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Women corrections executives' experiences with reciprocal trust and burnout symptoms: an integrated literature review

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Abstract: Gender-specific research on women corrections executives developing reciprocal trust with their teams and maintaining work-life balance in a male-dominated profession remains rare in corrections and leadership research. In corrections, reciprocal trust in supervisors and executive leaders is critical to ensuring safety and security while mitigating job burnout symptoms (Rosenow, 2022). Those impacted by job burnout may experience adverse outcomes (Bartone et al., 2022; Bunjak et al., 2021). Women corrections executives are subject to unique challenges within the field of corrections, and a deeper understanding of the dynamics of trust with their teams and how it impacts job burnout symptoms is critical for future best practices. A literature gap currently exists on how women corrections executives experience reciprocal trust between them and their teams and its relationship to job burnout symptoms (Collica-Cox and Schulz, 2018; Resendez, 2019).

Keywords: corrections; women leaders; reciprocal trust; job burnout.

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Biographical notes: Courtney McCoy is a corrections professional with a Doctorate in Criminal Justice. She has research interests in women executives and reciprocal trust with their teams. She is dedicated to continually evolving and improving social and policy change through examining current systems and exploring new and innovative practices. She has specific focus within the field of corrections and criminal justice but finds value in exploring a multidisciplinary approach to answer organisational challenges within the field with best practices from across industries.

Ray Sanders Muhammad holds a PhD of Business Management. He teaches management, accounting and finance on the undergraduate, Master's and Doctoral level. His research explores women in leadership, particularly intraracial experiences of African-American women and men in the workplace. He hopes to provide valuable insight into the experiences of a large aspect of the American work force so that the talents of these workers can be better understood and appreciated. Hopefully, this research will be duplicated among all minority groups so unique cultural and societal nuances of each group will allow for diversification of American businesses.

1 Introduction

A woman executive faces unique personal challenges in corrections, including gaining credibility and respect as a leader by developing reciprocal trust within their teams (Collica-Cox and Schulz, 2021). Reciprocal trust is ‘the trust that results when a party observes the actions of another and reconsiders one’s attitudes and subsequent behaviours based on those observations’ [Serva et al., (2005), p.627]. Trust is an essential social construct, especially in environments like corrections that rely on teamwork. Scholars and policymakers in the criminal justice arena have left the area of reciprocal trust between executive leaders and management largely unexplored (Fischer and Walker, 2022; Lambert et al., 2022b). Reciprocal trust between women corrections executives and their teams is challenged daily by how corrections institutions are managed and colleagues’ ambivalence in a woman’s capacity to be a corrections leader (Clinkinbeard and Rief, 2022).

In corrections, as in almost all work environments in the USA, women are believed to be held back from achieving greater equality in the workplace and experience a poor work-life balance as they continue to be responsible for a more significant proportion of household and family duties when compared to men (Business Insider, 2020; Resendez, 2019). Women in corrections attribute much of their job stress to difficulties managing work and family responsibilities, in addition to their inability to overcome stereotypical gender roles in the home (Batton and Wright, 2018; Giguere et al., 2022). This inability to achieve equality in household and child-rearing responsibilities reduces the time and commitment available to women, which is traditionally required to achieve executive-level positions in the corrections field. Maintaining a work-life balance for women executives presents challenges, including a perceived lack of trust by teammates and supervisors who may believe women cannot meet job demands; this prevents many from seeking promotion to further executive-level positions in a corrections environment (Danesh, 2020; Haar et al., 2021).

Organisational stressors of supervisor trust and management trust negatively correlate to emotional exhaustion, indicating that employees who trust their supervisors and managers will experience less emotional exhaustion, including within the corrections profession (Ahmed et al., 2022; Lambert et al., 2021). Scholars and policymakers must address job stressors and outdated work policies that drive women corrections professionals to avoid promotion opportunities or leave the field altogether (National Institute of Justice, 2019; Resendez, 2019). Within the extant corrections and leadership research, gender-specific research remains rare on women corrections executives developing reciprocal trust with their teams in a male-dominated profession (Collica-Cox and Schulz, 2020; Danesh, 2020).

Women executives in corrections face unique challenges due to bias within the field, which puts them at a disadvantage to their male counterparts (Collica-Cox and Schulz, 2019). The number of women corrections executives has grown, but embedded gender biases within the field of corrections continue to create barriers to promoting and developing reciprocal trust for women, which are especially noticed by women of colour (Helfgott et al., 2018; National Institute of Justice, 2019). More research is needed to address anachronistic work policies within corrections institutions that drive women to avoid promotion opportunities or leave the field altogether (National Institute of Justice, 2019; Resendez, 2019). A literature gap exists on how women corrections executives

experience reciprocal trust between them and their teams and how that relates to job burnout symptoms (Collica-Cox and Schulz, 2018; Resendez, 2019).

Although researchers have examined the effects of reciprocal trust between correctional executives and their teams and its contribution to either career success or job burnout symptoms, (e.g., Haynes et al., 2020; Keena et al., 2022; Lambert et al., 2021), there is a continued need for gender-specific studies on this topic. The number of women working in correctional facilities has increased by 40% based on the information reported to the American Correctional Association, and by 2018, women led 18% of state corrections agencies (Collica-Cox and Schulz, 2018). Scholars have documented that trust is an essential component of effective organisations and may be especially important in corrections to retain the best professionals because of the unique challenges this work environment presents (Martínez-Tur et al., 2019).

Few scholars or policymakers have addressed job stressors and outdated work policies that drive women corrections professionals to avoid promotion opportunities or switch careers to move away from criminal justice professions and institutions (Resendez, 2019). The chronic job stressors experienced daily by women corrections executives lead many to extreme fatigue and job burnout symptoms, including impairment in decision-making and leadership skills, social withdrawal, powerlessness and frustration, disturbed sleep, anger, fear, irritability, loss of control (Bunjak et al., 2021; Cunningham Stringer et al., 2022), a higher divorce rate, depression, and anxiety disorders, and physical illnesses like high blood pressure, chronic back problems, and substance abuse (Jaegers et al., 2020; Smith, 2021). The problem is that the experiences of women corrections executives with reciprocal trust within their teams and its contribution to job burnout symptoms remain poorly understood (Collica-Cox and Schulz, 2018; Danesh, 2020; Haynes et al., 2020).

