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Probation Department Culture and Promotion Policies

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This is to certify that the doctoral dissertation by

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Walden University
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Abstract

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MPA, American Public University, 2013

BS, California State University Dominguez Hills, 1997

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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School of Public Policy and Administration

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Abstract

With management influence evolving in organizations, changes occur slower than

anticipated. The problem in my study addressed how management controls promotional

policies for probation officers. The purpose of this qualitative study was to investigate

whether management has control over probation promotional policies. Maslov's theory of

self-realization was incorporated into the theoretical framework for my research. Audio

interviews were conducted with 15 participants who were non managerial probation

officers who had no subordinates. Data analysis included key elements impacting morale

in the workplace, employee evaluations, training, and communications. The conclusion

showed there was a need to improve several promotional policies based on the following.

There was a need to improve the training for newly promoted officers, improve the

communication process between management and probation officers, and to address

nepotism regardless of its benefits or challenges. These items improved job satisfaction

and supported the Maslov's theory of esteem. Positive social change included a possible

increase in training to reduce liability and increased speaking and listening between

management and probation officers. This will improve overall work morale and produce

a positive workplace for probation officers.

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Dedication

First, I would love to give a big shout out to the Big Guy in the Sky. God has always worked in His ways to make people in the His image, to help other people. With this paper, I hope to help other people develop improvements based on my contributions.

I am also thanking my chairperson Dr. Mark Stallo and my other committee members Dr. David Milen and Dr. Anne Hacker. I wish to be a sponge on your fountain of information that rains in the eyes of the public.

Also, this paper is dedicated to my parents Richard and Kathleen. Without parental persistence, I would of never became the axe chopping away at the academic tree in my path. Their support from the sidelines has meant so much to me a person and as a son. Their support has been so colossal, being the first family member to obtain a college degree. I also wish to acknowledge my brother Richard II and my sister Michelle. They have tolerated me for over a half a century and have always welcomed me as an inspiration to all their children.

Finally, my wife Beth, my daughters Aliyah and Gianna and rest of the Rapadas family for understanding education. Their understanding of what school did for me. School has allowed me to expand my expectations. I sure have done this in this journey. All these people mentioned in this dedication have helped the road taken be a smooth ride.

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The following people are listed in alphabetical order per APA standards:

Steve Greenstein, Jeff May, Joe Meyer, Lori Morihiro, Mike Schock, Steve Smith, and the others who I have meet from my days on the bowling team as CSULB. School was in your blood and at the time influenced a 16-year-old kid to attend college and learn more about life.

To all the other people I have met working for as a deputy probation officer for Los Angeles County Probation Department. All these hard-working people who have been encouraging me to finish this paper. *It doesn't matter how many times you fall; it matters how you move forward.*

Become Unstoppable

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Chapter 1: Introduction to the Study

Introduction

Probation officers are certified peace officers whose jobs entail promoting public safety and making decisions that benefit their clients and probationers. At times, these officers are targets of violence from their clients. In perilous situations, probation officers need to determine the level of danger so they can de-escalate hostile situations with words rather than weapons. Despite these challenges, frontline officers work with limited opportunities. Limited opportunities came in the form of promotional opportunities controlled by probation management's policies use (Hupe et al., 2015; Serier & John, 2011). Ross (2019) noted internal peace officer policies need improvements because promotional policies within probation departments, were being ignored.

In this dissertation, I explored a public administration's managing agency's control of promotional policies. The Los Angeles County probation department is the largest in the world. In this dissertation, I explored management's control from the perspectives of its probation officer subordinates. Chapter 1 introduced the research problem, the research questions, the theoretical framework, operational definitions, and assumptions.

Background

Clear performance objectives will improve work relationships for front line employees and management. One way to accomplish this is to promote employees without civil service influence on managerial decisions. Collected data creates improvements to promote deserving employees. Also, making improvements creates

better probation officers and organizational growth. Job potential limits lack uncovered disclosed data (Prysmakova & Vandenabeele, 2019). My evidence proved people in charge want to progress. Progress also strengthens people working in this profession. Programs developed policies building employee longevity. Eventually, front line probation officers are future managers stimulating organizational growth.

According to Serier and John (2011) promotional policy research was conducted for sergeants only. Other specialists have not participated as research candidates. Lower ranking employees are still ignored, lacking input on promotional procedures. Promotional policy research needs development.

(Millie and Wells, 2019) stated that if management resolves promotional policy issues, then employee morale improves. In other words, start with establishing good relationships inside the department to improve work relationships outside the department. Good feedback promotes safer work environments because decisions are taken seriously, and safer environments provide better coworker relationships.

Social media pressure influenced promotional policies in public administration (Lovari & Valentini, 2020). Lovari and Valentini (2020) located information related to pressurized decision-making. If a person never promotes, then management faces social media's negative publicity. Public administration social media delivers bad news. Bad news allows the public to express how they feel about leadership. Both writers mentioned a stronger voice is taken seriously.

Social media influences management's operating procedures. Executives use social media to express their feelings. Public social media users expressed how they feel

about issues like procedures. Many people engage others to get feedback by replies. Withholding information at an individual's expense exposes data not meant to be shared (Lovari & Valentini, 2020). Challenging information is sorted out before it goes public

Management still uses obsolete resources to control its organization and members (Meymand, 2022). Meymand (2022) wrote old promotional resources still make decisions. Old resources lack innovative policy delegation. Obsolete innovative delegation controls promotional opportunities. Outdated resources impact frontline officer's motivation. Officers' morale suffers when rewards cease. Front line officers are compelled to seek employment opportunities to promote. Front-line officers use out-of-date resources/policies making decisions. Decisions restrict job performance and long-term growth. Restricted promotees are pressured because of limited job performance duties. Other challenges limit organizational success stressing out employees. Stress, other non promotional causes like nepotism and job consequences vary per employee.

The problem affects promotees performing duties beyond job expectations. Another promotional process is ignored. Nobody wants to change because of fear. Examining probation department organizations improved social relationships (Serier & John, 2011). Both writers noted "this topic of management organization formed a group culture controlling front line officers with inconsistent procedures policies needs more research."

More topic research improves work relationships between managers and subordinates. Stagnant rules never improve creating unhappy workplace subordinates. Front line people are at the mercy of promotional policies. Promotional policy control

comes at the expense of long-term loyal employees. Policy control impacts careers and the employee's decisions of change in the long run.

Public administration reform called for improving operations. Cohen (2022) noted operations promote a lack of instability in promotional policies. Tailoring promotional programs yield limitless benefits. Nothing is in place at the present, so initial procedures generated little progress. Improving the initial procedures will yield unlimited success.

The history of civil service's impact on public service does not exist (Kenny, 2020). Kenny (2020) noted in his writing little change has progressed over time. He noted little documentation has been done on the civil service process. Kenny (20200 opened readers to consider more research opportunities for public service. Opportunities ensure success for probation management and its subordinates.

Furthermore, civil service commissions stated a need to improve promotion procedures for their employees (Headley & Wright, 2019). Both researchers highlighted probation reform is a good place to start. Reforming promotional processes determine if candidates are qualified for duties. Other issues call for research and improving current promotional procedures in place. Promotional processes need changes because of inconsistency with labor laws.

What have front-line employees done to prepare themselves for job promotions? No research means these organizations are ignored. Employees are not considered for promotional needs (Stern et al., 2022). Stern stated poor job promotions lead to unknown problems. Unknown problems have un-measured emotional and mental breakdowns as careers progress. He also talks about employee careers impacting organizations with new

energetic employees forming miraculous habits. The workforce size of employees impacts other long-term issues. Hidden costs appear to impact long-term organization damage. Who is responsible for the well-being of its core members?

Problem Statement

The research problem centered on probation department management controlled promotional policies. Evidence suggested managers do not always promote the best person for the job (Ganapati et al., 2022). Evidence such as gender, emotional skills, and communication affect hiring and promotional practices (Kringen, 2016). A literature search suggested promotional policy has been conducted with reserve probation officers, such research has not been conducted with paid probation officers.

Purpose of the Study

In this qualitative study, I explored probation management's use of promotional policy with its frontline probation officers. I conducted this study with probation officers to determine their perception of management's control over promotional policies. The largest probation department in the world, the Los Angeles County Probation Department, is led by managers, who controlled probation officers' promotions. If an improved organization improved, then probation officers and management have built better working relationships with each other. Improved relationships helped increase morale among probation department management and employees (Prysmakova & Vandenabeele, 2019).

Research Questions

I addressed two research questions in this study:

Research Question 1: How do subordinates' abilities impact a manager's decision in promoting probation department candidates?

Research Question 2: How does a personal relationship with management affect probation department frontline staff?

Theoretical Framework

The goal of the theoretical framework is to focus the study's inquiry on the research questions. For this study theoretical framework related to Maslov's theory of self-realization in the workplace (McGee, 2022). McGee noted employees want to be acknowledged for their work efforts. The theory connected key elements including promotional practices and policies, probation department cultures, and organizational culture. Also, the literature review gave me a relationship with the key elements too.

The literature reviewed indicated key elements including public administration management organizations that controlled obsolete promotional procedures that limited organizational growth (Meymand, 2022). Meymand (2022) argued promotional resources like continuing education were not considered when probation officers received training. Even the best-trained probation officers had their morale brought down, seeking employment elsewhere. Employees are restricted and job growth stops. Senior probation officers' morale impacted newer probation officers thus, officers were overwhelmed (Lewis et al., 2013).

