and prisoners so as to apply the necessary professional assistance in addressing these needs. Counselling needs of any organization can be categorized into four major objectives, first to create a comfortable work environment in the organization, to increase employee performance and to establish the practice of moral values in organizations. Second, provide an effective service to clients who had problems with it that the organization will want to return to normal. Thirdly is to help organizations more systematically and to provide quality services to consumers. Fourth is to assist the management in human development and the development of effective and innovative career (Chandrasekar, 2011). The use of psychological tests such as Vocational Interest Inventory (VII), Occupational Interest Scale (CIS) Career Decision Self-Efficacy Scale (CDSES) and others can be of great help to the prison officers .This finding is supported by Onota (2002) who reported that counselling points out the pathway to progress, clears the clouds, position the client to make the right occupational choice and take the decisions regarding his/her psycho-social problems.

The result of the rank order of counseling needs of prison officers in Nigeria revealed that all the respondents needed counselling. However, the counselling needs of prison officers in Nigeria include: use periodic training of counselling in self defense, improve my competency, help inmates adjust to prison environment, feel happy, manage marital stress,

overcome anxiety, indentify stressful situation on time. The findings revealed that the twenty items generated on counselling needs all had a mean score above 2.50 which were the cut-off point to determine the areas of counselling needs. The topmost were use periodic training of counselling in self defense, improve competency, feel happy, help inmates adjust to prison environment, manage marital stress and overcome anxiety. Each and every situation in the prison settings demands that the person concerned should be able to effectively perform in accordance with some guiding principles and should be able to strike a balance among various sources of stress or occupational stressors. In support of the findings of this study also according to the Department of Correction Services (2016) Prison Counselling Service provides individual counselling sessions for staff and prisoners who are having trouble coping in prison. The outcomes of counselling to prison officers were to improved job satisfaction, higher morale, lower levels of tension and stress.

Twelve null hypotheses were generated and tested in the study; two of the null hypotheses were accepted while ten were not accepted at 0.05% level of significance.

Hypothesis one which stated that there is no significant difference in the occupational stressors of Nigerian Prison Service officers based on gender was reected. Prisons have been seen as male dominated environments in which physical strength and a willingness to use force when required are emphasised and valued, with essential skills for doing the job assumed to be masculine (Griffin, Armstrong & Hepburn 2005. According to Berhahl and Moore (2006) opined that a person may be more likely to experience stressors because of their gender. In line with the finding of this study means that both male and female respond differently to occupational stressors. However males' prison officers' occupational stressor were higher than that of the females, it depicts that the former had more occupational stressors

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than the latter. In support of the findings of this study, Morgan (2009) found that prison officer's gender was one of the most significant predictors of occupational stress of prison officers. According to Morgan, male officers are more stressed due multiple task and ambiguity in assigning roles; they are also more likely than their female counterparts to identify supervisors as a cause of work stress to them. Also in support of this finding Michelle (2015) found significant differences between males and females concerning their reactions to stress and a noticeable thing were that more males experienced higher levels of depression, frustration, and anxiety than their female counterparts when reacting to stress. However, Xanthakis (2009) negates the finding of this study that there was no evidence to support there being a significant difference between males and females in their reported levels of stress and burnout. According to Cheeseman, Downey, & Goodlin, (2011) gender has been seen and identified as an influential factor in work-related stress among prison officers

The result obtained on hypothesis two indicated that there is no significant difference in the coping strategies employed by the Nigerian Prison Service officers based on gender. This means that male and female prison officers adopted similar method to cope with occupational stressors. In support of the findings of this, Woodhead (2014) opined that males would engage in different coping activities and that they are less likely to seek social support compare to female. This implies that male's prison officers cope better than the female's officers. Felsten's (1998) study had earlier found out that avoidance coping was associated with higher stress ratings among men. The study inferred that women found it difficult to cope with work and family life. Men are also more likely than women to consume high levels of alcohol as a means of coping (Finney, Moos, & Brennan, 1999).