2 Theoretical/conceptual framework

The framework of this study is centred on three concepts developed through scholarly research that explain women corrections executives' experiences with reciprocal trust within their teams and its contribution to job burnout symptoms:

- 1 Martínez-Tur et al.'s (2019) concept of *reciprocal trust between managers and team member*.
- 2 Lambert et al.'s (2012) concept of *organisational trust and burnout among correctional staff*.
- 3 Collica-Cox and Schulz's (2021) concept of *women corrections executives and work-life balance*.

This empirical investigation aims to advance research and inform criminal justice policymakers on the chronic job stressors and lack of reciprocal trust within corrections management teams that lead many effective women corrections professionals to retreat from promotion opportunities or to leave the profession altogether (Danesh, 2020; Forman-Dolan et al., 2022).

Martínez-Tur et al. (2019) grounded their concept of *reciprocal trust between managers and team members* in Serva et al.'s (2005) seminal research that defined

reciprocal trust as ‘the trust that results when a party observes the actions of another and reconsiders one’s attitudes and subsequent behaviours based on those observations’ [Serva et al., (2005), p.627]. Martínez-Tur et al. (2019) proposed that the manager’s perception of the service quality delivered by his/her team acts as a precursor of his/her trust in team members. The manager’s trust in team members is related to team members’ trust in the manager, and trust reciprocity may predict engagement and burnout at the individual level for the manager.

Martínez-Tur et al. (2019) grounded their research in the social exchange theory and reciprocity (Cropanzano and Mitchell, 2005), which posits that employees are more likely to help each other when they trust one another. Martínez-Tur et al. (2019) emphasised the team as a significant entity in reciprocal trust on teams that deliver complex social services to vulnerable populations (e.g., prisoners). Further research has leveraged the concept of trust as especially important within corrections teams’ job outcomes, such as job satisfaction, organisational commitment, and job burnout (Haynes et al., 2020; Keena et al., 2022; Lambert et al., 2021).

Lambert et al. (2012) refer to *organisational trust* when dealing with the degree of trust a staff member has in the trust of the overall organisation and refer to *organisational trust* interchangeably with management trust among correctional staff. Lambert et al. (2012) explained *burnout among correctional staff* through the lens of Maslach and Jackson’s (1981, 1984) seminal investigations on burnout among employees. Maslach and Jackson (1981, 1984) theorised that job burnout comprised of three different dimensions: emotional exhaustion or feelings of being emotionally drained from the job, depersonalisation to include treating co-workers and clients in a callous or impersonal way, and a reduced sense of accomplishment at work such as one would experience a perception of being ineffective and not making positive impacts in the workplace.

Lambert et al. (2012) grounded their research in the job demands-resources model (Bakker and Demerouti, 2007), which defines the workplace through two fundamental job categories of job demands, which place strain on a worker, and job resources, which are essential for task completion and lessen the effects of job demands. The JD-R model can be used as a tool for human resource management, and the two-stage approach can highlight the strengths and weaknesses of individuals, work groups, departments, and organisations at large (Bakker and Demerouti, 2017). Further research to extend Lambert et al.’s (2012) work and apply the JD-R model to organisational trust and burnout among correctional staff have been conducted in Korea (Cho et al., 2020), Nigeria (Otu et al., 2018) and Lambert et al. (2021) in the US Southern region, all concluding that organisational trust may be crucial in corrections because of the unique challenges this work environment presents.

Collica-Cox and Schulz (2021) used Hochschild’s (1989) term the ‘second shift’ to describe the unpaid domestic labour that attributed to a significant portion of women’s job stress and difficulties in managing an acceptable level of work-life balance by overcoming ascribed gender roles in the home (Collica-Cox and Schulz, 2019). Collica-Cox and Schulz’s (2016, 2018, 2019, 2021) various research studies using cross-sectional samples of women corrections professionals led to their insights on how the inability of women corrections professionals to raise the level of equity in household and child-rearing responsibilities reduces the time and commitment needed for them to achieve executive-level positions (Collica-Cox and Schulz, 2018). Collica-Cox and Schulz extended the work of researchers such as Yu (2019), who found that work-family

conflict was the main reason for women's high turnover rates in federal law enforcement, and Orgad (2019), who indicated there is little institutional support for working mothers.

Collica-Cox and Schulz (2021) extended the work of Ezzedeen and Ritchey (2009), who explored coping strategies developed by executive women in family relationships to advance their career and to maintain career/family balance to apply to the search for work-life balance among women corrections executives. Ezzedeen and Ritchey (2009) were early proponents of overturning work-family research grounded in role conflict theory (Katz and Kahn, 1978) by raising growing awareness that facilitation can coexist with conflict in work/family relationships, a supposition grounded in role accumulation theory (Sieber, 1974). Further iterations of role accumulation theory research noted that individuals, especially women, benefit by engaging in multiple roles, including social support and resource access (Heikkinen et al., 2014; Woehler et al., 2021). The research on how women in high-ranking positions in corrections have maintained a work-life balance is minimal, and further research is needed to extend theory and new directions in professional practice and policy development (Collica-Cox and Schulz, 2021).

3 Methodology

The purpose of this integrative literature review is to explore how women corrections executives describe their daily experiences with reciprocal trust and job burnout symptoms and to identify areas for further research regarding these topics. The literature review process is valuable to research as it assists with refining research questions, exposing inconsistencies in the literature, and strengthening the foundation of knowledge on specific research topics in the criminal justice body of knowledge (Rennison and Hart, 2022). The literature presented should always be consistent with the analysed central topic and methodologies across studies while elaborating on the conceptual framework (Tracy, 2019).

