

# Human resource management and prison treatment: A systematic review of the literature

*Gestión de recursos humanos y tratamiento penitenciario: una revisión sistemática de la literatura*

Received: 25/05/2025 - Accepted: 29/09/2025

**Guicella Guzmán Velasco**

<https://orcid.org/0000-0003-4811-4050>

[gguzmanve17@ucvvirtual.edu.pe](mailto:gguzmanve17@ucvvirtual.edu.pe)

Universidad César Vallejo. Chiclayo, Peru

**Segundo Adán Rojas Ruiz**

<https://orcid.org/0000-0001-5191-0096>

[srojas12@upao.edu.pe](mailto:srojas12@upao.edu.pe)

Universidad Privada Antenor Orrego. Trujillo, Peru

## Abstract

This study analyzes human resource management in prisons and its relationship with treatment programs aimed at the resocialization of inmates, especially those convicted of crimes of violence against women. To this end, a systematic literature review was conducted following the PRISMA guidelines, which allowed us to identify and synthesize scientific evidence published between 2007 and 2024 in recognized databases. After applying inclusion and exclusion criteria, 24 studies were selected, including empirical studies, documentary reviews, and theoretical models related to prison staff and intervention strategies. The results reveal that the availability of qualified specialists, ongoing training, and the creation of safe working environments are essential conditions for the effectiveness of resocialization processes. Furthermore, it is highlighted that the motivation, institutional identification, and collaborative work of prison staff contribute significantly to the success of treatment programs. Among the models reviewed, the most notable are the multidisciplinary approach, the Good Lives Model, socio-educational and sports strategies, the empowerment approach, and innovations associated with smart prisons, which promote comprehensive and humane treatment. Together, these findings confirm the importance of combining efficient human resource management with modern intervention approaches, overcoming structural and cultural limitations. This challenge is key to strengthening prison policies and ensuring fairer and more sustainable social reintegration processes.

**Keywords:** human resource management, resocialization, sentenced person, prison treatment, violence against women.

## Resumen

El presente estudio analiza la gestión de recursos humanos en el ámbito penitenciario y su vinculación con los programas de tratamiento orientados a la resocialización de internos, especialmente aquellos sancionados por delitos de violencia contra la mujer. Para ello, se realizó una revisión sistemática de la literatura siguiendo la guía PRISMA, que permitió identificar y sintetizar evidencia científica publicada entre 2007 y 2024 en bases de datos reconocidas. Tras aplicar criterios de inclusión y exclusión, se seleccionaron 24 investigaciones que incluyen estudios empíricos, revisiones documentales y modelos teóricos relacionados con el personal penitenciario y las estrategias de intervención. Los resultados revelan que la disponibilidad de especialistas calificados, la capacitación continua y la generación de entornos laborales seguros son condiciones esenciales para la eficacia de los procesos de resocialización. Además, se destaca que la motivación, la identificación institucional y el trabajo colaborativo del personal penitenciario contribuyen significativamente al éxito de los programas de tratamiento. Entre los modelos revisados, sobresalen el abordaje multidisciplinario, el Modelo de Buenas Vidas, las estrategias socioeducativas y deportivas, el enfoque de empoderamiento y las innovaciones asociadas a las *smart prisons*, que promueven un tratamiento integral y humanizado. En conjunto, estos hallazgos confirman la importancia de articular una gestión eficiente de los recursos humanos con enfoques modernos de intervención, superando

limitaciones estructurales y culturales. Este desafío es clave para fortalecer las políticas penitenciarias y garantizar procesos de reinserción social más justos y sostenibles.

**Palabras clave:** gestión del recurso humano, resocialización, sentenciado, tratamiento penitenciario, violencia contra la mujer.

## Introduction

The primary purpose of prison treatment is to achieve the social reintegration of sentenced individuals through processes of re-education, rehabilitation, and reintegration into the community, a procedure known as resocialization. This effort involves a set of activities aimed at modifying the behavior of the inmate, enabling them to adequately reintegrate into the social environment they occupied prior to committing the crime. This process is gradual and unfolds through programs managed by a multidisciplinary team composed of treatment professionals—psychologists, social workers, lawyers—and requires the active participation of the inmate, as well as collaboration from public and private institutions, family, and society at large (Valderrama, 2013).