Hypothesis three was also accepted; the result revealed that there was no significant difference in the counselling needs of the Nigerian Prison Service officers based on gender. This implies that both male and female have similar counselling needs. The major role of counselling in the prison services is to identify the needs of prisoners and officers so as to apply the necessary professional assistance in addressing these needs. In support of this, Dale (2006) opined that needs pertain to an internal stimulus of genetic origin, a source of motivation directed at the survival and development of the human persons. The findings of Xanthakis (2009) negates the finding of present because the former found that female prison officers scored higher on positive attitudes towards workplace counselling than male officers.

Hypothesis four revealed that there is a significant difference in the occupational stressors by Nigerian Prison Service officers based on marital status, therefore hypothesis four was not accepted. Work and family conflict over the years have been found to impact marital families in diverse form. Families with young wards who need utmost care are forced to either drop their children with neighbours or put them in day care centres without concentration in place of work. This means that respondents react differently to occupational stressor based on marital status. The result of this study lend credence to the finding of Obidoa (2011) who asserted that work- family conflict can impede a prison officer's ability to perform his or her job because the officer may not be able to handle both family and work demands and if possible it may led to stress.

The findings of this study revealed that there was a significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of marital status. This hypothesis five was not accepted. The result implies that prison officers who are married cope less with occupational stressors than the singles and divorced/separated to other respondents.

In general, when personality characteristics, personal relationship and situational parameters come together to produce a robust coping style, individuals tend to exhibit the following characteristics. They tend to have more self-confidence; they tend to perceive that they have more control over stressful situations; they tend to be more persistent and assertive; and they tend to be more likely to expect success in coping (Michelle, 2015). In view of the above, married, single, divorced/separated may device any means of coping provided it does not conflict with their schedules.

Furthermore, the result of the study showed that there was a significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of marital status hence, hypothesis six was rejected. This means that prison officers have different counselling needs based on marital status. Findings revealed that respondents who have faced kinds of challenges posed by inmates, the organization, staff and the public may contribute to the need for counselling differently as noted in the study. This implies that prison officers who are married have a different point of view with regards to counselling needs from other groups. The submission Dada (2007) as in support of this study that examined counselling needs of Institutionalized African refugees in Nigeria, it was revealed that those who were married had the need for communication, take care of their loved ones and children and other categories of counselling needs. Among the series of their needs, communication problems, the need to get assistance on how to contact family members and relations through telephone was the highest concern of the refugees. In line with the findings of this study mental health, educational, economic, informational, psycho-social needs were the counselling of prison officers in Nigeria. The study further revealed that 846(32.17%) respondents expressed the need for counselling on occupational adjustment, 764(11.57%) expressed their desire for

counselling on emotional needs while 506(7.47%) needed counselling on educational problems. Therefore it appears that mental health, educational, psycho-social, economic and informational needs of prison officers vary based on the marital status. This may be as a result of the variations in their needs. Some maybe educational, such as use periodic training of counselling in self defense, improvement on work competency through workshops and seminars while some maybe mental health needs such as overcoming anxiety and managing depression while some maybe economic needs such as managing of one remuneration and adjust to unpaid overtime and arrears.

The result obtained on hypothesis seven indicated there as a significant difference in the occupational stressors by Nigerian Prison Service officers on the basis of working experience. This means prison officers working experience and tenure have significant difference among prison officers. The result of this study implies that respondents who have spent between 11 – 21 years working experience as a prison service officer experience more occupational stressors than the other groups. In support of this study, Morgan, Van and Pearson (2002) carried out a study on working experience, tenure in office as predictor of occupational stress. The findings of Morgan, Van and Pearson (2002) revealed that, the more experienced prison officers have, the greater levels of stress, while others suggest that newer officers report experiences of less work-related stress which is line with this present study. In the same vein, Armstrong and Griffin (2004) conducted a study comparing experiences of stress among prison officers and treatment personnel. In the study, working experience and tenure was found to be the variables influencing stress among prison officers. In credence to this study, it corroborates with Auerbach, Quick, and Pegg (2003) who also noted that

negative working experiences, poor relationship between prison officers the longer they stay to work impact occupational stressors

The findings of this study also indicated that there was a significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of working experience. Therefore hypothesis eight was rejected. This means prison officers working experience and tenure have significant difference among prison officers. The result of this study implies that respondents who have spent between 11 – 21 years in the service cope better than the other groups. In line with the above, prison officers employ various means of strategies in coping with occupational stressors. Coping in this context of this research is not fixed, respondents cope differently. This finding corroborates with Auerbach, Quick, and Pegg (2003) who investigated coping needs of correctional personnel. From their findings, individuals working in these settings for longer periods of times reported lower levels of stress symptoms than their counterparts. Years in job, work stress, uncontrollability perception, negative effect, and lack of positive effect, and finally higher emotion-focused coping were found to be significantly associated with the depressive symptoms of prison officers.