Nature of the Study

I developed this qualitative study to explore how management's control over promotional policies affects employee morale. My study consisted of conducting Zoom

audio interviews of probation officers who have no subordinates reporting to them. I designated a questionnaire to obtain probation officers' concerns about how management made promotions happen in the workplace. The research method was qualitative because the results reflected the participant's answers from the interviews (Mallory et al., 2022). This participant input may assist future input, to create a demand for the needed social change with the organization's probation officers and management.

The data was collected from non-managerial probation officers who have no subordinates. They are participants in an audio interview consisting of a series of questions. The data were analyzed by using the key themes that the participants noted in their interviews. The data produced several key themes that overlapped each other.

Operational Definitions

Bureaucratic stress: Stress as characteristics of a bureaucrat that impacted other people (Weber, 2009). Bureaucrats are supposed to benefit all people supporting a group. Stress is defined as a physical force on the body that challenges an individual's body to function. These together define a group of people with governmental power. Physical demands on people stressed out individual normal functions.

Promotional policies: Policies that affect people who believe they are deserving promotion. Certain work cultures believe a promotion is not appropriate. Without second consideration and updated procedures in place, stress on a front-line probation officers made life for them more difficult on the job (Russell, 2019). The policies impact people more than organizations know.

Implicit bias: Behavior in an individual, group, or committee. The behavior is for the benefitting group without consideration for other individuals or groups (Le, 2020). Le let us know promotions are processed by the people in charge who made the rules. Are they biased toward a certain coworker or was the best employee considered?

The Philanthropic policy: A humanitarian who donated money to a cause (Weber, 2009). Weber (2009) defined policies as a high-level overall plan embracing the goals of the organization. Weber defines execution as an act or process. These items are all placed together to complete the act of a group giving money to place move policies in their favor.

Reverse discrimination: An act of taking a negative approach to a solution over a positive solution (Mosser, 2022). Some probation officers favored their current position over a position that may not be as rewarding as it should be. Other probation officers saw negativity in people choosing sides that impacted the working relationship. Finally, probation officers felt the organization in charge is against them causing their morale to dip.

Hiring probation officers has been challenging and exhausting for HR managers. Promoting these probation officers became more exhausting because of challenging issues like gender (Fine et al., 2020). His report proved challenging gender issues have not hampered promotions. Male and female probation officers get promoted, regardless of training or education.

Assumptions

A problem for researchers in qualitative methods of this kind is their fear of punishment and that their words were not taken seriously (Henrico et al., 2022). Thus, I assumed it would be difficult to find a representative sample of interviewees who would be willing to answer questions candidly. I also assumed that interviewees would express revealing problems in the workplace.

Management retaliation toward probation officers' participation may be punitive (Cortina & Magley, 2003). Employees noted nonverbal expressions attract management's attention. Management looked for employees to punish those who reported workplace concerns. Whistleblowers are encouraged to report workplace problems, but retaliation might ensue. Retaliation may lead to changing work locations and having a more complex manager in charge (Lewis, 2022)

Time was a limiting factor for participants to be interviewed (Yoon et al., 2020). Yoon and his authors noted that people want to participate in social change; however, they were too busy in their daily lives to make time to take part in it. Some research participants wanted to answer a survey like a checklist or answer a yes, or no questionnaire. As the primary researcher, I motivated participants because their participation was important for data collection.

Research participants strayed away from taking part in past questionnaires because they claim, "they had other business to tend to," to need to "be somewhere else," or to deal with other important matters. (Celhay et al., 2022). Celhay et al. (2022) noted

participants are not fully aware of the research purpose. This unawareness may lead to the cause errors. Errors eventually impacted the questionnaire participation.

I chose this research area because many fellow probation officers believe that excellent people who should have been promoted have not. Eventually, other probation officers with less time on the job have been promoted faster than other employees. Past data collected by management is not always used for management's benefit.

Scope and Delimitations

I chose this focus because many participants have wondered what criteria determine who gets promoted. Prospective participants had concerns; however, they did not know how to go and get provided solutions. Many prospective participants expressed concern about taking part in the research. They felt management exercised an indirect retaliation which could damage future career growth. Participants defined indirect retaliation comes from being ignored at work and alienation. Other aspects mentioned were discipline which can lead to suspensions, and terminations too.

This relates to Maslov's need for esteem in the workplace. Many participants feel that now they are alienated from the organization projects to take part in. One prospective participant noted divide and conquer, a term mentioned in workplace conversation. Employees want to be a winner and the Los Angeles Probation Department is a winning organization.

Transferability related to the scope of delimitations may benefit other management and/or human resources organizations for Los Angeles County. Los Angeles County has over 50 different departments (i.e., sheriff, department of mental health).

Shared inter-agency information shared may reduce research and development (R & D)

costs. If effective research is taken seriously then other agencies can improve their

promotional policies too.

Limitations

A limitation that was addressed was the actual consent granted by the department.

The Los Angeles County Probation Department has experienced executive management

changes in recent years. The department has had 7 different chief probation officers since

2008. With these changes occurring so fast, I was not sure if the approving representative

would be back when I started my research.

A potential bias could have influenced me as I am a probation officer like the

participants. I wanted to remain neutral and report the findings of my colleagues. These

colleagues deserve to see how this department can get better with its executive leadership

making beneficial promotional decisions.

I addressed my potential bias by as the researcher getting help to design the

interview questions. The assistance with the questions reduced my biased so I could not

make it personal. Addressing this issue early meant I was taken seriously as a researcher.

Management will read this knowing I have the department's best interest in social

change.

I also promised the participants to listen to their concerns versus making it a

personal issue with my matters. My colleagues like an organization have greater needs

than the need of the individual. My interest is to listen to and document the techniques to

deliver social improvement for the Los Angeles County Probation Department.

Significance

Potential contributions of the study were related to enriching the existing little research addressing promotional policies for probation officers. The study addressed dormant procedures. Policies are not being used because both parties must have a better understanding of how they mesh. Two strong groups worked together to express social changes in working for this department.

The study offered a way to provide probation officers to be taken more seriously. Many probation officers have always expressed an interest to see changes as the department progresses. Limited probation management evolved and had challenges keeping up with progress. Many probation managers are new and have not considered what can be done to maintain morale in the department.

Summary

A probation officer's job involves made decisions to benefit their probationers. Their duties performed allows them to excel. Because of this excellence, management has more probation officers who wish to promote. Promotional factors like job experience affect the promotional process. I hoped this research would lead to improved work relationships between management and their probation officers.

Management has made promotional decisions with very little information to support their decision-making process. Probation management has control over the decision-making process and promotional procedures. Management controlling the promotional procedures has an advantage over who they choose to promote. Management

politics are still growing out of control (Hupe et al., 2015). He said a risk reduction must be implemented to regain this control.

In this study, I explored management still has extensive promotional policy control. Önder and Zengin (2022) have noted public administrations lack updated policy development research A public administration like a probation department serves the public. Probation management and policies are explored to provide better policy control.

The literature review methods are presented in Chapter 2. Chapter 3 provides the details of the research method. Finally, the results are interpreted in chapter 5. With these chapters, I will provide recommendations to enact social change to improve work relationships in probation departments between management and probation officers.

Chapter 2: Literature Review

Introduction

The research problem focused on probation department management controls of promotional policies. Evidence suggests that, for a few reasons, managers do not always promote the best person for the job (Ganapati et al., 2022). In this study I researched how effectively the promotional policies are controlled. Once I researched this issue, I was able to focus on how challenging the problem is.

Public administrations are changing organizations however the changes are faster than anticipated (McDonald III, 2022). McDonald (2022) noted researchers must come forward, publish their findings to help public administrations. More research investigation brought forward public administrations solutions to meet their organizational changes.

There is limited inadequate literature on probation department promotional policies (Kim & Lee, 2022). Both researchers noted a call for more research data. Probation departments have not seen this call for needed data. In conclusion, promotional policies are placed off to the because they need data to support managerial decision.

Probation management departments have influenced promotional policy control on its probation officers (Kringen, 2016). Management's control gave them freewill with promotional policies on its subordinates. An analysis showed controlling management control influenced promotional policies without discretion. Management practices influenced certain decisions without being questioned at all.

My study uncovered management's use of its promotional policy control. Its control over probation officer staff was supported by influence on the entire department. Probation management still influenced promotional decision-making process. Yet, some front-line probation officers felt management has total policy control. Probation management still controls its promotional policies. I examined the issue and determined how management organizations improved while employee organization participation got a boost (Prysmakova & Vandenabeele, 2019).

Chapter 2 presented ways to research probation department promotional policies. My first section looked at the secondary data which gave me reasons to collect primary data. I looked at a theoretical framework approach because of Maslov's theories associated with it. I incorporated key elements which supported my primary data.

Literature Search Strategy

Library databases like google scholar were a good foundation to collect my data. Google scholar provided access to scholarly journals in the public administration field, like probation departments. Journal sites accessed were: International Review of Administrative Sciences, Journal of Experimental Social Psychology, Probation Journal, International Journal of Emergency Mental Health and Human Resilience, Journal of Organizational Behavior, International Journal of Human Resource Studies, Federal Probation Journal, Journal of school psychology, Journal of Occupational Health Psychology, Journal of Peace Education, Journal of Managerial Psychology, International Journal of Organization Theory & Behavior, Journal of Organizational Behavior, Pakistan Journal of Commerce and Social Sciences, Public Administration Review,

Journal of pediatric psychology, Journal of Financial Economics, The Journal of Government Financial Management, Journal of Management Studies, Journal of nervous and mental disease, Journal of College Student Development, International Public Management Journal, International Journal of Emergency Mental Health and Human Resilience.