An integrative literature review was developed to summarise scholarly knowledge and critically analyse research studies on the central theme of the study (see Torraco, 2016). Beyond identifying areas for future research, an integrative literature review describes professional practice and policy as it applies to specific professions (see Cronin and George, 2020). The integrative literature review's role in connecting concepts within the theoretical framework to actual field research and practical research strategies allows for a synthesis of knowledge and critical analysis of seminal and updated literature on women corrections executives, reciprocal trust within their teams, and the link of this phenomenon to job burnout symptoms which can influence the understanding of how a research question can become a policy that changes or influences criminal justice practices (Rennison and Hart, 2022).

3.1 Literature search strategy

The literature review was researched using database searches. Several database searches were conducted to find peer-reviewed journal articles, government reports, and media resources relevant to the study. These databases included the Saint Leo University Library, Google Scholar, ProQuest Central, EBSCOhost, ScienceDirect, SAGE Premier, PsycNET, SpringerLink, Elsevier, Wiley, and Emerald Insight. The focus was on

collecting and reviewing those documents that generated the highest impact based on citation data. The keywords used in the searches included

- a burnout
- b correctional officer culture
- c correctional officer mental health
- d job stressors
- e organisational trust
- f promotional barriers
- g trust reciprocity
- h work-life balance
- i work-life conflict.

For the theoretical/conceptual framework, the search words used included:

- a burnout
- b organisational trust
- c reciprocal trust
- c women corrections executives
- d work-life balance.

The primary objective of the literature search was to determine how women corrections executives described their experiences with job burnout symptoms and reciprocal trust. Research based on these experiences indicated the niche nature of these studies and the need for further research that is gender-specific to women corrections executives on these topics. The secondary objective was to understand the nature of corrections and job burnout for corrections staff; this was done to understand the importance of job burnout symptoms for corrections staff and the role gender plays in burnout. A total of 165 resources were selected for a more extensive qualitative case study regarding the research topic, and 80 (48%) were included in the integrative literature review. 81% of the literature review resources are recent publications (less than six years) between 2016 and 2022.

4 Integrative literature review

The theories and concepts that ground this study include the three concepts developed through scholarly research that explain women corrections executives' experiences with reciprocal trust within their teams and its contribution to job burnout symptoms. These three concepts have been identified as the framework for the integrative literature review and include:

- 1 Martínez-Tur et al.'s (2019) concept of *reciprocal trust between managers and team member*.

- 2 Lambert et al.'s (2012) concept of *organisational trust and burnout among correctional staff*.
- 3 Collica-Cox and Schulz's (2021) concept of *women corrections executives and work-life balance*.

This literature review aims to provide an overview of the extant literature regarding the topics of reciprocal trust and job burnout symptoms as it provides a foundation to advance future empirical research and inform criminal justice policymakers on the chronic job stressors and lack of reciprocal trust within corrections management teams that lead many effective women corrections professionals to retreat from promotion opportunities or to leave the profession altogether (Danesh, 2020; Forman-Dolan et al., 2022).

4.1 *The conceptual framework: an overview*

Martínez-Tur et al. (2019) grounded their concept of *reciprocal trust between managers and team members* in Serva et al.'s (2005) seminal research that defined reciprocal trust as 'the trust that results when a party observes the actions of another and reconsiders one's attitudes and subsequent behaviours based on those observations' [Serva et al., (2005), p.627]. Martínez-Tur et al. (2019) proposed that the manager's perception of the service quality delivered by his/her team acts as a precursor of his/her trust in team members. The manager's trust in team members is related to team members' trust in the manager, and trust reciprocity may predict engagement and burnout at the individual level for the manager.

Martínez-Tur et al. (2019) grounded their research in the social exchange theory and reciprocity (Cropanzano and Mitchell, 2005), which posits that employees are more likely to help each other when they trust one another. Martínez-Tur et al. (2019) emphasised the team as a significant entity in reciprocal trust on teams that deliver complex social services to vulnerable populations (e.g., prisoners). Further research has leveraged the concept of trust as especially important within corrections teams' job outcomes, such as job satisfaction, organisational commitment, and job burnout (Haynes et al., 2020; Keena et al., 2022; Lambert et al., 2021).

Lambert et al. (2012) refer to *organisational trust* when dealing with the degree of trust a staff member has in the trust of the overall organisation and refer to *organisational trust* interchangeably with management trust among correctional staff. Lambert et al. (2012) explained *burnout among correctional staff* through the lens of Maslach and Jackson's (1981, 1984) seminal investigations on burnout among employees. Maslach and Jackson (1981, 1984) theorised that job burnout comprised of three different dimensions: emotional exhaustion or feelings of being emotionally drained from the job, depersonalisation to include treating co-workers and clients in a callous or impersonal way, and a reduced sense of accomplishment at work such as one would experience a perception of being ineffective and not making positive impacts in the workplace.

Lambert et al. (2012) grounded their research in the job demands-resources model (Bakker and Demerouti, 2007), which defines the workplace through two fundamental job categories of job demands, which place strain on a worker, and job resources, which are essential for task completion and lessen the effects of job demands. The JD-R model can be used as a tool for human resource management, and the two-stage approach can

highlight the strengths and weaknesses of individuals, work groups, departments, and organisations at large (Bakker and Demerouti, 2017). Further research to extend Lambert et al.'s (2012) work and apply the JD-R model to organisational trust and burnout among correctional staff have been conducted in Korea (Cho et al., 2020), Nigeria (Otu et al., 2018) and Lambert et al. (2021) in the US Southern region, all concluding that organisational trust may be crucial in corrections because of the unique challenges this work environment presents.

Collica-Cox and Schulz (2021) used Hochschild's (1989) term the 'second shift' to describe the unpaid domestic labour that attributed to a significant portion of women's job stress and difficulties in managing an acceptable level of work-life balance by overcoming ascribed gender roles in the home (Collica-Cox and Schulz, 2019). Collica-Cox and Schulz's (2016, 2018, 2019, 2021) various research studies using cross-sectional samples of women corrections professionals led to their insights on how the inability of women corrections professionals to raise the level of equity in household and child-rearing responsibilities reduces the time and commitment needed for them to achieve executive-level positions (Collica-Cox and Schulz, 2018). Collica-Cox and Schulz extended the work of researchers such as Yu (2019), who found that work-family conflict was the main reason for women's high turnover rates in federal law enforcement, and Orgad (2019), who indicated there is little institutional support for working mothers.