Hypothesis nine was rejected; there was a significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of working experience. The result implies that respondents who have spent between 11 – 21 years in the service need counselling more than the other groups. In line with the findings of this study, counselling is an important part of everyday life. According to Gladding (2004), formal counselling is administered by a professional counsellor or trained practitioners for those in need of counselling, whilst informal counselling is administered by non-professional counsellors like

one's parents to bring about effective change or enhance people's wellbeing. Counselling is the process that occurs when a client and counsellor set aside time in order to explore difficulties which may include the stressful or emotional feelings of the client (Tenibiaje (2006). It is also the act of helping the client to see things more clearly, possibly from a different view-point that enable client to focus on feelings, experiences or behaviour, with a goal to facilitating positive change. Counselling is a relationship between two people where one person attempts to assist the other to organise himself better to attain a form of happiness by adjusting to the situation (Tenibiaje, 2010). The relationship between the counsellor and the client helps to facilitate open discussion for support.

Hypothesis ten which stated that there was no significant difference in the occupational stressors by Nigerian Prison Service officers on the basis of educational qualification was rejected. The result reveals that (264) 18% of the respondents had senior secondary school leaving certificate, (424) 29.2% respondents with National Certificate on Education (NCE)/Higher national diploma (HND), (562) 38.3% with Bachelor of science, Arts and Education (B.Sc/B.A/B.Ed) and (213) 14.5% with Masters in Science, Arts and Education. This was subjected to Duncan's Multiple Range Test showing that respondents who have only SSEC experience more occupational stressors than the other groups and this led to the significant difference. The findings of this study is in line with the submission of , Morgan, Van & Pearson, (2002) who carried out a research on relationship between educational qualifications and occupational stress experienced by prison officers and the study found that prison officers with higher educational qualifications experienced lower levels of job dissatisfaction resulting in lower levels of work-related stress. It also finds out that individual with greater levels of academic achievement experienced greater levels of personal

achievement that often translates to higher levels of job satisfaction (Morgan et al., 2002). The finding also agrees with the submission of Lambert (2008) who asserted that Educational achievement enhances sense of achievement and sense of achievement is positively correlated with lower levels of stress and translates into higher levels of job satisfaction.

Hypothesis eleven which states that there is no significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of educational qualification was rejected. This implies that educational qualification has a significant influence on the coping strategies employed to manage occupational stressors. To support the finding of this study, Pierce, Sarson and Sarason (1996) opined that individual's knowledge of coping style are reflected in how they habitually construe and manage complex situations in vast knowledge acquisitions. When personality characteristics, personal relationships and educational parameters come together to produce a robust coping style, individuals tend to exhibit the following characteristics. They tend to have more self-confidence, perceive they have more control over stress situations; they tend to more persistent and assertive; and they tend to be more likely to expect success.

Hypothesis twelve which states that there is no significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of educational qualification was also rejected. This means that the counseling needs of prison officers on the basis of educational qualification were different. This study finds out that those who needed counselling the most were respondents with Senior School Certificate Education (SSCE). Counselling is a relationship between two people where one person attempts to assist the other to organize himself better to attain a form of happiness by adjusting to the situation (Tenibiaje, 2010). The relationship between the counsellor and the client helps to openly

discuss the problem faced by the client. This helps to increase the skills, courage and self-confidence in the client and creates a new behaviour in the client. Ipaye's (2004) study pointed out that education achievement for prison officers and inmates is important because it increases literacy, vocational knowledge, boast competency, expand thinking /thought pattern to address work place challenges. Counselling provide education, individual and group counselling to officers. It helps in teaching staff and prisoners new skills and rules about the facilities available and help them adjust to life behind bars. The need for counselling might provide individual assistance on issues such as depression, stress or substance abuse. They also often lead counselling and educational groups in areas like problem solving, anger issues, stress management and occasionally intervene in crises (Miller,2017).