In the Peruvian context, legislation mandates that individuals serving sentences for crimes related to violence against women and family members must undergo differentiated and multidisciplinary treatments. The evaluation of these treatments is a prerequisite for accessing penitentiary benefits, such as sentence reduction or pardon, in accordance with Law 30364. This regulatory framework aims to ensure that resocialization occurs in a context that considers the severity of the crime, along with gender perspectives and human rights.

Official figures from the National Penitentiary Institute (INPE) illustrate the complexity of the challenge: in 2023, there were 90,214 inmates in the country's penitentiary centers, of which 190 were specifically convicted for crimes of violence against women (INPE, 2023). This reality reflects the persistence of behaviors that severely affect vulnerable groups and underscores the urgent need to implement more effective management and treatment strategies. However, a critical barrier is the limited availability of specialists: nationwide, only 350 professionals serve just 15% of the penitentiary population, leaving more than 80,000 inmates without therapeutic coverage. Examples such as the Chiclayo prison, where fewer than 20 specialists must attend to 3,800 inmates, clearly illustrate this insufficiency (INPE, 2018).

In light of this scenario, human resource management in the penitentiary system faces significant challenges ranging from adequate planning and personnel distribution to the implementation of intervention programs based on modern models. Previous research indicates that having qualified, trained, and motivated personnel, as well as applying comprehensive approaches such as the Model of Good Lives or a multidisciplinary approach, are decisive factors for the success of resocialization processes (Cesana et al., 2018; Novák et al., 2019).

Consequently, the need arises to conduct a systematic review that synthesizes existing contributions and identifies best practices in human resource management associated with prison treatment. This study aims to fill that theoretical gap, posing central questions: What is the level of scientific development regarding the management of specialists in the resocialization process of individuals convicted of violence against women? And what theories, models, or contemporary approaches are applicable in this field?

A rigorous analysis of these issues will contribute to providing an academic and practical framework that not only benefits penitentiary institutions and inmates undergoing resocialization but also supports victims and society in general, thus promoting more effective and sustainable strategies for social reintegration.

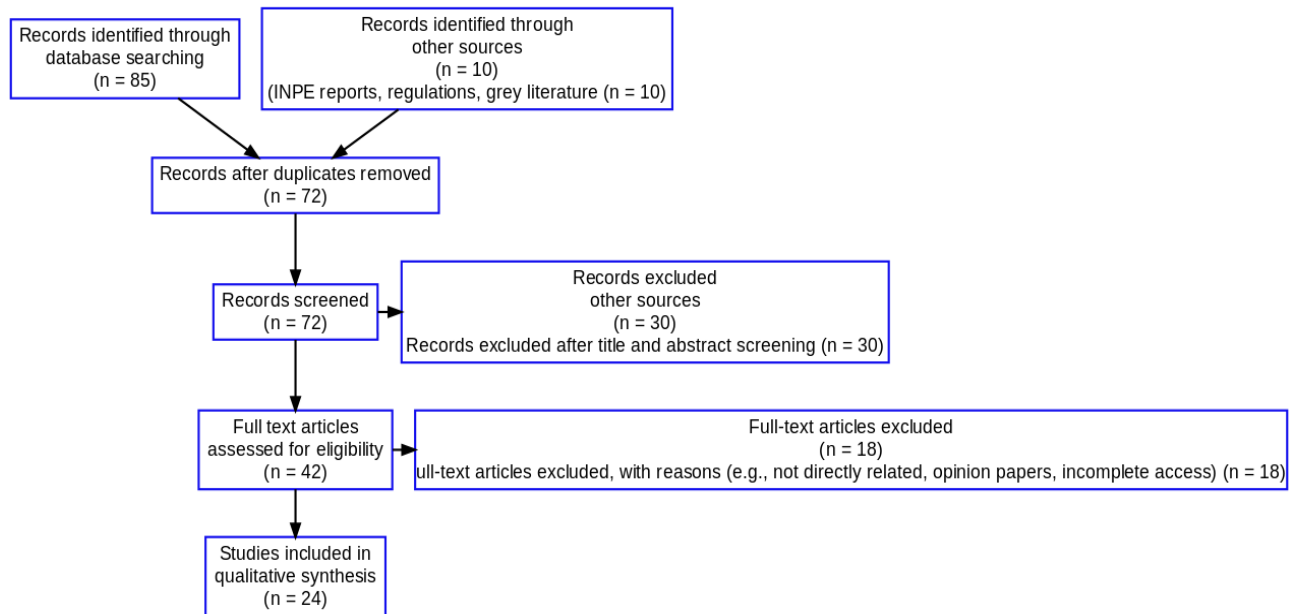
## Methodology

This study adopted a systematic literature review design, following a comprehensive and rigorous procedure aimed at minimizing biases and ensuring the scientific validity of the findings. This methodology was grounded in the principles of transparency, exhaustiveness, and replicability, ensuring that the results can be contrasted and replicated by other researchers.