Furthermore, many other sources like conference sightings, textbook publishing were used. Also, industry experts, periodic reviews, and employee addressing their concerns. Past dissertations from topic research supported my data collection. Finally, any other item that was unaddressed. All these items made contributions to my work.

Theoretical Framework

My theoretical framework consisted of using Maslov's hierarchy of needs. The need of self-realization connected this approach to job satisfaction (Adamopoulos, 2022). He noted job satisfaction for employees relates to productivity while absences increasing workplace morale. Adamopoulos (2022) showed us how Maslov motivated probation officers needs to be the best public servant possible.

Furthermore, Adamopoulos (2022) continued with Maslov and the added the need of growth. Individuals seek growth to develop the self-realization and self-esteem. He noted in Maslov's needs their actual work was job satisfaction. Job needs helped people grow inside as a person and impact others who are associated with this individual's growth.

Adamopoulos (2022) also noted the need for motivation, of acceptance, and achieving. The need of motivation, acceptance and achieving in the workplace makes

employees feel secure in their work duties. Each probation officer has a passion to do their job duties to their best potential. When their efforts are accepted, and work is noticed employees feel better about the entire contribution to the organization. McGee (2022) stated the hardest part about probation officers' duties is following management's instructions. Instructions received by the front-line probation officer staff conflicted with policies. More instructions meant more work items added to daily work duties. Extra reports and program recommendations increased their workload. An increase with management's instructions made their duties harder to complete tasks on time.

Reverse discrimination displayed favoritism related to employee promotion. One person gets promoted while the other does not. Selective punishments are executed meant. For example, two employees violated the same policy. Of these two, one gets promoted while the other gets punished. Social environments still lack research in this field (Burchi et al., 2022).

Employees in the past have talked about job promotions. People stated, "I should have gotten promoted." Probation officers gave me great information on what can be done to improve promotional policy. Listening supported observation abilities while collecting data.

Employee conversations became subtopic ideas (Grenny et al., 2022). All of them noted subtopic ideas made good, documented details. Subtopics like bureaucratic stress, reverse discrimination, promotional practices, were important. Over time, such terms gave me more search. New terms modified older definitions expanding my research. Terms confirmed management's influence on promotional policies.

Theoretical framework called for promotional policy improvement. Probation management has a vision limiting policy improvements (Van Craen & Skogan, 2017). Both researchers called for promotional policy improvement. Management organizations have older procedures in place because no new technique has been introduced to innovate success. Management exercised control to their discretion. They also wrote paper policy versus executed policy is different. New employed officers are molded into the organization's needs. However, (Van Craen & Skogan, 2017) all pointed out proper procedures are not in place yet.

Also, a lack of communication on both sides created promotional issues (Grenny et al., 2022). They wrote a communication process in the entire organization is missing. Proper communication stimulates awareness for others to become promoted employees. When employees received proper communication, their contributions are taken seriously.

Asking questions created data. How do staff feel about the management organizations in control? Staff left out of the organization's goals still impact their job performance (Andersen et al., 2015). Staff noted family issues outweigh their interest to promote. Many employees continued working with family issues away from the job. Employees have daily comfort zone routines and when they got out of the comfort zone this challenged their norms.

Andersen et al. (2015) also noted pessimistic people impact the entire organization. These people brought emotional baggage; this emotional baggage made it challenging for themselves to promote on the job. Negative characters grow inside the

organization. Such negativity growing inside the organization grew and the organization felt these issues.

Management organizations attempted to control individual morale and many probation officers assumed probation management was harming the morale (Courpasson & Monties, 2017). Probation officers felt management culture is hidden from them. Probation employees are not aware of group support to counter pessimistic behavior. Organizations in good faith state they supported employees' wellbeing. Management does however a closed mouth does not get fed. However, individual probation employees feel left out as their seniority accumulates. Workplace connections are distant for employees and communication processes shrink.

Organizations needed data collection to determine new solutions (Nix & Wolfe, 2017). The two noted current promotional policies needed improvements. Good organization developed employees' new promotions, especially employees who can do the job based on their skill. Employees feel better gaining job confidence. Other employees see the impact of trained probation officers in the workplace.

Literature Review Related to Key Concepts

Reverse Discrimination Issues

Goldman (2015) defined reverse discrimination as smaller workgroups challenging larger workgroups with promotional procedures. Larger controlling workgroups get promotional opportunities smaller groups never saw. Small workgroups have been left out and never see promotional opportunities. Outdated rules favor larger workgroups in charge with promotional policy leverage. Policy leverage have one sided

policies and selected associates to promote. Older procedures are obsolete with limited success.

Probation management organizations have an influenced culture on newly hired probation officers. New individuals succumbed to management needs. Popular probation employees received favoritism, even if duties are not performed properly. Goldman (2015) stated if trained probation officers can't do a job properly, then another officer must do it. Work got delegated to a probation employee who does the work right. Even though the work is delegated to get it done right that person does not promote. Majority groups stayed in charge of promotional policies too. Reverse discrimination led to nepotism for employees who did not do the job right. Loyal probation department employees got rewarded with promotions. Probation employees who may be loyal in management's eyes yet did the job right are not priority promoted people.

Reverse discrimination also allowed majority favored group members to promote faster (Tremblay, 2019). Tremblay (2019) discussed favored majority groups maintaining control securing quicker promotions. The favored groups awarded their members with faster promotions. Faster promotions build momentum which kept the controlling group in power. Minority groups qualified to promote stayed in their position never seeing a promotion.

Furthermore, Reverse discrimination issues appeared because promotional policies helped controlling groups (Heilpern, 2015). The majority controlling group wins, all other people must comply. Reverse discrimination regulated promotional policies in

favor of privileged people. Heilpern (2015) called for group regulation to maintain controlling groups influence.

Reverse discrimination issues impacted employees (Lewis et al., 2015). Reverse discrimination issues left long term emotional scars. Emotional scars impacted people's morale and their overall career wellness. Careers impacted with irreversible damage impacted candidates who do not promote. Probation officers saw no opportunity as their seniority continued. Non optimistic people became disgruntled employees, stagnant in their career growth. Disgruntled employees are avoided at work by others and are excluded from social inner organizational circles. Avoidable people decreased socialization skills, thus a created poor networking system with co-workers resulted. Poor networking created unpromotable workers. Non-promotable people defied organization rules challenging traditional group procedures. Group needs are not important because individuals placed their needs first. Organizations chose who they promote.

Civil Service exams have fallacies (Riccucci & Riccardelli, 2015). Just like other organizations, probation departments are subject to workplace fallacies too., Workplace fallacies supported reverse discrimination issues (Sánchez -Monedero, et. al 2020). He stated promotion criteria is never questioned when a person is disqualified for a job promotion exam. A qualified person for a promotion receives a notice of not getting the promotion; what criteria is used to make the promotional decision? Is the person in charge of the exam considered a specialist in making the promotional decision? Or is the decision based on a higher authority?

Sánchez-Monedero (2020) believed a "phantom" format test for employees is used. Testing employees gave departments an excuse to promote "their" people based on association. Their promoted people secured an organizational group norm, keeping group control. Good faith techniques were done because a system has all the answers? The system was only as good as its creator. Systems determined who promotes and who does not promote. Potentially qualified people are held back based on improper promotional practices.

Diversity in organizations exist because power is gained through job experience (Knights & Omanović, 2015). He reported one person in organizational control protects them. Isolated people feel unwelcomed to the group's inner circle. He also noted isolated people who eventually are welcomed feel trapped inside as welcomed people. When probation officers saw a welcome mat, it may not mean welcome.

Employee experienced bad career comfort zones. Bad career experiences forced good probation officers to look elsewhere for occupational comfort. The welcoming presentation seemed pleasant, however Knights and Omanović (2015) stated not all people get the same attention. Organizations display a welcome mat but not everybody walks through its doors.

Probation management needed to update improved group evolution (Effron et al., 2015). Group evolution related to integrity doing what is right, going with what was said to back up the effort. If a promotional policy is used, then use it consistently for all probation officers. Do not be selective with promotions. Probation department management and officers are ethical people in the community, they made a commitment

to integrity when job duties are accepted. The benefit of creating promotional policies led to people becoming better probation officers. When procedures are not applied properly, a lack of trust increased. Long-term lack of trust confused the employee's well-being. Now they are not sure if employees are fit for daily job duties. Effron et al. (2015) wanted management like our probation department to be consistent with promotional policies to employees.

Improving data collection needed more work (Jilke et al., 2015). Jilke et al. (2015) supported a promotional policy process with proper policy execution to all employees. Paying attention to policy execution is important which generated improvements benefitting both management and its officers. If data improvements are not applied, then those improvements fail.

McDaniel et al. (2015) stated if promotional policies improvements are not made, them its consequences created more damage for the department. Controlling management groups in control built emotional stress for other employees who face this control. This emotional stress weighed on employee's compromised lifestyles. The emotional stressed employee felt violated by probation management.