Collica-Cox and Schulz (2021) extended the work of Ezzedeen and Ritchey (2009), who explored coping strategies developed by executive women in family relationships to advance their career and to maintain career/family balance to apply to the search for work-life balance among women corrections executives. Ezzedeen and Ritchey (2009) were early proponents of overturning work-family research grounded in role conflict theory (Katz and Kahn, 1978) by raising growing awareness that facilitation can coexist with conflict in work/family relationships, a supposition grounded in role accumulation theory (Sieber, 1974). Further iterations of role accumulation theory research noted that individuals, especially women, benefit by engaging in multiple roles, including social support and resource access (Heikkinen et al., 2014; Woehler et al., 2021). The research on how women in high-ranking positions in corrections have maintained a work-life balance is minimal, and further research is needed to extend theory and new directions in professional practice and policy development (Collica-Cox and Schulz, 2021).

4.2 The link between reciprocal trust and supervisor-team interactions

In their seminal theoretical work, Serva et al. (2005, p.627) defined reciprocal trust as 'the trust that results when a party observes the actions of another and reconsiders one's attitudes and subsequent behaviours based on those observations'. Few studies have empirically examined trust between parties over time (Gökçen Kapusuz, 2022). Given the apparent relationship between trust and organisational performance, it is essential to understand how trust is nurtured and eroded as parties interact; whether teams can exhibit trust also remains an open research question in the extant literature (Martínez-Tur et al., 2019). While trust research focused on individuals is important, teams and organisations are more than collections of individuals, where reciprocal trust can be used to evaluate how one party's actions influence the level of trust formed in another party, as well as the dynamic interplay of the determinants of trust between leaders and teams over time (Lambert et al., 2022b).

There is some consideration for whether social exchange plays a more substantial explanatory role in the organisation-focused outcomes measured and whether psychological empowerment plays a principal role when examining employee-focused outcomes such as work attitudes and emotional well-being (Gill et al., 2019). Increased trust in business teams is generally associated with higher levels of team performance, which is most strongly evidenced in decision-making teams (Morrisette and Kisamore, 2020). Likewise, team members' performance strengthens the link between an interactional justice climate and mutual trust (Martínez-Tur et al., 2016). Mutual trust is vital for successful organisational change navigation (Komodromos et al., 2018).

Growing evidence indicates that mutual trust between managers and employees could be uncommon in the workplace (Martínez-Tur et al., 2016). Although mutual trust may be uncommon within the workplace between managers and employees, managers should be attentive to trust issues in work teams as they may portend future performance issues with staff or other organisational issues that can impact team performance (Morrisette and Kisamore, 2020). The implications for these issues could manifest in policy or training issues. At the organisational level, vertical trust mediates between healthy practices and organisational performance; at the team level, horizontal trust mediates between healthy team practices and supervisor-rated team performance (Salanova et al., 2021).

Trust forms in the mind of the trustor, and research should focus on individual perceptions of reciprocal trust and not on trust observed by others (Martínez-Tur et al., 2019). Examining trust at the group level of analysis is in line with calls for research that have stressed the importance of exploring group dynamics and interactions over time. Research on inter-team trust is significant since interacting teams have become standard across industry sectors, particularly in the social services field (Lambert et al., 2022b). Thus, nurturing effective team interactions is critical to job performance outcomes (Kras et al., 2017). Managers can display fair practices and behaviours directed toward team members, including integrity and transparency, which will stimulate mutual trust that is subsequently reinforced when team members reciprocate with good performance (Martínez-Tur et al., 2016).

Based on the social exchange theory and reciprocity (Cropanzano and Mitchell, 2005), when employees trust one another, they are more likely to help each other (Blau, 1964). While previous research has examined both the antecedents and consequences of trust, fewer studies have explored whether existing trust (and its behavioural consequences) has a role in establishing another party's trust over time. Trust forms in the mind of the trustor, and research should focus on individual perceptions of reciprocal trust and not trust as observed by others (Bunjak et al., 2021).

Instead of focusing on only one source of trust, more research is needed on the link between two separate units of analysis: the leader and their team members (Martínez-Tur et al., 2019). In addition, trust is an identifying outcome of favourable social exchanges in work settings. Subordinates who felt more trusted by their supervisors reported greater trust in their supervisors, which supports the reciprocal nature of trust and the felt trust that is assumed in social exchange theory (Gill et al., 2019). Employees reciprocate leader risk and trust by trusting the leader, crucial elements by which to measure team performance and an essential factor in improving services for vulnerable populations since employees in services for vulnerable people, (i.e., prisoners) tend to work in synchrony to deliver social service (Martínez-Tur et al., 2019).

Different team types of different sizes and performance criteria should not be treated as equivalent when considering trust, as the team function and size predict how team trust relates to team performance (Morrissette and Kisamore, 2020). There are also considerations of the organisation's state when forming trust. Management must stay sensitive to employees' needs during times of organisational change to maintain trusting relationships (Komodromos et al., 2018). It has also been found that an organisation's desire to stay competitive depends on the organisation and on management's efforts to create a positive and psychologically trusting company that promotes a healthy and competitive workforce (Salanova et al., 2021).

4.3 The nature of job burnout in the corrections field

Job burnout was first defined by Freudenberger (1974) as a state of psychological and physical exhaustion experienced by an individual that is caused by one's personal life (Haynes et al., 2020). Job burnout is a mental health risk for correctional professionals, which can be costly for all individuals involved, including the correctional professional, co-workers, and family (Fusco et al., 2021). Job burnout consists of three factors: emotional exhaustion, feelings of cynicism, and loss of a sense of personal efficacy (Bartone et al., 2022). Correctional professionals affected by job burnout can experience unnecessary risk-taking, increased cynicism toward their job, emotional numbness, withdrawal from friends and family, and the development of improper boundaries at work (Fusco et al., 2021; Qureshi et al., 2019). Highly stressed correctional staff can have adverse outcomes for the individual staff member experiencing the stress and for the overall organisation employing them (Ternes et al., 2018).