Conclusion

Based on the findings reported in the previous chapter and discussion, the following major conclusions are drawn:

Prison officers in Nigerian prison service are faced with various challenges as a result of the work they do. The stressors identified in the study are as follows: The most revealed stressors of prison officers are poor reward for hard work, unimproved salary or remuneration, poor promotion opportunities, Overcrowding, jail break/riot by inmates, public misconception of prison work, constant state of alertness (hyper-vigilance), unfair work assignment, prolonged work activities, media reports/depiction of the profession, conflicting instruction, ineffective communication, pressured to work overtime, gang activities of inmates, ambiguity in the nature of work (rehabilitation & punishment), fear of contracting communicable diseases while on duty, emotional trauma involved in my job, work-family conflict, threat to life by inmates and closed work environment which lowered my self-esteem and confidence.

The major coping strategies employed by prison officers are praying to God on every issue, clarifying my work schedule, creating a positive picture about my job, engaging in physical activities, talking to a friend, interacting freely with other colleagues, listening to inspirational talks and among others.

The major counselling needs of prison officers in Nigerian prison service were The counselling needs of prison officers in Nigeria that include the use of periodic training of counselling in self defense, improve my competency, help inmates adjust to prison environment, feel happy, manage marital stress, overcome anxiety, indentify stressful situation on time. On the hypotheses formulated for the study, it was revealed that:

1. There was a significant difference in the occupational stressors of Nigerian Prison Service officers based on gender, no significant difference in the coping strategies employed by the Nigerian Prison Service officers and counselling needs of the Nigerian Prison Service officers based on gender.

2. There was a significant difference in the occupational stressors by Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

3. There was a significant difference in the coping strategies employed by the Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

4. There was a significant difference in the counselling needs of the Nigerian Prison Service officers on the basis of marital status, working experience and educational qualification.

Implications for Counselling

Stress in work place is inevitable but excessiveness of it is what is bad. The result of this study revealed that prison officers have many sources /occupational stressors in order of magnitude and there is a need for coping strategies and counselling needs. Buoyed by the realization of this fact, stressed individuals need help in handling their stressors in order to cope effectively with work and attain a satisfaction. To achieve this exigent but necessary task, they need the help of helping professionals such as counsellors to cope effectively and efficiently to their situation.

Counsellors, on the other hand, need to provide the needed professional service that will be aimed at helping individuals to manage their stressors and cope better. Therefore, counsellors are expected to use different counselling interventions strategies that are appropriate in handling occupational-related stressors such as inmates gang activities, jail break, work overload, public negative perceptions of officers, poor pay and remuneration, anxiety, depression and complicated stress reactions for different categories of stressful activities applicable to prison officers. The use of counselling and Employee Assistant Programme services for a wide range of problems vary with each organization. Some are specifically related to the identity and idiosyncrasies of a particular organization. For a comprehensive guide to the sort of problems that may present themselves through an EAP. Andrew Coyle (2002) has exemplified the need for improvement in staff working conditions and their remuneration. According to him, prison staff works in an isolated environment and this can make them inflexible. The staff needs to be open to accept prisoners without biases and be sensitive to changes in the broader society from where prisoners come and go back.

Counsellors in collaboration with Non-governmental organization (NGO'S) need to organize sensitization programmes and focused group discussion and occupational stress coaching to help stressful situations of prison officers. The greatest day-to-day challenges of prison officers is inmates assaults, long standing on a duty that stretched for many hours, always vigilant and alert. Counsellors could help prison officers to overcome this challenges by encouraging them to engage in meaningful activities that will help them cope well.

Counsellors need to look at the financial challenges, educational needs of prison officers and children, mental health needs, economic and informational needs of prison officers. Counselling is fully made available for inmates, activities are created to reform, rehabilitate and reintegrate inmates but officers are not fully integrated. One of the major challenge of prison officer is they are not allowed for self-disclosure since the job is more of regimented and obey the last command driven profession, officers kept to themselves their worries, burdens, concerned which meeting a counsellor will help in resolving or meeting the needs of the client. The role of counselling in prison and for prison officers cannot be over-emphasized as the need for counselling is so germane and onerous. Counselling help in self-disclosure stand as intermediary between the staff and management without laying claim to one person as the originator of such moves or plan. Counsellors stand in gap for prison officers to channel their needs and worries adequately and properly.