Additionally, to organize and present the review, the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guideline was employed, widely recognized for its solid methodological foundation and its transversal application across various fields of knowledge. The choice of PRISMA is due to its ability to enhance the quality of presentation, standardize evidence selection, and ensure adequate traceability of the included studies.

**Figure 1**

*PRISMA flow diagram illustrating the process of identification, selection, and inclusion of the analyzed studies*



**Nota.** Content generated from <https://hollyhartman.shinyapps.io/PRISMAFlowDiagram/>

Specific search equations were designed for each database, considering their indexing particularities and structure. The inclusion criteria were as follows:

1. Studies published between 2007 and 2024.
2. Peer-reviewed articles or academic chapters presenting empirical, documentary, or theoretical evidence.
3. Texts in English, Spanish, and Portuguese.
4. Research explicitly addressing human resource management and/or prison treatment programs related to resocialization processes.

Conversely, the exclusion criteria included:

1. Duplicate studies found in more than one database.
2. Documents without access to the full text.
3. Opinions, editorials, or reviews lacking verifiable scientific evidence.
4. Research that had no direct relation to personnel management or prison treatment.

The methodological procedure was developed in several phases, starting with the design of the search strategy. For each database, a central equation was formulated adapted to its specifics. For instance, in Scopus, the following formula was utilized: TITLE (“Human resource management” OR “prison treatment staff shortage”) AND TITLE-ABS-KEY (“prison treatment” OR “prisoner rehabilitation”) AND ALL (“best practices” OR “good practices” OR “exemplary practices”). After applying the selection criteria, a total of 24 final studies were confirmed, which are presented in Table 1.

**Table 1**  
*Studies on human resource management and prison treatment*

No.	Author/Year	Methodology	Results
1	Lambert et al. (2021)	Quantitative, survey of 322 officials	Organizational justice influences the emotional exhaustion of penitentiary staff.
2	Rebić et al. (2024)	Qualitative, interviews with 8 representatives	Social enterprises facilitate the labor reintegration of excluded individuals, including prisoners.
3	Imandeka et al. (2024)	Systematic review (59 articles)	Identified barriers and sustainable solutions for the development of smart prisons.
4	Pedersen (2024)	Narrative review	Work-life conflict among correctional officers impacts their performance and personal relationships.
5	Urbanek (2021)	Empirical analysis	Highlights the importance of qualified personnel in the penitentiary field.
6	Sorge et al. (2021)	Mixed study	Emphasizes the need to strengthen the personal and professional skills of staff.
7	Villagómez (2020)	Qualitative research	Demonstrates that administrative expulsion under the principle of opportunity (Art. 57.7 LOEX) is more of a culturally constructed penalty by judicial actors than a simple legal measure.
8	Granados et al. (2023)	Documentary analysis	Emphasizes ongoing training and motivation of staff in prisons.
9	Shingler et al. (2019)	Case study	Underlines the importance of safe environments for correctional specialists.
10	O'Loughlin (2021)	Empirical research	Proposes the assumption of responsibility among sexual offenders.
11	Guerrero-Molina et al. (2023)	Analytical study	Responsibility model for those convicted of violence against women.
12	Novák et al. (2019)	Empirical study	Application of a multidisciplinary approach and sports model for inmates.
13	Cesana et al. (2018)	Qualitative research	Proposes the Good Lives Model with a holistic approach.
14	Cesari S. (2020)	Documentary study	Suggests the empowerment of inmates for social reintegration.
15	Dransmann et al. (2024)	Intervention study	Addresses empowerment theories and the socio-educational model.
16	Valderrama (2013)	Exploratory study	Socio-educational and sports model for resocialization.
17	Magallanes et al. (2024)	Applied research	Socio-educational model focused on education and social norms.
18	Sydes et al. (2023)	Evidence and Gap Map	Identifies gaps in correctional interventions against radicalization and extremism.
19	Al-kassab-Córdova et al. (2023)	Quantitative, penitentiary census	Associates depression among Peruvian inmates with social and health factors.