Employers have promotional policies explaining zero tolerance behavior (Brewer, 2019). He stated policies never mentioned long-term impact on the employees. Long term impact has different consequences per individual. People calling out for their work shift, morale suffers. Less staff in a department meant other probation officers must work harder with people absent. Referring to McDaniel et al. (2015); the question, who is in

control now? The healthy employees or the probation management who mismanaged the promotional system.

Reverse Discrimination in Probation Departments

Goldman (2015) informs us reverse discrimination still exists in the workplace. Probation work groups displayed unique workplace behaviors. Unique workplace behaviors cause probation employees to change group focus. The group focus deviated from its existence of doing the job properly. Group job performance created short cuts, sacrificing the organization's mission for other potential improvements. Probation officers in the organization are placed in harm's way and these people are in harm's way (Cohen A., 2016).

He noted organizational cultures are havens for groups that carried out secret agendas. Secret agendas are unwritten rules acting like procedures. Probation department organizations have unsolved issues and rely on secret agendas as actual procedures. Issues like selective promotional opportunity for favored people become actual procedures.

Triana et al. (2015) said small groups have no voice in group control expression. She summarized voiceless groups are discriminated against making groups feel powerless. Discrimination issues kept certain policy makers in control and made others feel uncomfortable. The probation officer has second doubts about their job progression. The potential new problem has existed since the group's inception.

Triana et al. (2015) continued with evolved discrimination from past discrimination issues. Past discrimination issues benefitted controlling probation groups.

A group continued toward its goal, regardless of the issue harmed other probation employees. Public administration stayed the course no matter if the agenda gets out of control.

Groups in charge impacted other groups (Cohen, 2016). He called it counter-work productive behavior (CWB). CWB harms core group probation employees impacting probation officer productivity. Core employees influenced policies like; pay scales, bonuses, holidays, vacations and who gets the job promotion. Anything in their favor that is good for them is CWB for the harmed employees.

Unwanted news created by CWB made others want to speak up. Organizational dynamics impacted individual feelings greater than the group's feelings. For example, the largest probation department in the world challenged its probation officers to the highest standards. The chief had a best of the best policy for its employees to meet. Many probation officers were influenced; adapted the chief's vision of change.

Eventually the chief's procedures backfired. He resigned and the infrastructure was watched more because of malfunctions. Mismanagement issues, lack of integrity, all challenged the system. Pressure too great to control supporting Cohen (2016) CWB. CWB allowed groups like certain probation employees in charge not be punished for subpar work performance.

Probation officers lose confidence in management's abilities to delegate properly. Management attempts to show support for its employees on the outside. The attempt needed proper management execution to proceed with. However, the reality is a different story.

Dawson and Stanko (2016) documented hiring practices are part of promotional policies. Probation managers have no confidence to properly hire and prepare probation officers to do the job right. Unqualified employees are placed in positions lacking training. Such associated people with the rewarding group placed them there. Dawson and Stanko (2016) reported qualified people who can do proper tasks are not given a promotion based on unknown reasons. The right choice to promote the best trained probation officer needed qualified people.

Reverse discrimination has benefits. Benefits for one group exceeded the needs of other groups (Wilkins et al., 2015). Wilkins et al. (2015) called it bias leads. Wilkins et al. (2015) said the same race; gender uses a bias for individual benefit. Controlling groups use bias lead for their benefit against other promotable people. A group of probation management used ideas to form policies against newer probation officers. Probation officers are still on their employment probationary period cannot articulate for themselves against policies. New probation officers are constricted with what they can do. They complied quicker to probation management orders to keep their job.

Reverse discrimination played a role in hierarchy groups and peer pressure. Social status reflected promotional limitations calling for a social change. Many organization members felt promotional policies are done to their satisfaction because they got the promotion. However, the unhappy ones don't promote (Wilkins et al., 2015).

Wilkins et al. (2015) stated the 1960 Civil Rights movement was an example of this dissatisfaction. Public organizations made policies like job procedures. Laws passed made people equal but isolated them in the workplace. Same thing for organizations

within the entire probation department. Even though the department is whole some

organizations operated as isolated units within the organization.

Civil Rights movements in the 1960's consisted of separate accommodations for

people (Landsberg, 2015). He said individual's public rights are violated. For example,

there is the right to refuse service to anyone. Who is right here? the owner in charge

(probation management) or the public employee (probation officer) seeking to be treated

as an equal? Landsberg (2015) defines parameters which determined if violations existed.

The violations came from probation people managing it. What made these people

specialists determine the parameters?

All these items covered have a purpose in my paper. I uncovered behavioral

workplace benefits. Benefits how probation department organizational cultures aid

themselves consistent with promotional procedures. Probation department depends on

funding and their behavior adapted to the philanthropists supporting the funding. Buddy

systems in place have unqualified people in probation department positions where they

do not belong like in places of power and/or influence.

Posttraumatic Stress Disorders Effects in Probation Departments

Posttraumatic Stress Disorder (PTSD) impacted job performance and daily duties

for probation officers (McGee, 2022). Job performance became very negative in officer's

daily lives. Issues like everchanging shifts and altering schedules impacted their lives on

and off duty. Working weekends, missing their kids' events because of assigned duties

became a burden. Days off are not guaranteed, last second department needs occurred

without proper notice. This procedure creation altered their daily lives. Long term effect impacted lifestyles in post career activities.

Information confirmed stressful factors make probation officers retire early. From here, officer's transition back to their community is tougher because of issues like PTSD. Their return with accumulative job scars. Many of these probation officers had PTSD before accepting probation officer duties (i.e., military veterans). When a probation officer retires, retirement becomes harder to deal with because of early job scars. The department organization has contributed to retirement stress.

McGee (2022) stated, stress from management caused excessive employee absences. Employees feel it is their right to call out based on their well-being. Management doubts an employee is ill. At times, some employees took advantage of the system and management feels it.

Implicit bias is introduced by Gawronski (2019). He defined a person's feeling of being safe versus another's view saw such safety as a threat. Some saw a positive benefit to an event while the same event may be a bad experience from someone else. Many probation management organizations and probation officers saw different things. Different things meant other's feelings are not considered.

More complicated job issues impacted probation officer. The PO wants to transfer work locations because of management pressure. Furthermore, promotional abilities are altered because of implicit bias management practices (Régner, et al., 2019). These researchers reviewed certain people do not promote because there is no information to decide. She discovered good probation officers are promotable. Management conflicts

increased problems making probation officers seek happier havens to continue careers. Employee relations suffered because management reinforced probation promotional policies in management's favor. Probation officers were the mercy of management's favor. Different probation department employees have different definitions of happiness and harm in the workplace.

Inconsistent management policy execution has subordinates noticeable job concerns (Berman, 2019). The probation department is like a structured military organization. Higher commands in charge delegated to the lower ranking probation officers' strategic plans. Some strategic plans become severe job concerns.

Berman (2019) noted selective punitive processes showed probation employees getting punished. Other employees got less severe penalties for the same severe job issues. Long term punishments may never allow probation officers to promote. Selective employees get rewarded and have personal relationships (family, long term associates). Few selective members of probation management's organization are promoted for secretive reasons.

McGee (2022) mentioned non-selective employees did a good job on the front line. Management noted staff do a good job on the front line, we will keep that officer there because they are good. Managing control has been established. Good employees called out less meant fewer absences increase morale.

Liu & Mikesell (2014) developed an obsession to improve the financial end of probation management organizations. He stated organizational stress came from factors like; how does probation management decide what is best? What makes these managers

qualified to promote people? Many probation managers in charge follow old policies in place. Managers followed the policies in place, and no one has created any new ones. Policy implementation is too expensive to improve. He concluded with no budgets exist for new policy development.

Reinforcing probation department organization stress is still an issue too. Probation management are still in charge of the probation officer's policy input. Policies get modified based on past events. Past events have policy reviews, yet probation officers are ignored for their input. Not all probation officers are invited to improve policies. Probation managers take credit for policy improvements because they seek praise for work efforts.

Management indirectly influenced policy improvements for job promotions. The same managers do not control it (Drucker, 2019). He documented work control of an individual helped a manager's work success appearance. Both managers and individuals took pride in work procedures to promote wellbeing. An employee with excellent wellbeing is considered for posted promotions.

Decisions for promotional processes came from probation management lacking other deciding factors. Drucker (2019) stated there is no research and development (R & D). R and D costs were never conducted because its costs exceeded the benefits. Probation managers have old promotional placement issues with no new promotional placement foundation (McGee, 2022). Promotions are controlled by past probation policies, for example using exams.

Past assessments supported probation management's decision-making platform. Managers still use green apples to make red apple cider. Scratching their heads, employees asked why is this occurring? In conclusion, new assessments needed for new solutions.

Many other promotional details get left out (McGee, 2022). Plans in place contained older information. Different details provide immediate untested solutions to aid decision making. Managers filtered data to fit unique solutions on what they feel is right. Any insubordinate negativity labels them as a "disgruntled employee."

Markowitz and Watson (2015) mentioned probation staff PTSD comes from management's pressure executing policies. Mental health (MH) disorders also increase probation officer's job issues. Mental health disorders are defined as: substance abuse, alcohol dependency, ADD or ADHD. Such MH disorders aid probation management and their decision making to not promote MH disordered employees.