Job burnout is not unique to those in the corrections profession (Bunjak et al., 2021). Burnout may not be unique to those in corrections. However, it is a major problem for correctional professionals due to the significant number of exposures to potentially psychologically traumatic events (PPTs) as well as the high number of occupational and organisational stressors that inherently place correctional officers at significant risk for job burnout (Bartone et al., 2022; Clements and Kinman, 2021; Fusco et al., 2021). Correctional professionals are at an elevated risk of experiencing job burnout due to the inherent dangers of the profession and an accumulation of job demands from various organisational levels, which combine to create harmful burnout factors such as inmate-related factors, occupational stressors, organisational stressors, and psycho-social stressors (Bunjak et al., 2021; Schuster, 2022).

Significant correctional job demands affecting job stress for correctional professionals include fear of victimisation, work-family conflict, and role stressors (Ternes et al., 2018). Emotional exhaustion suffered by correctional professionals is influenced by stressors intrinsic to the job, relationships at work, and the organisational structure and the climate of the employer (Forman-Dolan et al., 2022). In a study of southern correctional officers, position within the correctional field was the only personal characteristic significantly associated with feeling ineffective at work and emotional exhaustion (Lambert et al., 2022a).

The level of job burnout resulting from emotional exhaustion experienced by correctional professionals differs based upon the workload, experienced aggression, and the presence of any hardiness factors which will work together to provide resistance for an individual against job burnout (Bartone et al., 2022; Clements and Kinman, 2021). Corrections professionals at all levels of the organisational structure are susceptible to job

burnout (Bunjak et al., 2021). The high demands of the corrections field create work-family conflict, contributing to the job burnout symptoms experienced by correctional professionals. Family-based, strain-based, and behaviour-based work-family conflict reduces continuance commitment to the organisation, while strain-based work-family conflict reduces affective commitment to the organisation (Qureshi et al., 2019).

Job burnout is a significant issue for correctional professionals due to high staff turnover, resource shortfalls, high job demands, and the multivariate level of job demands, competition, and lack of authority (Bunjak et al., 2021; Schuster, 2022). Burnout in corrections is a crucial topic to fully understand and address as correctional professionals contribute to society by working directly with justice-involved individuals in correctional institutions (Fusco et al., 2021). Relatively well-balanced correctional staff can assist in creating a professional, productive, safe, and humane atmosphere within the correctional facility (Ternes et al., 2018). Increased positive perceptions of the institutional atmosphere and lowered instances of job burnout have been reported in the field of corrections when staff has a positive perception of their ability to exercise authority, high collective trust, and low competitive pressure within the organisation (Bunjak et al., 2021; Fusco et al., 2021). Toxic workplace behaviour is the single most significant predictor of adverse employee outcomes, including employee burnout symptoms (Brassey et al., 2022).

Besides significant correctional job demands, primary correctional job resources contribute to a positive correctional environment, including supervision, decision-making input, and instrumental communication (Ternes et al., 2018). Having access to evidence-based mental health treatment options tailored for public safety professionals, accessing psychotherapy alone or in conjunction with other coping strategies, or utilising a combination of any coping strategies have been found to assist in dealing with occupational stress and recovering good mental health (Anderson et al., 202). Evidence shows that correctional administrators can influence change workplace variables and improve staff mental health, and an overreliance on individual-level employee wellness should not lead employers to underestimate the critical role of the workplace in reducing burnout and supporting employee mental health (Brassey et al., 2022; Lambert et al., 2022a).

4.4 Linking trust in the workplace and job burnout symptoms

In organisations such as corrections, where stress and physical threats are part of the work environment, the influence of shared trust on job satisfaction and the organisation's goals is more meaningful (Haynes et al., 2020). Mutual trust includes trust in management and workers; however, the effects of social support on trust vary by type of social support and work teams (Haynes et al., 2020; Lambert et al., 2021). Teams are more than a collection of individuals – behaviour between and among team members exhibits dynamics reflective of the whole unit (Kras et al., 2017). Unit-level collective trust has been evidenced as a preventative factor for job burnout, while organisational-level competitive pressure is a risk factor (Bunjak et al., 2021).

Researchers have documented the job burnout symptoms experienced by individuals in corrections, including brain fog and role overload, which cause little motivation to complete job tasks and have a significant association with administrative trust (Keena

et al., 2022; Rosenow, 2022). Job burnout factors of job demand variables were associated with decreased levels of organisational trust, while job resource variables were associated with increased levels of supervisor and administrative trust (Keena et al., 2022). Managerial trust does not directly affect the emotional exhaustion of employees but will contribute to counterproductive behaviours at an organisational level (Gökçen Kapusuz, 2022).

When subordinates within a correctional organisation do not trust their leadership or fear open communication with supervisors, negative workplace interactions and outcomes will result in employee burnout (Ali et al., 2021). Team trust dispersion negatively impacted the performance of teams in a direct fashion and by mitigating the performance benefits of the overall magnitude of trust when evaluating trust from the perspective of both the trustor and trustee (Dirks and de Jong, 2022). Trust cannot be demanded from members of the organisation, but rather, it is to be earned through reciprocal relationships if it is sought to buffer the burnout of employees (Lambert et al., 2012). When considering the implications of high job demands on the individual, environments of high collective trust allow for the management of high job demands with lower levels of job burnout as members can share the burden of the workload (Bunjak et al., 2021).