20	Martín-Solbes et al. (2021)	Mixed design, surveys and interviews	Analyzes the professional dimension in socio-educational action in penitentiaries in Spain.
21	Lambert et al. (2021)	Quantitative, survey of 160 employees	Social support improves confidence in private penitentiary management.
22	Evers et al. (2020)	Review and meta-analysis	Well-being interventions show limited effects on prison officers.
23	Sygit-Kowalkowska et al. (2019)	Quantitative, 163 officials	Personality and coping strategies influence job satisfaction.
24	Chiavenato (2007)	Theoretical review	Human resources are essential for outcomes in organizations, applicable to prisons.

**Note.** Only those studies with complete and verifiable information in recognized academic databases were included, ensuring the validity and reliability of the systematized results

Thus, the final selection of 24 studies allowed for the consolidation of a diverse and updated evidence base, integrating theoretical contributions, reviews, and empirical analyses on human resource management and prison treatment. This corpus constitutes the fundamental input for the analysis of results, ensuring that the conclusions drawn are based on research with high methodological quality and thematic relevance.

## Results and discussion

The systematic review consolidated a total of 24 studies published between 2007 and 2024 that address human resource management in penitentiary contexts and its relationship with resocialization programs. The collected evidence presents a wide methodological diversity—including quantitative, qualitative, mixed, documentary studies, systematic reviews, and theoretical frameworks—that enabled a comprehensive analysis of the challenges and contributions in this field.

### Working conditions and human resource management

Quantitative studies highlight the importance of organizational perceptions and working conditions on the performance of penitentiary staff. For instance, Lambert et al. (2021), through a survey of 322 officials, identified that organizational justice directly influences emotional exhaustion. In a second study with 160 employees, they confirmed that social support is a positive predictor of confidence in private penitentiary management. In turn, Sygit-Kowalkowska et al. (2019) delved into how personality and coping strategies affect job satisfaction, demonstrating that individual factors also play a decisive role.

Qualitative and mixed approaches complement this view. Sorge et al. (2021) showed that strengthening personal and professional skills improves staff well-being, while Urbanek (2021) emphasized the relevance of having trained workers to assist inmates from various cultural backgrounds. Additionally, Shingler et al. (2019), through a case study, underscored the necessity of safe environments for correctional psychologists responsible for risk assessments, a point linked to O'Loughlin (2021), who argued from the jurisprudence of the European Court of Human Rights that the assumption of responsibility by offenders contributes to a more stable institutional climate. Finally, Villagómez (2020) revealed that conflicts between work and personal life negatively impact the performance of correctional officers, highlighting an often-underestimated element in the literature.

### Models and approaches to prison treatment

A significant portion of the studies focused on intervention models. Novák et al. (2019) explored the utility of a multidisciplinary approach and the sports model, while Cesana et al. (2018) presented the Good Lives Model as a holistic proposal integrating risk and protective factors. Similarly, Cesari (2020) emphasized the empowerment of inmates as a key strategy for social reintegration, and Valderrama (2013) proposed a socio-educational and sports model aimed at resocialization. Moreover, Magallanes et al. (2024), based on a systematic review in Ibero-America, reinforced this perspective by highlighting the central role of education and social norms as foundations for prison treatment.

Other studies showcased specific innovations. Granados et al. (2023) implemented a socio-emotional competencies program that proved effective in improving inmates' self-esteem, social skills, and emotional competencies. Meanwhile, Dransmann et al. (2024) confirmed, from the inmates' perspective, that recreational

sports and coaching strengthen the resocialization process. Guerrero-Molina et al. (2023) emphasized the importance of the responsibility model in cases of violence against women, underscoring the gender perspective in intervention programs. Finally, Martín-Solbes et al. (2021) analyzed the professional dimension of socio-educational action in Spain, evidencing the relevance of teacher training in penitentiary contexts.

### **Structural barriers and innovations**

The review also highlighted persistent limitations within the penitentiary system. For example, Evers et al. (2020) concluded that interventions focused on the well-being of staff often have limited effects, reflecting the difficulty of achieving sustained impacts without implementing profound structural changes. Complementarily, Villagómez (2020) emphasized how administrative expulsion, within the framework of the principle of opportunity, is constructed as a culturally defined penalty, underscoring the importance of understanding the sociocultural dimension that influences penitentiary decisions.