Abram et al. (2015) said MH disorders may connect to probation officer promotional abilities. Probation officers' complete duties unaware MH disorders exist. Disorders accumulate over time from various factors. Over time, probation officer's get pushed to their breaking point limit. Probation officers attempt to control their wellness so they can have a promotable image.

Furthermore, Andersen et al. (2015) wrote about PTSD too. Probation management in charge control areas they lack experience in. They lack job experience, yet made promotional policies happen. Promotional policies have untrained officers using bad judgment in their job development. He meant probation officers take on extra duties

because of management delegation. Management delegation placed more stress on their overall well-being. Duties defined them unfit to earn job promotions. Officers took on extra duties without getting extra job recognition.

Andersen et al. (2015) also defined operational job stress related to daily job duties. Over time, job stress became overwhelming, individual wellness and health reduced their character. Characters made probation officers unfit to maintain job duties. Stress alters officer's daily manner, making them a liability.

Management intervened to reduce this issue eating away at probation officers. Management prepared more attempts to reduce job trauma. Less job trauma created healthier probation officers. Safer departments are management's goal which in turn will support job stress impacting probation officers.

In conclusion, management did the job to the best of their abilities. Their job included employee intervention to contain job dissatisfaction. Job intervention created therapeutic programs helping its probation officers. Management is aware, yet not responsible for the individual intervention process. Each employee is responsible for their healing process. Healing processes showed operating organizations success reflecting with the public being served.

Bureaucratic Stress and Its Impact on Policy

Bureaucracies existed for protecting the people (Weber, 2009). He introduced plans to improve group control. Improving group control benefitted people receiving management support within a structured organization. Bureaucracies reflected a group's motives related to successful workplace progress (Werr & Walgenbach, 2019).

Werr and Walgenbach (2019) wrote people want workplace progress. People in charge control resources that led to beneficial workplace success. He documented success like group assessments to improve and strive. Striving for progress with probation officers in mind sets a standard for success.

Probation organizations became conservative in policy execution. Policy execution limits employee growth which improved talent. In this case, probation officers have past problems with job experiences related to the policy execution. At times, unknown limits caused problems because of restricted resources. Werr and Walgenbach (2019) supported a proactive approach to policy execution.

Donohue (2015) documented on proactive success. Proactive success meant going the extra mile with the probation officer getting involved with community awareness. Probation officers put in more work and get involved with communities for positive results. His proactive success was based on doing the job right. Doing the job right secured more positive public interest.

Bureaucratic stress defined is a lack of organization diversity making decisions (Rasul, Hussain, 2015). He defined his work as people coming together for society's benefit. Society has unresolved issues which get solved becomes a benefit. When society benefits occur, everybody is happy eliminating such stress.

Furthermore, bureaucratic stress impacted probation officers (Wu & Wen, 2019). Wu and Wen (2019) stated good policies reduced bureaucratic stress and improved work relations. Furthermore, he also noted less stressed probation officers have a better chance

to promote. Policy improvements attracted better decisions for the benefit of probation management.

Stress contributed to bureaucratic stress. Stress shows up in job performance outcomes (Sarikaya, 2015). He reported stress levels determine career lengths. Length of career times are based on stressful issues like policies and probation officer's behavior. Probation officer's behavior related to out-of-control policies set management. If no solutions help the officer, then more stressful job consequences occur. Stressful consequences like lawsuits, improper management techniques and poor job duties add to the issue of job procedures.

Furthermore, bureaucratic stress impacted promotional policy implementation. (Ahmed & Abd el Humid Aref, 2019). Regimes improved all organizations when progress occurs. Ahmed and Abd el Humid Aref (2019) analyzed normal associations proceed without any challenges, no matter who is in charge. Promotions for hard working probation officers improved the organization making it a better place to work.

Also, probation officers adapted policy making issues because of fear. Many officers feared retaliation like the ability to promote (Broome & Seabrooke, 2015). Broome defined management manipulating promotional policies for maintaining workplace control. Probation management ignored front-line staff improvement suggestions. Management delivered important rules that are ignored. Managers employed improvisation policies to newly promoted officers to maintain its control.

When employees have knowledge of promotional policy procedures, their skills and individual resources improved (Badir et al., 2019). Job knowledge benefits created

wiser employees. Badir et al. (2019) believed organizational strategies benefitted with his work. Many organizations sharpened employee skills to the group's benefit.

Bureaucratic stress commanded attention to investigate the job promotional needs (Shim et al., 2015). Shim et al. (2015) said workplace negative behavior exists. Negative behavior led to other problems like promotional needs. Job longevity has been in danger because probation officers lose interest in job duties.

Furthermore, new probation officers get screened and background checks are not done properly (Petrou, et al. 2016). The researchers proved more background investigation must include current mental condition for probation officers to do the duties. Internal and external factors impact many probation department employees. He felt the same factors impact individuals more than ever challenging their duties.

Not all bureaucratic stress is negative. Good people in charge establish group control. People with good coping skills control any type of stress (Wooldridge & Smith, 2015). Wooldridge and Smith (2015) mentioned three elements in his discovery. His discovery benefitted both probation officers and management. He believed better service execution and service control any job-related stress. For example, proper employee allocation of newly promoted staff establishes better group core. Properly developed officers deliver better service to the department. Probation officers feel management supporting them. Decreasing bureaucratic stress increases probation officer's longevity in the workplace.

Bureaucratic stress impacts fiscal budgets too. Probation management make positive impacts like reducing spending. Spending reductions allow other programs to

help the department's needs. Wooldridge and Smith (2015) reinforce social equity as a proper distribution of community services for the department. Bureaucrats are considerate of the people's needs. Woolridge and Smith (2015) believe less involved bureaucrats improves resource allocation improving programs in place.

Petrou et al. (2016) talked about bureaucracy change. They uncovered its changing benefits because the bureaucracy change is stated in probation organizations. Behavior gets fitted to the organization's goal which challenge other needs like safety. goal. No matter how good a bureaucracy changes its other goals get altered.

Brewer et al. (2015) noted organizations have untested ideas. Untested ideas are changes potentially leading to success. He said short-term ideas may work, however long-term ideas need more time to mature. Potential untested ideas from probation officers get heard by management; but not guaranteed to be used.

Proper department communication prevented unprofessional ideas from being used (Brewer et al., 2015). Harsh unprofessional ideas challenged probation officers and made them feel uncomfortable. Their feelings made their contributions diminish. Also, employee's alienation made them feel unsuccessful on the job.

Probation Department Cultures

Probation officers may not experience job performance success (Tong et al., 2015). Tong et al. (2015) talked about organizational culture's success and daily job satisfaction. Many probation officers saw success which is not impacting them. This lack of success created poor morale. Negative management influences impact its subordinate's opportunity to grow (Tucker, 2015).

Tucker (2015) said management in charge displayed a phantom availability. Phantom availability is when management says they're available to help its subordinates when they are not. Management noted resources are in place to help subordinates grow, yet promotees know management does not help. POs are hesitant to get help because they feel they do not need it.

Probation management lacks updated tools understanding how to help employees. Old school issue procedures eventually escalate the problem. McGee (2022) called for help to improve this area. The job improvement becomes difficult to complete and is no longer simple to do so. If resources get updated, then both parties have confidence in each other.

Chen (2016) noted organizational cultures are defined as individuals in a group taking on the group's behavioral patterns. Peer pressure compliance support adaptation from individual behavior to group behavior. Probation officer's individual norms succumb to peer pressure. Individuals give in just to be accepted in the group. Positive influences make people stick with their norm, however there's more than meets the eye.

Chen (2016) also wrote organizational cultures are influenced by upper management. Upper management dictates its beliefs for subordinates to comply. Established workplaces make subordinates adapt to the upper management culture. Members adaptation to group culture is for survival and do not want to rebel.

A probation officer is an example of a rebel in an influenced organizational culture. Probation officers go into survival mode when they deal with upper management.

Higher ranks established officer culture beliefs, the higher you promote the more you influenced subordinates.

Chen (2016) also mentioned peace officer culture values. Its values adapt to upper management's ideas. Peace officer innovative ideas adapt to those management goals. Also, the people formed the group come and go, causing organization turnover. Original plans challenge a potential to change, no matter what the actual goal is.

Planned timeframes place pressure on people to meet group deadlines. New probation officers had deadlines to satisfy management while maintaining job duties. Management molds probation employees to its needs which strengthen its group core. Chen (2016) meant the probation officer will fit the group's core.

Stronger groups made changes as new staff either adapt to the group or eventually suffer in turmoil. Employees who do not adapt are unhappier in the daily duties. Rigid changes implemented long term plans are to challenging to meet. Organization changes made progress difficult for the probationary employees but satisfied management's control. Chen (2016) work stated no matter what the problem is, the solution favors the managing group.

Lamash (2016) noted public organizations have its procedures. He said such organizations do what is easy versus what is right. Several management organizations pretend to listen to those who speak to them. Management adapted to the audience's needs; however, they filter out the easiest items to use for its need.

Horvath and Powell (2016) said an organization is hungry to finance new projects. They need wealthy sponsors to make new projects happen. "Los Angeles

County Probation Department still acts like a prostitute, they'll do anything to get money" (DPO Arroyo, conversation with coworker 2013). Public entities need operating cash thus, have forgotten the value of its existence. Policies get ignored; management organizations are money slaves. Monetary policies come first before actual policies.