There is need for counsellors to look at various needs of different group of prison officers and provide needed support based on the area of specialty in the service. For instance the findings of this study revealed how variables of marital status, years of working experience and educational qualification influence occupational stressors, coping strategies

and counselling needs of prison officers in Nigeria. The implication of this is that counsellors need to create several focused groups that will cater for the different needs of prison officers. Counsellors in Nigeria should start thinking of providing a solution focused intervention strategies that will help meet their needs. Prison officer with ill health, depressed, traumatized, injured and assaulted or those that need counselling on occupational issues such as family-work conflict, placement, deployment and transfer could be provided with adequate professional counselling and referral supports to meet their health needs, family needs, educational or occupational needs, mental health needs and the need for information as revealed in this study.

Prison education and career counselling should be included or infused in counsellor training curriculum and school as it is done in security, road safety and child labour and human trafficking for intending career seekers to know the nitty-gritty of what profession about to enter.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Prison officers should be exposed to occupational/career counselling to help them adjust to workplace challenges and stressors. Officers should be educated on the adverse effects of stress as a result of poor adjustment. To achieve this occupational/career/workplace counselling could make a compulsory component of any counselling programme. This will help trainee counsellors acquire requisite skills of occupational stressor since stress is inevitable.

2. Counselling services should not be restricted to prisoners alone, counselling units should be established in all the prisons where staff would have access to counselling

on daily basis on issues of emotional, social, psychological, health and financial adjustment.

3. Services of Professional Counselling should be made available in the application of services such mental health, psycho-social through cognitive, affective, behavioural or systemic intervention strategies to wellness, personal growth, or career development.

4. Conferences and workshops should be organized where both supervisors and prison officers have quality time to discuss the problems that emanate from work and thus causes stress among prison officers, receive training on the best practices in the management of inmates and other related areas of the job. This might motivate and promote a sense of willingness to work.

5. The background characteristics of prison officers should be considered by the counselling units at the prisons in the designing of the counselling programmes. In other words, different counselling programmes should be designed for particular gender or age group of prison officers. This would help to improve the effectiveness and responsiveness of prison officers.

6. The findings of the study revealed that respondents on sources of stress based on gender differ significantly while genders do not differ in their coping strategies and counselling needs. It is therefore recommended that counsellors should implore specific counselling interventions for handling male and female since their sources of stress are different.

7. The findings of the study also revealed that respondents of different working experience, marital status and educational qualification differ significantly in their occupational stressors, coping strategies and counselling needs. Therefore, counsellors

need to provide prison officers training on ways of identifying occupational stressors, adequate coping strategies and counselling needs that best attend to the immediate needs based on working experiences, marital status and educational qualifications.

Limitations of the study

This study investigated occupational stressors, coping strategies and counselling needs of prison officers in Nigeria. It was difficult for the researcher to have access to the prison officer despite the official permission. Investigating prison officers is cumbersome as the system and protocol to follow are very tedious and hectic. The researcher and assistants were not given the privilege to enter the prison yard to see officers, rather the questionnaires were collected on their behalf, administer to officers on the field through the head of prison research, those who filled the questionnaires might not be ascertained. Also the study covered six commands drawn from the six geopolitical zones in Nigeria that have higher population and staff strength of prison officers. Another limitation was that some command staff disposition for the year 2015 was not available as at when the information was requested for which the researcher felt could affect the total population and sample to be drawn.

Also the study employed descriptive survey method with a major purpose of identifying occupational stressors of prison officers in Nigeria, their coping strategies and counselling needs. Therefore, the study did not establish any relationship between occupational stressors of respondents and coping strategies as well as between counselling needs. Thus, percentages, rank order, t-test and Analysis of Variance (ANOVA) statistical methods were employed to test the hypotheses formulated. Hence the relationships between the variables were not established. In spite of the limitations, the study still has the same

credit to itself because the findings were valid as the limitations did not adversely affect the results of the analyses.