Regarding innovations, Imandeka et al. (2024) examined smart prisons, identifying both barriers to their implementation and opportunities to optimize management and treatment processes. Similarly, Sydes et al. (2023), through an Evidence and Gap Map, pointed out significant gaps in evidence regarding programs aimed at preventing radicalization and extremism. On another note, Rebić et al. (2024) demonstrated that social enterprises serve as an effective mechanism for the labor inclusion of excluded individuals, including former inmates, providing significant evidence about the relevance of socio-labor reintegration. Finally, Chiavenato (2007), from a theoretical perspective on human resource management, reaffirmed that human talent is the central axis of any organization, a premise fully applicable to the penitentiary system.

In summary, the 24 reviewed studies agree that personnel management is crucial for the success of treatment in penitentiary contexts and the social reintegration of inmates. Elements such as continuous training, motivation, and job security of the penitentiary team emerge as essential requirements for rehabilitation programs to function effectively. Likewise, the evaluated models reveal progress toward more integrative, humanized approaches that promote the active participation of inmates in their processes. However, significant obstacles still exist, such as the lack of specialists, prison overcrowding, and the absence of uniform standards in action plans. Addressing these issues is crucial for consolidating more equitable, sustainable penitentiary systems that respect human dignity.

### **Contributions and limitations of the reviewed studies**

Overall, the 24 studies examined reveal a unanimous agreement on the central role of the human factor and the renewal of methodologies applied within prison treatment. It is consistently highlighted that training, commitment, and job security of staff are essential foundations for effective social reintegration programs. Similarly, the analyzed proposals concur in giving inmates a leading role in their own transformation process, fostering personal reflection, learning, and reintegration into the community.

However, significant limitations are also identified. These include resource scarcity, the lack of standardization of programs, and difficulties in applying multidisciplinary approaches in contexts marked by overcrowding and structural precariousness. Additionally, some models face cultural and regulatory barriers that hinder their full implementation across various penitentiary systems.

In summary, the results indicate that efficient human resource management, combined with the application of innovative treatment models, represents essential strategies for achieving effective resocialization. Nonetheless, the success of these initiatives will largely depend on the institutional capacity to overcome the identified limitations and the political will to invest in continuous and sustained improvement processes within the penitentiary system.

### **Conclusion**

The systematic review identified that human resource management in the penitentiary context is a determining factor for the success of resocialization programs. The analyzed studies demonstrate that the presence of qualified professionals, the continuous enhancement of their competencies, and the creation of safe work environments are indispensable conditions for ensuring effective interventions. These practices not only benefit the staff by increasing their motivation and providing adequate tools but also directly impact the quality of treatment offered to the penitentiary population.

Regarding prison treatment, the literature reflects a shift toward more comprehensive and humanized approaches that recognize inmates as active protagonists in their transformation process. Models such as the multidisciplinary approach, the Good Lives model, inmate empowerment, as well as socio-educational and sports strategies, indicate a trend to diversify interventions by incorporating psychological, educational, social, and

cultural dimensions. These proposals aim to overcome the reductionist perspective of treatment as merely behavioral, advocating for a more effective and sustainable social reintegration.

Finally, the synthesis of the 24 selected studies confirms the existence of a theoretical-practical gap concerning the articulation between human resource management and resocialization programs, particularly in contexts of violence against women. This gap constitutes both a challenge and an opportunity for future research to explore innovative, culturally contextualized models supported by empirical evidence. Implementing these improvements will allow for progress toward more just, effective penitentiary systems committed to human dignity.