Probation management in charge have its agendas for unique goals to be met. Horvath and Powell (2016) said managers sought accolades for their individual benefit. Financing individual needs versus the group interest needs increased. Financing formation challenged proper policy implementation. Policy implementation shortchanged overall organization needs impacting workplace morale.

Philanthropy still has its benefits for organization growth. Reducing anxiety benefitted better program creation (Minyard et al., 2016). Policies are as good as the people who controlled it. Minyard et al. (2016) said policies benefitted everybody in the probation department. However, once people promote; they stop thinking about probation group needs and forget public service. Policies limited decision thinking processes of group members.

Minyard et al. (2016) stated good news led to increased publicity. More support improved overall probation department existence. Other internal probation groups are challenged improvements and becoming better. Improvements fixed bad performance issues. Minyard (et al., 2016) work is simple because groups came together for a worthy cause to fix the bad past performance. New policies came from new improvements. Probation department program improvement pressured its employees to improve its services.

Guiso et al. (2015) also talked about public administration's costs and its impact on the management organization. Costs impacted probation organizations operating functions which impacted success. All items in place have each group-built success for all involved parties. Delivered success provided unlimited potential for better long-term working relationships. Guiso et al. (2015) also read Weber (2009) book on success impacting individuals' longevity in successful organizations. Changes occur, yet long-term commitment changes outweigh its problems.

Guiso's group of researchers asked how is organizational culture measured? What parameters determined success? Corporate culture existed with formal programs. All groups have adaptable corporate cultures. Guiso (2015) concluded adaptable cultures like public administrative groups shaped the group.

Patton (2015) spoke about policies and employees building policy success. The probation department in control determined policy direction and its success. Society places peer pressure on organizations like probation departments. Challenge makes policy more difficult to implement which at times the direction may is lost.

Patton (2015) also said policy assessments are to be checked for accuracy. Policy assessment planning is only as good as the checking of the planning. Outside changes from advocates demanded policy satisfaction. Community pressure satisfied unknown elements meant successful is unpredictable. Unknown elements increased challenges to meet group goals.

In conclusion, research reinforced probation department promotional planning improvements. Healthy policies improved probation officer's abilities to promote and do

a better job. Training techniques produced better community probation officers (Sebastian et al., 2019). He said plans improved work environments and boosted probation officer morale. Satisfaction came from policies making organizational control stronger.

Dunn (2015) wrote down probation management cultures change. Probation department has changing impacted issues. Internal issues like bureaucratic stress and management's reverse discrimination. Probation departments needs more researchers to investigate new changes to improve these cultures.

Changes need such attention for probation department policy evolution. Dunn (2015) discussed policy making has not evolved as it matures. Over time, changes occur because of group maturation. Real world scenarios impact group development stimulating changes. Change impacted organizations existence to meet their goals.

Organizational Culture

Smircich (1983) collected data coming from other research domains. The domains like sociology to investigate organizational cultures better. He believed sociology data would benefitting probation department growth. This field influences probation department personnel behavior can adapt these current ideas with new ones. Other research domains shared more information for deeper results.

Public sectors do not have financial capital for research and development (R & D) (Liu & Mikesell, 2013). Both said public organizations like probation departments have constricted budgets. Constriction funding is allocated to other projects because more important areas receive financial attention. More problems surfaced with limited

finances. To this day, the probation department needs more R and D focus because this area is ignored in public organizations.

Probation department organizations needed immediate reform for organizational success. Questions evolved with its changing solutions. Probation management faced difficult fallacies pressuring the success (Fay, 2010). Issues at hand needed probation department improvement.

Organizations are targeted more than ever (Schein, 1984). Assessing probation department resources targeted the department to improve operations. Schein (1984) stated probation department management is too predictable with its program execution. Everybody knows what is executed with "cookie cutter" programs in place. Cookie cutter programs produced the same programs because of fear of change.

Probation officers want to contribute ideas; however, their ideas are ignored. Ignored ideas become unknown ideas that increased risk. Management is in a comfort zone with limited idea contribution, thus reducing it. Unknown group risk tied into the change an idea will be an individual risk for them. Unknown input defined long-term organization contributions is why fear existed. Schein (1984) concluded contributions provide success for involved members.

Gedvilaite-Moan and Laskiene (2015) talked about improving probation department changes. She said change challenged both probation management and its officers. Changes must be improved benefitting both sides work duties. Probation departments have excellent resources waiting to be used for its employees.

She stated each group has unique goals. Individual goals adapted to group goal development. Demanding higher satisfaction placed pressure on groups to meet its goals. Satisfaction is based on individuals in respect to the whole group. Group members changed over time as they evolve with group association.

Organizational Culture Abuse on Individuals

Organizations have a history of group culture abuse. Abuse came from favoritism of certain group individuals (Hovav, 2017). He found inconsistent policy execution is controlled by management's discretion. Certain associated employees and management receive treatment better than other non-associated employees. Policy execution deviated per employee. Employees treated better received special privileges over other employees who were ostracized. Employee treatment existed because the miraculous challenge policies. Challenging policies eventually destroyed probation officer comfort zones.

Preferential treatment is in place, yet it cannot be proven. "Elite group" employees associated with probation management received exclusive benefits. Employees got more time to complete a task, even if the deadline has passed. Organizational pressure is abrasive for unfortunate members who got no privileges. (Hovav, 2017)

Many PO's practices pure silence (Lam & Xu, 2019). Lam and Xu (2019) lectured on people who spoke up and doing the right thing. Doing the right thing placed employees in dark corners because they threatened normal management operating procedures. People in dark corners are not rewarded because of this threat. Silent threats related to getting passed over for a promotion. Workplace abuse made non-promotable

probation officers seek employment elsewhere. Does it pay to do the right thing because it is easier to reward loyal probation department subordinates?

Organizations are unique with their operating procedures (Koven, 2019). Koven (2019) noted people got involved at work to stimulate their job growth. People got involved because individuals want to progress and be successful. Success may be for a certain few causing unusual change for employees. Change came at the expense of other department employees who may be left out for reasons unknown. Koven (2019) also noted controlling policy execution is a must. Lack of policy execution control led to organization corruption. A poor working probation department culture blossomed. Continuous corruption created unknown futures.

How These Organizations Form

Starling D (2022) noted Madison's quote "people came together for a common cause". Probation departments are like what Madison said. Common causes have probation department employees uniting because work issues made them unhappy. Unhappy people eventually work together to survive in the workplace.

Organization employees morphed to management's ideas for organizational benefit (Smith, 2015). He reported probation management styles have outsiders watching the group for positive changes. The changes placed pressure certain employees to adapt or die. Sides are taken and work relations suffered with this morphed procedure.

Smith (2015) said employees observed each other when they network with other people. Probation officers' network to market their job abilities. Probation department employees who promoted are very confident people. Employees feel confident based on

exceeding job duties itself thus getting promoted. Confident probation department employees associated with elite groups and attracted new prospects.

Smith (2015) mentioned conflicts and lack of communication. Lack of communication increased organizational conflicts. Conflicts are unwelcomed for new probation officers because they are on a temporary "probationary" status with the department. Employees are silent and are afraid to ask questions about procedures. Hence lack of communication grows and careers are impacted (McGee, 2022).

Probation management attempted to develop better staff to meet changes. Probation management delegated employee promotions yet failed to see how a promotion benefitted its needs. Management's promotional control existed in efforts of secured its controlling existence. Controlled existence in their eyes minimized changes in their benefit.

Public service is one of the most stressful careers to work in and probation officers experienced it. Challenging probation officer careers made the job tougher for newly promoted staff (Vink et al., 2015). Vink et al. (2015) noted these officers can do the job, however if the quantity of work becomes too colossal that work stress increases.

McDonald (2015) said newly promoted probation officers form survival teams. Survival teams formed strengthen their abilities to complete daily tasks. Probation management challenged probation officer duties forced officers into survival mode. Management placed huge stress and made the job harder for new promotees. Management's presence conflicted with front-line probation officers to do the job effectively.

Integrity is doing the right things for the right reasons at the right time (Los Angeles County Core Values, year unknown). However, integrity is challenged with management's involvement. Quinton (2015) stated managerial people are wise with their experience. However, some of their experiences teaching probation officers confuse them adding more difficulty to the duties.

Plus, management displayed miraculous behavior towards newly promoted staff. This behavior plus untrained specialists yielded poorly trained staff. Lack of training leads to organizational breakdown and increased liability (Gonzales, 2021). With this behavior who is liable for the actions of the department? The staff, or the management responsible for training them.

Probation management updated training programs for employees (Stern et al., 2022). Stern shares updated training foundations sharpen promotees' skills for the organization. Promotees become specialists because they did the specific duty tailored to their skills. Eventually, Stern said harsh communication makes proper training even harder to complete because consider the expertise in the manager updating the training program.

No matter how good probation leadership is there's a demand to make it better. Ideas demanded better problem-solving skills (McComas, 2019). He wanted good leaders to become better probation department leaders. Make an example for others to follow and he said this will reduce long-term problems. Provided non-stop improvement to produce better working people.

Tong et al. (2015) reported organizational changes are too technically advanced and expensive. He said organizational changes costs are greater that its maintained obsolete technology. Obsolete resources created ineffective probation officer production. Bad production challenged organizational goals.

Successful change developed evolving success. Improving probation department resources is always evolving, no matter how good it is, it can be better (Crawford et al., 2022). He confirmed simple ideas like communication plus new technological advances reaped success because problems were not hidden in work conversations.