Suggestions for Further Studies

On the basis of the findings as well as scope and limitations of the study, it is suggested that;

- ❖ The study could be replicated among prison officers in Nigeria to confirm, modify or reject these current findings

- ❖ Further study could increase the number of states that were not captured in this study to ensure wide coverage of respondents in the country

- ❖ Similar research could be carried out among police officers, immigration officers, Road safety corps and custom officer in Nigeria.

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UNIVERSITY OF ILORIN

FACULTY OF EDUCATION

DEPARTMENT OF COUNSELLOR EDUCATION

OCCUPATIONAL STRESSORS, COPING STRATEGIES AND COUNSELLING

NEEDS QUESTIONNAIRE (OSCSCNQ)

Dear Respondent,

This questionnaire is designed to collect data on occupational stressors, coping strategies and counselling needs of Prison Officers in Nigeria. The information supplied would be used solely for research purpose and treated with utmost confidentiality. Kindly give your honest response to each of the items provided.

Thank you.

Section A: Demographic Data

Instruction: Kindly put a tick (✓) in the appropriate space to indicate your response

Gender: Male (   ); Female (   ).

Working Experience: 1- 10 years (   ); 11-20years (   );21-30years (   ).

Marital Status: Married (   ); Single (   ); Divorced /Separated (   )

Educational Qualification: SSCE ( ); NCE/HND ( );B.SC/B.ED( ); M.SC/M.ED and above

Section B: Occupational Stressors of Prison Officers

Instruction: The following is a list of statements regarding Occupational stressors of prison officers in Nigeria: Please respond to the items by putting a tick (✓) in the columns that indicate your responses.

Key

SA   =   Strongly Agree   A   =   Agree

D   =   Disagree   SD   =   Strongly Disagree

S/N	As a prison officer, I consider the following as occupational stressors :	SA	A	D	SD
A	**Inmate – Related Stressors**				
1	threat to life by inmates				
2	overcrowding of inmates				
3	fear of exposure to communicable diseases while on duty				
4.	gang activities of inmates				
5.	jail break/riot by inmates				
B	**Occupational stressors**				
6	closed work environment which lowered my self-esteem and confidence				
7	prolonged work activities				
8	constant state of alertness (hyper- vigilance)				
9	poor reward for hard work				
10	ambiguity in the nature of work (rehabilitation & punishment)				
C	**Organizational/Administrative Stressors**				
11	conflicting instruction				
12	poor promotion opportunities				
13	unfair work assignment				
14	pressured to work over-time				
15	unimproved salary or remuneration				
D	**Psycho- Social stressors**				
16	work-family conflict				
17	ineffective communication				
18.	media reports/depiction of the profession				
19.	emotional trauma involved in my job				
20.	public misconception of prison job				

Section C: Coping Strategies Employed by Prison Officers

Please answer each statement by putting a tick ($\checkmark$) in the columns you consider most applicable to your statement using the format

/N	As a prison officer I normally cope with work stressors through:	SA	A	D	SD
1	effective planning of my activities				
2	clarifying my work schedule				
3	talking to a friend				
4.	engaging in physical activities.				
5.	drinking alcohol				
6	engaging in humorous activities				
7	joining social clubs				
8	creating a positive picture about my job				
9	praying to God on every issue				
10	having adequate rest.				
11	getting emotional support from families and friends				
12	listening to inspirational talks				
13	interacting freely with other colleagues				
14	apologizing for my mistakes.				
15	ignoring things that are less important.				
16	accepting reality of my job				
17	being friendly with inmates				
18.	Self motivation				
19.	making new friends				
20.	developing positive attitude towards work				

Section D: Counselling Needs of Prison Officers

Instruction: please put a tick (✔)in the column to indicate your reaction to the items below:

S/N	As a prison officer, I need counselling to:	SA	A	D	SD
1	manage my salary and remuneration				
2	adjust to unpaid overtime claims				
3	to cope with non-payment of hazard allowance				
4	adjust to unpaid claims as a result of injuries				
5	overcome traumatic situations				
6	overcome anxiety				
7	manage depression				
8	overcome alcoholic dependence				
9	overcome self-harm and suicidal attempt				
10	improve my competency				
11	adjust to prison congestions				
12	use periodic training of counselling in self defense				
13	feel happy				
14	help my family challenges				
15	get more information on true nature of what my job entails				
16	indentify stressful situation on time				
17	manage marital stress				
18	cope with the depiction of the profession				
19	understand inmates demands				
20	help inmates adjust to prison environment				

Thanks for your Co-operation.