## References

- Al-kassab-Córdova, A., Silva-Perez, C., Quevedo-Ramirez, A., Bravo-Cucci, S., & Maguina, J. L. (2023). Associated factors to depression diagnosed during incarceration in Peruvian male prisoners: A sub-analysis of the national census of prison population. *International Journal of Prisoner Health*, 19(3), 474–488. <https://pubmed.ncbi.nlm.nih.gov/36573688/>
- Cesana, M. L., Giordano, F., Boerchi, D., Rivolta, M., & Castelli, C. (2018). Drawing to reconstruct: Pilot study on acknowledging prisoners' internal and external resources in a penitentiary institution. *International Journal of Offender Therapy and Comparative Criminology*, 62(9), 2584–2602. <https://doi.org/10.1177/0306624X17745246>
- Cesari, S. (2020). Programas de tratamiento penitenciario desde una perspectiva internacional. En A. Balloni & R. Sette (Eds.), *Manual de investigación sobre tendencias y problemas en la prevención del delito, la rehabilitación y el apoyo a las víctimas*.
- Chiavenato, I. (2007). *Administración de recursos humanos*. McGraw-Hill Interamericana.
- Dransmann, M., Lesch, L., Gröben, B., & Wicker, P. (2024). Recreational sports in prison: Inmates' perspectives on coaching effectiveness. *Frontiers in Sports and Active Living*, 6, 1488600. <https://doi.org/10.3389/fspor.2024.1488600>
- Evers, T. J., Ogloff, J. R. P., Trounson, J. S., & Pfeifer, J. E. (2020). Well-being interventions for correctional officers in a prison setting: A review and meta-analysis. *Criminal Justice and Behavior*, 47(1), 3–21. <https://www.semanticscholar.org/paper/Well-Being-Interventions-for-Correctional-Officers-Evers-Ogloff/ccb237b132b89ffc1c67d2724f91b19f096b6b94>
- Granados, L., Suriá, R., Perea, C., Payá, C., Sánchez-Pujalte, L., & Aparisi, D. (2023). Effectiveness of a program for the development of socio-emotional competences in people admitted to a penitentiary center. *Frontiers in Psychology*, 14, 1084896. <https://pubmed.ncbi.nlm.nih.gov/36703858/>
- Guerrero-Molina, M., Moreno-Manso, J. M., Guerrero-Barona, E., García-Baamonde, M. E., Cruz-Márquez, B., & Bueso-Izquierdo, N. (2023). Agresores condenados por violencia de pareja: Actitudes sexistas y pensamientos distorsionados sobre las mujeres y el uso de la violencia. *Psicología Conductual*, 28(2), 327-341. [https://www.behavioralpsycho.com/wp-content/uploads/2020/10/08.Guerrero-Molina\\_28-2-1.pdf](https://www.behavioralpsycho.com/wp-content/uploads/2020/10/08.Guerrero-Molina_28-2-1.pdf)
- Imandeka, E., Putra, P. O. H., Hidayanto, A. N., & Mahmud, M. (2024). Exploring the world of smart prisons: Barriers, trends, and sustainable solutions. *Human Behavior and Emerging Technologies*, 2024, 6158154. <https://doi.org/10.1155/2024/6158154>
- Instituto Nacional Penitenciario. (2018). *Informe de tratamiento penitenciario*. INPE. <https://www.gob.pe/inpe>
- Instituto Nacional Penitenciario. (2023). *Informe estadístico 2023*. INPE. <https://www.gob.pe/inpe>
- Lambert, E. G., Holbrook, M. A., Hogan, N. L., Wells, J. B., & Minor, K. I. (2021). Social support and its link to workplace trust among correctional staff: An exploratory research note. *Journal of Applied Security Research*, 16(2), 147–167. <https://doi.org/10.1080/19361610.2021.1879613>
- Magallanes Ravinez, M. L., Moreno Fernández, Y. S., & Magallanes Baltodano, G. E. (2024). Eficacia de los programas de tratamiento penitenciario en adultos de Iberoamérica 2017–2022: Una revisión sistemática. *Revista InveCom*, 4(2), e040260. <https://doi.org/10.5281/zenodo.10698992>
- Martín-Solbes, V. M., Añaños, F. T., Molina-Fernández, E., & Burgos-Jiménez, R. J. (2021). The professional dimension in Spanish prison socio-educational action. *Education Sciences*, 11(10), 585. <https://doi.org/10.3390/educsci11100585>
- Novák, P., Novopacká, M., Grohmannová, K., Koňák, T., Roubalová, M., & Trávníčková, I. (2019). Praktické implikace konceptů kriminální kognice a psychopatie v penitenciární práci s uživateli návykových látek. *Československá Psychologie*, 63(1), 41–58. <https://iksp.gov.cz/storage/169/482-Cesta-ke-svobode-priprava-odsouzenych-na-propusteni-z-VTOS-WEB.pdf>