Kersiene and Savaneviciene (2015) expanded organizational culture and values into probation management cultures. Each culture has its specific existence. Her work provided plans for matured management groups. Probation officers respected organization values with management's confidence.

Kersiene and Savaneviciene (2015) noted human resources job tasks vary task to task. No job duties are better than the other, but individual duties help made a better organization. Organizations strive for improvement impacting contagious success. The group's caused success developed its character into winning organizations.

Improvements are easy to those who wish to get better Žitkus (2015). defined organizational improvements as challenges eliminated. Multiple ideas channeled into one ultimate solution. Groups operated with confidence because its agendas well known to the group. Group power created stronger group control. Establishing group control got rid of group problems.

Successful organizational cultures changed for self-improvement (Alvesson & Sveningsson, 2015). He adds self-improvement changes came from all probation employees too. Change provided department success with trained officers. Success is an ability of elevated group resources, use them to exceed group limits. Alvesson and Sveningsson (2015) believed probation departments implemented resource strength.

Group analysis exceeded inner probation department improvement barriers. Barriers like healthier officers showed their management workplace loyalty. Loyal feelings promoted long term organization commitment from the officers. Probation officers felt important and want to be a bigger part of the group's success (Weber, 2009).

Some behaviors counter the success benefits (Quinton, 2015). Quinton said popular people in the department get picked first to comprise the probation group culture. Less popular officers are picked last because of being a group threat. Not following rules harm the group's mission. Organizational friends do not guarantee organizational success.

Probation Officer Leadership Versus Probation Management

Probation officer leadership is defined as successful organizations doing the job safe Haile and Finkle (2022). He said probation officer leadership managed resources to its potential, but changes occur. Internal matters allowed management to set an example and lead properly trained staff. Good management delegation provided employees better solutions to lead and share their experiences. Employee experienced improved confident well trained peace officers.

Haile and Finkle (2022) also specified leadership abilities allowed people to take charge. Leaders are people who step up to tasks and complete them. In time, people became specialists because of the job experience over time. Experienced people over time built excellent leaders build even stronger organizations (Blunt, 2004).

Blunt (2004) talked about other issues. He stated probation officers become duty specialists. More officers are trained as job specialists tailored to experienced duties like leading newer officers. Management circles had difficulties handling job specializations, so it's delegated to others for leading.

In conclusion, leaders made bad decisions with its staff. Management circles were not equipped to meet specific employee needs with its leadership selection. Probation officer leads relied on support from management. Managers promoted and lead based on their job experiences related to the duties or not.

Blunt (2004) talked about leadership turmoil. Leadership turmoil created uncertain new training programs. New programs are a trial/error process. The probation department had specialists contributing better development programs. Better program development eliminated occurring changes.

Haile and Finkle (2022) called it a changing revolving door. Some officers were excluded from contributing new ideas. Other officers felt less important since changes did not benefit them. Program change did not ensure group success. Success occurred, yet it became challenging because of unknown fears.

Hess et al. (2015) defines peace officer management as the blueprint of an organizations employing procedures to meet objectives. Meeting objectives derive from

planned out implemented procedures. Like peace officers, probation management plans are executed while employees are on duty. The department made proper decisions using its resources to complete job tasks. Like a football team, the department has team specialists too. Specialists were assigned to specific tasks based on their obtained training.

Probation management is performance management related member abilities to work duties (Todovic et al. 2015). He reported performance management connected member's abilities. Abilities are based on officer's tasks. Managers delegated tasks based on matching specific specialist needs and preferred duties. Non-managerial personnel saw the duties as staff punishment. Staff have hidden preferred benefits like work schedules and performing simpler duties. One group sees it is a reward while some other unrewarded groups see it via of not getting the special duties.

Lambert et al. (2015) documented organizational cultures were vital to front line officers. He stated organizational cultures impacted probation personnel and their career paths. Once these people become preferred peace officers, employee morale changed. Morale changed because officers were uncertain of their assigned duties. Verbal instructions given versus written instructions applied to all department.

Serier and John (2011) said we need to examine how organizational cultures worked. Organizational information is not available and must be defined for proper work procedures to work. No one has researched this area because it has not been ignored. Plus, improving how organizations work satisfied workplace changes. Improvements reduced employee safety and policies created safer workplaces. Public administration

agencies operated with intentions of the organizations they serve (Los Angeles County Probation Department Manual, unknown year).

Assessments are needed to evolve this agenda (Creswell & Poth, 2017). Furthermore, most public entities lack financial muscle to invest in successful organizational evolution. Evolution is costly and fearful because the return investment cannot be seen. Limited funding deferred evolving out of date procedures that led to obsolete results.

Effective probation officer management has its advantages (Haas et al., 2015). Proper probation management executed produced better organizations. People want to come to work will do so based on better on duty management. If management left their subordinates unprepared, then increased call outs occur. Haas et al. (2015) noted reduced problems and safer workplaces provided probation officers better job security and trust.

Employees feels safer when probation management promoted positive workplaces (Haas et al., 2015) Employees doing the right thing reduced organizational danger. Safer workplace environments provided more enthusiastic workers. Enthusiastic workers wish to grow in an organization impacts the entire organization.

Organizations Effect on the Public's Image

Probation's organizational control allowed other issues to develop. Personality issues led to individual psychological issues (Györkös et al., 2015). Management stress impacted an individual's well-being. Not all individuals handle management pressure the same way. People vary in upbringing and are not emotionally prepared to deal with management pressure. No individual is ever the same with impacted workplace pressure

on their well-being. Management must invest in new ideas to combat new employee issues. Front-line officers needed to solve their dilemma or never get considered for their promotion.

Management must motivate all subordinates. Probation department promotional testing are rigorous. Officers started a career, become front-line specialists, moved up the promotional ladder. Györkös et al. (2015) reminded us people face certain job issues managers have never faced. Some managers avoided issues and cannot relate to subordinates who have faced unique issues. Furthermore, probation officers work with management has management ideas developed in their head. Ideas are trial-and-error with certain subordinates used like experimental lab rats.

Berry (2015) believed in work politics. Work politics have a big role in group behavior. Groups existed with the purpose of exceeding its goals. Serving group needs can create group threats. Threats to the organization members' character. Character part of the group eliminated individual group idea contribution. Group threats changed the group's structure preventing growth for the individual in the group.

Berry (2015) said understanding group behavior meant group develop potential to prosper. Understanding a group influenced public's perception to its success. Understanding organizational groups stimulates growth. Sharing group ideas increase achievement for growth.

Public Sector Managers Influencing Prospective Individuals

Van Dooren et al. (2015) contributed to managers and an audience watching them. Managers built confidence sharing their skills to the audience. Interested group

communities are managers making a positive impact on individuals. Managers impacted

its subordinates attracted others to learn more about work duties. Public agencies are

watched to do their jobs effectively. Management delegated organizational tasks and are

carried out against the individual employee's values. Initial organization ideas have its

strategic plans in use. Using plans get tested to determine validity of its results.

Fay (2010) mentioned assessments in his book. Plans are assessed and tested

because not all plans are successful. Assessment results are constantly re-evaluated for

improvement. Fay wrote about ideas to always strive for improvements. Improvements

are needed to combat internal and external changes. Ignoring change promoted future

rising problems. Emotionally, front-line person dealing with job problems. External

issues build on possible issues like Post-Traumatic Stress Disorder (PTSD).

Cartier-Bresson (1997) talks about risk factors related to PTSD. Risk factors came

from internal management issues delegated to front line staff. Stress accumulated with

enhanced job performance activities, especially with newly promoted people. People deal

with stress different, so it varied from person to person. Management expected front-line

people to be always perfect, yet they are only human.

Work is a concern because middle management is unbiased between upper

management and subordinates. Middle management reported to upper management.

Internal pressure is placed on subordinates to follow instructions. Internal pressure

flowed downhill from upper management, middle management all the way to the

subordinate. The downhill effect created a situation in the subordinate was punished for

all the negative actions.

Upper management had organization expectations. Subordinates believe management make effective decisions (Gedvilaite-Moan & Laskiene, 2015). Effective decisions have an economic impact. She said higher job performance led to more job compensation for the newly promoted person. Compensation is a rewarding factor to maintain employees' longevity. Reimbursement generated a foundation of management's ideas. Newer policies, stricter organization enforcement places success on the organization.

Public Sector Managers Motivating Subordinates

Khan et al. (2022) mentioned managers motivating subordinates. Motivation to do the job better than predecessors. Motivation doing the job better compensated for newly promoted people. Compensated with lunches, shorter workdays (four hours instead of eight). Such non direct support has helped people work to their potential. Supporting employees helped them exceed work expectations.

Successful careers secured long-term workplace benefits (Khan et al., 2022). He uncovered long term benefits kept good people on the job. Keeping people maintained their work interest and idea involvement. Idea involvement built better organizations because contributions made individuals feel better in the workplace. He talked about long term employees strengthening the organization. Employees learned proper on the job training keeping people motivated.

<div align="center">**Summary**</div>

I have many resources to support my literature review. Many sources are out there to support my primary data. The conceptual framework consists of key concepts that

were covered in the literature findings. With this presented literature I know there is more that was undiscovered. My literature review will support others with future research.

Chapter 3 covered the methodology reasonings for my research. My design and rationale gave me confidence to uncover more data. An original study with selected participants helped me collect my results regarding promotional policies. The reasonings secured the social change for my work to be taken seriously by Los Angeles County Probation Department.