Required Sample Size[†]

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

UNIVERSITY OF ILORIN, ILORIN, NIGERIA
UNIVERSITY ETHICAL REVIEW COMMITTEE

Vice-Chancellor: Prof. A.G. Ambali
DVM (ABU), M.V. Sc., Ph.D (Liverpool, UK),
MVCN, MCVSN, MNVMA, FCVSN
Registrar: Mr. E.D. Obafemi
B.A (Hons), Cert. Public Information (Kaduna),
MNIPR

Our Ref: UIL/UERC/05/68OJ005

Date: 8ᵗʰ June, 2017

Protocol Identification Code: UERC/EDU/156
UERC Approval Number: UERC/ASN/2017/876

OCCUPATIONAL STRESSORS, COPING STRATEGIES AND COUNCELLING NEEDS OF PRISON OFFICERS IN NIGERIA

Name of Applicant/Principal Investigator: OTARU, Bernard Meshach
Address of Applicant: Department of Counsellor Education,
Faculty of Education,
University of Ilorin, Ilorin.

Type of Review: Full Committee Review
Date of Approval: 08/06/2017
Notice of Full Committee Approval

I am pleased to inform you that the research described in the submitted proposal has been reviewed by the University Ethical Review Committee (UERC) and given full Committee approval.

This approval dates from 08/06/2017 to 07/06/2020, and there should be no participant accrual or any activity related to this research to be conducted outside these dates.

You are requested to inform the committee at the commencement of the research to enable it appoints its representative who will ensure compliance with the approved protocol. If there is any delay in starting the research, please inform the UERC so that the dates of approval can be adjusted accordingly.

The UERC requires you to comply with all institutional guidelines and regulations and ensure that all adverse events are reported promptly to the UERC. No charges are allowed in the research without prior approval by the UERC. Please note that the UERC reserves the right to conduct monitoring/oversight visit to your research site without prior notification.

Thank You.

Ismaila Isah
For: University Ethical Review Committee

"....if it's not ethical, it's not scientific, if it's not scientific it's not ethical"

UNIVERSITY OF ILORIN, ILORIN, NIGERIA
Department of Counsellor Education

OFFICE OF THE HEAD OF DEPARTMENT
DR. L. A. YAHAYA
(Head of Department)

P.M.B. 1515
Cables & Telegrams: UNILORIN
Telex: 33141 UNILORIN, NG
Phone: 031-221691-4 Ext 507

Our Ref: UIL/CED/142

Date: 9th November, 2015

The Comptroller General,
Nigerian Prison Service,
National Headquarters,
Abuja.
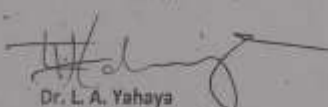
Dear Sir,

COLLECTION OF DATA FOR PH.D THESIS

The bearer, OTARU, Bernard Meshach is a Ph.D. student of the Department of Counsellor Education, Faculty of Education, University of Ilorin. He is carrying out a research titled: "Work Stress Manifestations and Coping Strategies of Prison Officers in Nigeria". The Department will be grateful if you could offer him necessary assistance in terms of provision of relevant data.

Thank you, Sir.

Yours faithfully,

Dr. L. A. Yahaya
Ag. Head of Department

RECEIVED
16 NOV 2015

DCG (Adm)   9:11Am
19/11/2015

CP Staff
19/4/2015

Senior Academic Staff in the Department

Prof. A. I. Idowu,   Prof. S. H. Umoh,   Prof. A. A. Adegoke,   Prof. J. A. Omotosho,   Prof. (Mrs) I. A. Durosaro

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NIGERIAN PRISONS SERVICE

NATIONAL HEADQUARTERS

Bill Clinton Drive, Airport Road, Abuja
(P. M. B. 16, Garki - Abuja)

Phone: ....

Your Ref: ....