- O'Loughlin, A. (2021). Risk reduction and redemption: An interpretive account of the right to rehabilitation in the jurisprudence of the European Court of Human Rights. *Oxford Journal of Legal Studies*, 41(2). <https://doi.org/10.1093/ojls/gqaa060>
- Pedersen, D. E. (2024). Work–life conflict among correctional officers: A narrative review. *Criminal Justice Review*, 0(0). <https://doi.org/10.1177/07340168241298595>
- Rebić, L. A., Rosandić, A., & Gašević, G. R. (2024). Experiences of social enterprises in the work integration of persons whose behavior deviates from formal and informal norms. *Revija Za Socijalnu Politiku*, 31(2), 143–164. <https://hrcaj.srce.hr/en/clanak/471485>
- Shingler, J., Sonnenberg, S. J., & Needs, A. (2019). "Your life in their hands": The experiences of prison psychologists conducting risk assessments with indeterminate sentenced prisoners in the United Kingdom. *Psychology, Crime & Law*, 25(2), 173–190. [https://puretest.port.ac.uk/files/15136983/Their\\_life\\_in\\_your\\_hands.pdf](https://puretest.port.ac.uk/files/15136983/Their_life_in_your_hands.pdf)
- Sorge, A., De Luca, L., Tamanza, G., & Saita, E. (2021). Ward staff as a tool to promote wellbeing among prison employees. *Sustainability*, 13(18), 10392. <https://doi.org/10.3390/su131810392>
- Sydes, M., Hine, L., Higginson, A., Dugan, L., & Mazerolle, L. (2023). Criminal justice interventions for preventing radicalisation, violent extremism and terrorism: An evidence and gap map. *Campbell Systematic Reviews*, 19(4), e1366. <https://onlinelibrary.wiley.com/doi/10.1002/cl2.1366>
- Sygit-Kowalkowska, E., Poklek, R., & Pastwa-Wojciechowska, B. (2019). Predicting the role of personality traits, organizational factors, and strategies for coping with stress in job satisfaction in correctional services. *Polish Psychological Bulletin*, 50(3), 275–283. [https://www.researchgate.net/publication/339458448\\_Predicting\\_the\\_Role\\_of\\_Personality\\_Traits\\_Organizational\\_Factors\\_and\\_Strategies\\_for\\_Coping\\_with\\_Stress\\_in\\_Job\\_Satisfaction\\_in\\_Correctional\\_Services](https://www.researchgate.net/publication/339458448_Predicting_the_Role_of_Personality_Traits_Organizational_Factors_and_Strategies_for_Coping_with_Stress_in_Job_Satisfaction_in_Correctional_Services)
- Urbanek, A. (2021). Reactions of prison staff to the needs of culturally different convicts. *Social Sciences*, 10(5), 182. <https://doi.org/10.3390/socsci10010001>
- Valderrama Bares, P. (2013). *La educación en instituciones penitenciarias: Historia, políticas públicas y buenas prácticas*. Editorial Universitaria Ramón Areces.
- Villagómez Moncayo, B. (2020). Cómo las cortes penales combinan fines punitivos con objetivos de control migratorio: El proceso de toma de decisiones judiciales del principio de oportunidad para permitir la expulsión administrativa. *Revista Española de Investigación Criminológica*, 18(2), 1–29. <https://doi.org/10.46381/reic.v18i2.327>

## CONTRIBUTION OF THE AUTHORS

The authors declare that the Conceptualization, Data Curation, Formal Analysis, Research, Methodology, Project Management, Resources, Validation, and Writing—Editing and Proofreading were carried out with the necessary details to ensure that the research meets the appropriate rigor.

## FUNDING

This research did not receive specific funding from public agencies, private institutions, or non-profit entities. Its development was entirely undertaken by the authors within the framework of their academic and research activities.

## CONFLICT OF INTERESTS STATEMENT

The authors declare that there are no financial or personal conflicts of interest that could have unduly influenced the elaboration, analysis, interpretation, or presentation of the results of this study.

## STATEMENT ON THE USE OF ARTIFICIAL INTELLIGENCE

The authors declare that, during the writing process of this manuscript, generative artificial intelligence tools were employed solely as support in linguistic tasks, such as style enhancement, syntactic organization, and grammatical correction. In no case were these technologies used to generate original scientific content, interpret results, or replace the academic and ethical judgment of the authors. Full responsibility for the integrity, validity, and originality of the manuscript rests solely with the authors, in accordance with recognized editorial best practices and internationally acknowledged principles of scientific publication ethics.