Trust as it relates to employee burnout has important outcomes from being trusted and feeling trusted, and felt trust operates in ways distinct from trustors (Dirks and de Jong, 2022). Trust is a reciprocal relationship, and implications for each aspect of the relationship are essential when considering employee burnout, especially among custody officers who report higher levels of depersonalisation, a burnout symptom, compared to non-custody counterparts (Lambert et al., 2012). When considering workplace trust relationships, ethical leadership is evidenced to be negatively related to employee burnout and positively related to employees' trust (Ali et al., 2021). In environments with high competition amongst the team that is pushed top-down, collective trust does not mitigate burnout symptoms, and staff members begin to feel the pressures of job resource insecurity (Bunjak et al., 2021).

Supervisor trust and management trust within the workplace link directly to burnout in two ways, including a) a direct lack of trust can be a stressor in the workplace while b) trust can also act as a buffer to other stressors linked with burnout (Lambert et al., 2012). Ethical leadership affects employee performance and attitude, as well as other ethical-related workplace outcomes, which is why leadership style contributes to the prevention of employees experiencing burnout (Ali et al., 2021). Team members who trust their managers show high engagement and less burnout; in turn, the quality delivered by team members is positively and significantly related to the manager's trust in the team (Martínez-Tur et al., 2019).

Increases in supervisor or management trust within an organisation were associated with decreased reported emotional exhaustion from the job (Lambert et al., 2012). Increased trust from management or supervisors is essential for the decrease in burnout experienced by correctional officers, as perceived lack of support from administrators has been linked to an administrative or organisational stressor contributing to burnout amongst correctional professionals (Schuster, 2022). A move to increase the professional standing of corrections within the scope of community stakeholders can assist in driving the profession forward.

Earning trust as a profession and as members of the overall team can assist in legitimising the profession and lowering stressors in the workplace that result from

implementing policies derived without subject matter input (McCoy, 2022). Linking trust and aiming to improve the trust relationships within the organisation can focus on the overall need to improve the work environment experienced by correctional professionals as the field moves toward improving working conditions by allowing staff to function without undue stress, and trust can allow for decision-making authority to be pushed down to the lowest level possible (Russo et al., 2018).

4.5 Reciprocal trust between women correctional executives and their teams

Trust is an essential component of influential organisations and can be crucial to retaining corrections professionals due to the environment's unique challenges and inherent dangers (Martínez-Tur et al., 2019). Trust in supervisors and executives are critical to ensure safety and ensure appropriate decision-making to ensure safety (Bunjak et al., 2021; Rosenow, 2022). Trust is not solely given from executives to workers in an organisation. Reciprocal trust between workers and executives is affected by the actions of each party and can be positively or negatively affected by the actions of either party (Martínez-Tur et al., 2019; Serva et al., 2005). Reciprocal trust relies on the trust relationships between executives and workers, and poor trust relationships can lead to job burnout for both executives and workers (Bartone et al., 2022; Bunjak et al., 2021).

Trust plays an essential role in shaping the work attitudes of job involvement, job satisfaction, and organisational commitment, and team-building practices within an organisation can assist in increasing co-worker trust (Lambert et al., 2022b). Organisations must foster trust between top managers, executives, and employees to impact organisational performance positively (Salanova et al., 2021). When surveyed, women executives in corrections believed that women were effective corrections leaders, and these executives believed that women were just as effective in these roles as their male counterparts (Collica-Cox and Schulz, 2019).

Women executives in corrections have increased in number, but embedded gender biases continue to create barriers to promoting and developing reciprocal trust within their corrections teams, especially for women of colour (Helfgott et al., 2018; National Institute of Justice, 2019). Women corrections executives have reported facing challenges to reciprocal trust with their teams due to standing bias in corrections, which tends to perceive women as less effective than males (Collica-Cox and Schulz, 2019). Women are often restricted from leadership positions to jobs perceived as more masculine due to their gender (Batton and Wright, 2018).

Within corrections, women can often be negatively perceived when they present within their gender norms and are also negatively perceived when presenting outside of their stereotypical gender norms (Collica-Cox and Schulz, 2019). The perceptions of women in leadership positions can affect reciprocal trust, causing conflict with the team as trust is essential, and a lack of trust will impede their ability to initiate, maintain, repair, and elevate workplace relationships (Dirks and de Jong, 2022). Women in top leadership positions often develop styles of leadership that are unique to their perspective as a woman or minority group within the field of corrections, which includes more focus on problem-solving and collaborative, inclusive decision-making processes that encourage opportunity for staff development and job involvement (Nink, 2008).

Some recent scholarly works report that trust between women corrections executives and workers can improve over time, with younger females experiencing a more

significant lack of trust and older staff responding as less trusting of management overall (Collica-Cox and Schulz, 2019; Haynes et al., 2020). Although the decisions of female corrections executives are often questioned, the roles are changing and favouring women executives due to an increased focus on communications within the corrections environment (Collica-Cox and Schulz, 2019). There have historically been a limited number of female role models at the executive level in the criminal justice field for women to emulate as they rise. However, criminal justice continues to be one of the fastest-growing academic disciplines, with the number of women enrolled at universities in CJ programs surpassing the number of men (Helfgott et al., 2018).

4.6 Chronic job stressors experienced by women correctional executives

Burnout in an organisation is lowest when the workplace conditions are high in collective trust and low in competitive pressure (Serva et al., 2005). The quality of work delivered by members of an organisation is positively and significantly related to the trust managers place in them, and the impact of that trust is increased due to the lowered number of interactions between executives and workers (Haynes et al., 2020; Martínez-Tur et al., 2019). Social support is essential for correctional staff to deal with the strains and challenges of working within an institutional setting, and those working in custody positions report increased levels of job stress (Haynes et al., 2020; Lambert et al., 2021). During the pandemic, burnout has reached an alarmingly high rate, impacting roughly 42% of women (Fusaro and Rahilly, 2022; Parmelee, 2022).

One in three senior-level women in public and social sector organisations seek to quit or offload significant responsibilities when public and social sector organisations have reached a point of gender parity in promotion, attrition, and hiring rates for managerial-level roles (D'Agostino et al., 2021). Women are experiencing burnout and fatigue in the workplace as they are disproportionately performing duties in the office and at home compared to their male counterparts (Fusaro and Rahilly, 2022). Burnout is the top driving resignation factor for women, with roughly half of the women in the workplace reporting their mental health as poor or very poor and one-third of those having taken time off work because of mental health challenges (Parmelee, 2022).