NPS 536/S 3/VOL 1/94

Our Ref: ....

Date: 7TH Dec, 2015

The Controller of Prisons
Nigerian Prisons Service,
All State Headquarters Offices.

TO WHOM IT MAY CONCERN

OTARU, BERNARD MESHACH
INTRODUCTION LETTER OF

With reference to Introduction Letter from Department of Counselor Education, Faculty of Education, University of Ilorin dated 9th November, 2015.

I am directed to convey the Controller General of Prisons approval on his behalf to conduct Research with member of staff in your State Command.

He is expected to confine himself to all the stipulated rules and guidelines governing the security of the Prisons in the course of His Research work, please.

Oshin, Bamidele
Chief Supt. Of Prisons (Operations)
For: CONTROLLER GENERAL OF PRISONS SERVICE.

UNIVERSITY OF ILORIN, ILORIN, NIGERIA

Department of Counsellor Education

OFFICE OF THE HEAD OF DEPARTMENT
PROF. L. A. YAHAYA
Head of Department

Ref: UIL/CED/134

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Telex: 33144 UNILO NG
Phone: 031-221691-4 Ext 307

Date: 10th March, 2017

RECEIVED
Date 10/4/2017

The Controller of Prison
Nigeria Prison Service
State Headquarters
Ikoyi, Lagos.

Dear Sir/Ma,

LETTER OF INTRODUCTION

I wish to introduce the bearer of this letter, Mr. Otaru, Bernard Meshach (Matric. No 05/68OJ005). He is a Ph.D. student at the Department of Counsellor Education, Faculty of Education, University of Ilorin. He is currently working on a thesis titled: "Workplace Stressors, Coping Strategies and Counselling Needs of Prison Officers in Nigeria".

He is at the stage of data collection; therefore it will be appreciated, if he is given the permission to administer his questionnaire to Prison Officers in your organization.

Thank you, Sir/Ma.

Professor L. A. Yahaya

Senior Academic Staff in the Department
S. I. Odiase, Prof. S. B. Unoly, Prof. A. A. Adegoke, Prof. (Mrs) E. A. Bunsuru, Prof. M. O. Fajonyomi, Prof. L. A. Yahaya, Dr. (Mrs) M. O. Esere, Dr. A. O. Daiyo.

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UNIVERSITY OF ILORIN, ILORIN, NIGERIA

Department of Counsellor Education

OFFICE OF THE HEAD OF DEPARTMENT
PROF. L. A. YAHAYA
(Head of Department)

Our Ref: UIL/CED/134

P.M.B. 1515
Cables & Telegrams: UNILORIN
Telex: 33144 UNILORIN, NG
Phone: 031-221691-4 Ext 507

Date: 10TH March, 2017

The Controller of Prison
Nigerian Prison Service,
FCT, Command,
Gwagwalada, Abuja

Dear Sir/Ma,

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Dr. (Mrs) M. O. Esere,   Dr. A. O. Oniye,

UNIVERSITY OF ILORIN, ILORIN, NIGERIA
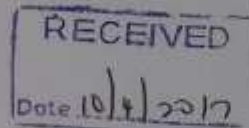## Department of Counsellor Education

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Date: 10TH March, 2017

The Contoller Of Prison
Nigerian Prison Service,
Bauchi Command,
Bauchi state.

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Date: 10TH March, 2017

The Controller of Prison
Nigeria Prison Service,
Kaduna Command
Kaduna State

Dear Sir/Ma,

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Dr. (Mrs) M. O. Esere,   Dr. A. O. Uwaye,

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Date: 10th March, 2017

The Controller of Prison
Nigeria Prison Service
State Headquarter
Imo state.

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Professor L. A. Yahaya

Received
16/06/2017

Senior Academic Staff in the Department

Prof. A. I. Idowu, Prof. S. H. Umoh, Prof. A. A. Adegoke, Prof. (Mrs) I. A. Durosaro, Prof. M. O. Fajonyomi, Prof. L. A. Yahaya,

Dr. (Mrs) M. O. Esere, Dr A. O. Daniyo.

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Date: 10th March, 2017

The Controller of Prisons Service
Edo State Command
Benin City

Dear Sir/Ma,

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17/8/17

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