Women executives are experiencing burnout symptoms at rates higher than their male counterparts due to increased work both at home during the 'second shift' and because of work outside of their regular hours and formal roles in the workplace ('third shift'), which require additional time and effort at the job (D'Agostino et al., 2021). Women in the workplace report higher stress levels than a year ago, and almost half of those with higher stress levels report feeling burned out (Parmelee, 2022). Women in the workplace are delivering exceptional workplace performance at a tremendous personal toll, and despite their increasing burnout, women executives continue to take action to fight co-worker burnout at rates higher than their male counterparts (Fusaro and Rahilly, 2022).

Women CEOs have described their experiences with burnout emerging and manifesting in many ways, from depression and anxiety to excessive sleep and weight gain (Norman et al., 2020). Most women have experienced microaggressions or harassment in the workplace, which go unreported, as over 90% of these women believe reporting these actions will negatively impact their careers and ability to promote (Parmelee, 2022). All women in the workplace are more likely to experience microaggressions, including being interrupted or having decisions questioned, and those

who experience those microaggressions are twice as likely to be burned out (D'Agostino et al., 2021). Women of colour or women with disability are more likely to experience barriers in the workplace at each step on the promotional ladder and microaggressions (Fusaro and Rahilly, 2022).

Chronic job stressors experienced daily by women corrections executives lead many to extreme fatigue and job burnout symptoms, including impairment in decision-making, exhaustion (physically and mentally), social withdrawal, and powerlessness (Bunjak et al., 2021; Cunningham Stringer et al., 2022), a higher divorce rate, depression, and anxiety disorders, and physical illnesses like high blood pressure, chronic back problems, and substance abuse (Jaegers et al., 2020; Smith, 2021). Many women correctional executives rise through the ranks through various paths, including both treatment and operations, with treatment often being criticised as less prestigious (Collica-Cox and Schulz, 2019). Chronic job stressors can lead to burnout, and female officers are higher on the depersonalisation index than their male counterparts (Lambert et al., 2019).

Occupational job stressors experienced in correctional settings can be divided into five categories that include factors unique to the job (working conditions, work overload, physical danger, etc.), role in the organisation (stress induced by role and responsibility), career development (promotion, job security, career development opportunities), interpersonal work relationships (managers, subordinates, colleagues), and organisational structure/climate (formalisation that leaves little room for autonomy) (Forman-Dolan et al., 2022). Women senior leaders are doing more for their employees by helping them navigate work-life challenges relative to their male counterparts, which assists employees in receiving support, feeling good, and reducing the contemplation of leaving their employer (Fusaro and Rahilly, 2022). Women executives support the emotional health of their colleagues about 60% more often than their male counterparts and spend a substantial amount of time focused on diversity, equity, inclusion, and employee well-being (D'Agostino et al., 2021).

Occupational stressors are significant contributors to burnout for employees of adult correctional facilities, with emotional exhaustion presenting more frequently and at higher elevations than the other dimensions of burnout (Forman-Dolan et al., 2022). Women in the workforce who have experienced burnout have sought new, more flexible working patterns, while others have left their employers or the workforce altogether (Parmelee, 2022). Due to the nature of corrections and the occupational stressors associated with the profession, flexible work patterns are often not an option for women in the field. Communication skills have the potential to alleviate burnout in correctional settings with significant effects on cynicism (depersonalisation), so interventions aimed at improving conflict-mitigating communication skills can be provided to corrections employees to reduce stress and alleviate burnout (Norman et al., 2020). Women CEOs who have experienced burnout in top-level management positions also encourage setting boundaries, prioritising self-care, attending therapy sessions, asking for help, and setting realistic expectations for themselves to combat burnout (Business Insider, 2020).

4.7 Barriers to promotion for women corrections professionals

Women executives in corrections face challenges to promotion due to work-life conflict (Qureshi et al., 2019). Women aiming to advance their careers in corrections often face difficulty achieving respect due to gender stereotypes that question their ability to work

professionally with male inmates without becoming romantically involved (Helfgott et al., 2018). Women who obtain promotions within the field of corrections often struggle to garner the respect of their colleagues and subordinates as they are not perceived to be as effective as males despite evidence that female correctional professionals successfully supervise male inmates (Collica-Cox and Schulz, 2019).

Women report feeling more scrutiny from co-workers, supervisors, and inmates while working in correctional settings because of their sex and often receive negative feedback from family and friends currently working in corrections when seeking support (Collica-Cox and Schulz, 2018, 2019). Women seeking promotion within corrections are met with continued microaggressions based on gender and the continued role of the patriarchy within the corrections setting, especially noticed by women of colour (Barton and Wright, 2018; D'Agostino et al., 2021). Women seeking promotion are forced to continue to prove themselves at a rate higher than their male colleagues while forming a thick skin to criticism and discrimination (Clinkinbeard and Rief, 2022; Resendez, 2019).

Due to the perception of the inability of women to perform at the same level as their male counterparts in safety or operational capacities, many women who are promoted find themselves placed in positions less often associated with ultra-masculinity and hinder further promotion and limit the experience necessary for female corrections professionals to gain the trust of their co-workers (Collica-Cox and Schulz, 2019). Women promoted are often seen as tokens and become highly visible within their environment, resulting in workplace challenges not faced by their male counterparts (Collica-Cox and Schulz, 2020).

Compounding the barriers to seeking promotion, women corrections professionals often balance multiple identities between the workplace and their home lives, resulting in over-committing at work (Resendez, 2019). Childcare issues are a significant barrier to promotion for women, while the time away from family and missed events impact those women who are ultimately promoted through the ranks (Holiday, 2021). Women executives become overburdened working the 'second shift' at home and overextending themselves beyond their male counterparts with work outside of their regular duties and hours in the workplace (the 'third shift'), causing other women to delay or decline promotional opportunities themselves (D'Agostino et al., 2021).

Women seeking promotion in corrections also experience adverse effects on marriages, a decreased relationship with co-workers, a requirement to move frequently to chase promotion, and a lonely world of corrections (Holiday, 2021). Many senior-level women experience high rates of burnout due to the high job demands, which are barriers to promotion for others (D'Agostino et al., 2021). The safety issues encountered while working in the correctional environment can bleed over and impact families, which impedes promotion for women who must evaluate their work-life concerns in relation to their professional goals (Collica-Cox and Schulz, 2018). Without appropriate career/family balance strategies to include professional support, personal support, a robust value system, and family and spousal support, promotion can be delayed or permanently put on hold for women who are unable to balance the demands of home life and the correctional environment (Ezzedeen and Ritchey, 2009; Holiday, 2021).

5 Recommendations for future research

Leaders showing trust to their team members have reported a positive effect on employees' trust (Ali et al., 2021). Organisational stressors of supervisor and management trust negatively correlate to emotional exhaustion within corrections (Ahmed et al., 2022; Lambert et al., 2021). Gender-specific research remains rare on women corrections executives developing reciprocal trust with their teams in a male-dominated profession (Collica-Cox and Schulz, 2020; Danesh, 2020). A literature gap exists on how women corrections executives experience reciprocal trust between them and their teams and its relationship to job burnout symptoms (Collica-Cox and Schulz, 2018; Resendez, 2019). Scholars urge researchers to develop empirical, gender-related studies on topics within the criminal justice field since the occupation now has a sufficient number of women corrections executives (Haynes et al., 2020; Helfgott et al., 2018).

Additionally, corrections continually deal with staffing shortages and lack of diversity in executive roles. Dealing with staff shortages in corrections requires understanding the reasons for and the impact of short staffing. It will also require leaders who are willing to think creatively to improve personnel recruitment and support correctional staff and their families. With the growing number of women corrections executives, this group must reach a high level of collegial trust to effectively manage problems in their specific facility while operating in an unpredictable environment (Helfgott et al., 2018; Ricciardelli and Carleton, 2022). This study is significant to scholarly research because it contributes to filling the literature gap on how women corrections executives experience reciprocal trust between them and their teams and its relationship to job burnout symptoms (Collica-Cox and Schulz, 2018; Resendez, 2019).

Women corrections executives are challenged daily by how corrections institutions are managed, including workplace politics, outdated job policies, and a lack of trust embedded throughout the institutional culture in a woman's capacity to be a corrections leader (Clinkinbeard and Rief, 2022; Clinkinbeard et al., 2021). There is a need for future research focused on gender-specific reciprocal trust dynamics and their role in job burnout. These studies will be significant to professional practice and policy because the results may raise awareness of the chronic job stressors and lack of reciprocal trust within corrections management teams that lead many effective women leaders in executive positions to retreat from promotion opportunities or to leave the profession altogether (Danesh, 2020; Forman-Dolan et al., 2022). Research results can influence corrections policymakers, scholars, educators, and government corrections agencies to develop innovative job policies that support a changing culture that will retain influential women executives in correctional facilities nationwide. These studies may drive positive social change by supporting policy initiatives for health and wellness promotion in workplace relationships for all corrections professionals, leading to the retention of the best professionals to lead at all field levels.

6 Discussion and conclusions

As perceived by those in management, team service quality is positively related to a manager's trust in their team members (Martínez-Tur et al., 2019). Supervisor and management support of workers has a significant positive effect on supervisor and manager trust and increased organisational pride, but there is no evidence of a link found between co-worker support and management trust (Lambert et al., 2021). The influence of trust on job stress increases as the trust becomes more distal from the worker, with trust most influential on correctional staff when interactions are least frequent (Haynes et al., 2020).

Reciprocal trust between women corrections executives and their teams is challenged daily by how corrections institutions are managed, shift schedules with mandatory overtime, workplace politics, and a perceived lack of trust by colleagues in a female's capacity to be a corrections leader (Clinkinbeard and Rief, 2022; Clinkinbeard et al., 2021). There is evidence of negative relationships between counterproductive behaviours and managerial trust and positive relationships between emotional exhaustion and counterproductive behaviours at the organisational level (Gökçen Kapusuz, 2022). Women in corrections attribute much of their job stress to difficulties managing work and family responsibilities and their inability to overcome stereotypical gender roles in the home (Batton and Wright, 2018; Giguere et al., 2022).

The chronic job stressors experienced daily by women corrections executives lead many to extreme fatigue and job burnout symptoms (Bunjak et al., 2021; Cunningham Stringer et al., 2022). Correctional professionals impacted by fatigue and job burnout can experience unnecessary risk-taking and increased cynicism toward their jobs. Scholars have recently reported that women corrections executives experiencing job burnout symptoms exhibit emotional numbness, withdrawal from friends and family, and the development of improper boundaries at work (Bartone et al., 2022; Bunjak et al., 2021; Fusco et al., 2021; Qureshi et al., 2019).

The corrections field is short-staffed in the USA for many reasons (Clinkinbeard and Rief, 2022). Corrections, including institutions, non-institutional agencies, and juvenile facilities, need effective leaders to supervise those serving time and the professionals maintaining these facilities to monitor and assist those released under supervision. If this short-staffing situation continues, the public will be at risk (Cornelius, 2022).

This literature review will provide a framework for future qualitative research on reciprocal trust relationships and burnout symptoms of women corrections executives, which will aim to further the understanding of the retention issues facing qualified women executives in corrections. This integrative literature review explores the extant literature and identifies the need to fill the literature gap regarding the experiences of women corrections executives with reciprocal trust within their teams and its contribution to job burnout symptoms. Meeting the purpose of this study is significant to scholarly research in that it provides the background for future qualitative research that will fill in those identified literature gaps on how women corrections executives experience reciprocal trust between them and their teams and its relationship to job burnout symptoms (Collica-Cox and Schulz, 2018; Resendez, 2019).

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