Chapter 3: Methodology

Introduction

Law enforcement management controlling promotional policies without civil service influence is an unsolved issue. Civil service influence controls management's control over them. Management organizations decide who they wish to promote. However, some people are promoted regardless of whether they are the best person for the job. Analysis shows civil service agencies have managerial control over them. Controlling management promotional policies promote their hidden agendas (Li Kringen, 2016). Hence, certain agendas may influence management's unfair decision-making.

Civil service departments control law enforcement managerial bodies, who in turn control promotional policies. This dissertation explores management controlling promotional aspects over front-line law enforcement staff without civil service influence. Organizations with civil service influences alter law enforcement staff and management's working relationships. Examining the issue determines will improve organizational structures and boost employee morale (Prysmakova, 2019). Walden University's approval number for this study is Institute Review Board (IRB) IRB #01-15-19-0525776.

Research Design and Rationale

I addressed two research questions in this study:

Research Question 1: How subordinate's abilities impact a manager's decision in promoting probation department candidates?

Research Question 2: How does a personal relationship with management affect probation department frontline staff?

Law enforcement personnel still lack proper job skills (Rosenfeld, 2020). He notes promotional job issues vary per individual and the assigned duties. Furthermore, colleagues feel that newly promoted officer's basic job skills are to the specifications. Factors like gender, age, culture, mood, temperament, work, and history. All these items Rosenfeld recorded lead to job burnout. (McCarthy, 2019).

McCarthy (2019) mentioned in his writing people do not feel important. A person labeled as a number versus their name weakens work relationships. It also hurts their ability to socially exist in workgroups. Multiple factors mentioned above challenge front-line staff to perform daily duties properly. He added that there is little research on developing standard solutions to improving promotional policies.

Individual research came from employees expressing job issues. My co-workers make this a topic of discussion. Also, grounded research looks at group research to document this behavior. Documented behavior comes from employees expressing how promotions are so rapidly provided for certain people. Employees in a position for a short time move up the ladder to a higher position of power. Many of them have expressed their feeling of unhappiness because of how promotions are done (Ko, 2018).

Many of the people who express concerns gave me momentum to collect problem-solving. Interview procedures are best tailored to data collecting needs. Making people feel comfortable and asking for important data is vital. Employees' moods determine data collection accuracy. Accurate data will prevent it from being biased.

The research tradition used for this study was qualitative. Keeping the data collection simply meant, I was looking at promotional policies and the front-line

employee responses. Researching policies in place and how I can correct them. Involved people will be a focus in the future (Klein, 2019).

Klein also covered turmoil with political influences on managers losing control. Agendas by management tend to lose primary focus. Losing focus on the people's interest come from organizations lacking control. Out-of-control interest means other managerial agendas are the new primary interest. Secondary interest now is number one. Klein stated the new focus becomes a problem to defer because of no immediate solutions to execute. Divide and conquer for the benefit of larger organizations has worked. The smaller minority voices of the targeted classes are singled out. The policies in these groups are what the leaders create to control the targeted employees in this class. Klein concluded law enforcement organizations have outdated operating procedures related to this control.

Lack of control created a demand for data collection. The need to collect data showed relationships and challenges for stressed-out front-line people in law enforcement. They are stressed out because of management's policy execution. Law enforcement improvement for front-line personnel will help. There is help for the front-line people's issues. Issues for the personnel are on-duty dealing with challenging management and off-duty affairs. These front-line people still must go home at the end of a shift. Many issues go silent into the night. The help is there and policies in place are updated to their best potential. It will help personnel handle relationship issues dealing with management's policy delegation. Management implementation policies need better attention. The attention allows managers to enforce policies in their groups making them

too powerful. Groups placing front-line officers at risk. Serier (2011) sought ways to improve this out-of-control power.

Chapter 3 describes the data collection design. My data collection design provides sampling techniques and population selection. It also includes the data collector role and data collection methods. My procedures were collected and analyzed for proper interpretation. The evidence shows proper integrity, reliability, and accuracy of the study. It also describes the consent process of all parties. All parties are ethical participants. My purpose for this qualitative case study provided a better understanding of organizational culture control. Policy control comes at the expense of these probation officers.

Public service personnel still lack proper job skills (Rosenfeld et al., 2020). He notes promotional job issues vary per individual and assigned duties. Furthermore, colleagues know newly promoted officers lack job skills to the specifications. All these recorded items lead to job burnout (Ersayan et al., 2022).

Ersayan et al. (2022) mentioned employees do not feel important. A person as a workplace number versus their name weakens work relationships. It also hurts their ability to exist in social workgroups. Multiple factors mentioned above challenge front-line staff to perform proper daily duties. He added that there is little developed research for standard solutions to improving promotional policies.

Individual research comes from employees expressing job issues. My co-workers made this a discussion topic. Also, grounded research looks at group research to record this behavior. Recorded behavior allows employees to note how promotions are provided for certain workers. Short-term employees move up the ladder to a higher position. Many

of them expressed their unhappiness with how promotions are done (Klein & Tokdemir, 2019).

Many of my fellow probation officer colleagues expressed concerns that gave me momentum to investigate how promotional policies work. Interview procedures were best tailored to collect data. Data collection is vital, so the employees were provided a haven to provide their information. Comfortable employees in a good mood improved data collection accuracy.

Klein and Tokdemir (2019) also covered turmoil if political influences on managers lost control. Management agendas lose primary focus. Losing focus on the people's interests came from out-of-control organizations. Out of control interest meant other agendas are the new interest. Klein and Tokdemir stated these are deferred because no immediate solutions are in place.

Divide and conquer for the benefit of larger organizations works. Smaller minority organizations are ignored. Leader's control group policies are what leaders create to control smaller employee groups. Both researchers concluded public organizations have obsolete operating procedures.

Obsolete operating procedures influenced me to collect data. Data showed challenges for overwhelmed front-line probation officers. Management's policy execution has left probation officers overwhelmed. Policy transition is too difficult for management and probation officers asking for help to work together. Improvements related to the stressing issues of daily duties.

Personnel issues on duty dealing with challenging management plus policy matters make the job difficult. Probation officers go home at the end of a shift in silence. Many issues go silent into the night because of other unknown factors to help its POs. Management provides help yet are the policies to their potential. Management's help focused on how the policy works. Policy evolvement grows in favor of the controlling powerful group of management (Serier & John, 2011).

Walden University's Institutional Review Board approved my research, and the approval number is 01-15-19-0525776. I met with the commanding officer of the probation department to provide details of how front-line officers would participate. Data collection was explained to participants. Participants supplied their data without management retaliation. Management retaliation produces unknown consequences hampering employees to advance in their careers. Consequences may produce other issues like work loyalty.

In my fifteen years as a probation officer, many colleagues describe good and bad policies. Colleagues gave me a research foundation to investigate. Many considered questions are: how are employees treated when promotional policies benefit certain personnel? Please describe promotional policies in place for employees. How has management created these policies? Are they created because one subordinate is singled out because they are not a member of a certain workgroup?

Created questions based on management's policy creation helped certain subordinates they chose for promotions. Newly created policies help management maintain group control (Fay, 2010). Fay (2010) noted assessments determine an

organization's success levels. Organizational systems establish assessment needs improving organizations. He noted systems in place operate freely unless major problems occur.

Past research is based on a police officer's rank. Serier and John's (2011) works called for different investigations. Different investigations dug deeper into problems with different participants. Creswell and Poth (2017) defined research as a never-ending process of data investigation. I investigated to generate improvements. Efforts persuade others to consider more improvements. Research is infinite and always lacking attention.

Serier and John (2011) stated such studies are a process of collecting organizational group information from a group. Collecting analyzed information is re-analyzed to update results. Group influence molds individuals to that group's culture. Influencing people took form and adapt like water (Bruce Lee, 1972). Water takes shape of the organizational container that it is placed. Data represents improved promotional techniques for probation managers and probation officers.

Also, organizational management allows policies to change over time. Manning (2015) meant organizations anticipate change no matter who is in control of the organization. Organizations are impacted by new influences. Manning concluded public administration procedures are never reinvented because technology limits their opportunity to update. Current procedures limit unseen data improvement.

Studies consist of selecting a suburban agency with civil service influence. Civil service influence has the potential to generate improvements. Improvements generate better management with ample solutions. Solutions will benefit all parties.

For the individual, I want to improve morale which may reduce research limitations. Morale is a long-term job commitment. Knights and Omanović (2015) reported morale are documented in past studies. Newer employees are hungry to complete a task and make an impression. Managers in charge supported organizational progress. Knights and Omanović presented their data promoting efficient management systems.

Each participant selected is a non-managerial peace officer. A nonmanagerial peace officer is a subordinate with a contribution. Subordinates establish delegated promotional procedures. Subordinates and research provide accurate information. Time on the job is also important. Some frontline people have lots of seniorities. Some people cannot promote. Non managerial people have their vision of workplace happiness. Their vision of stable employment is their career.

Proper data collection consists of interviews. Real-life scenarios secure limitation control. Furthermore, properly collected data delivers satisfaction. Satisfaction detailed how management organizations operate. The comparison showed actual management operations have actual operations procedures are ignored.

My type of research is important to improve probation department organizations. Serier and John (2011) stated organizations have produced little data collection. New data presented improves management's work environment techniques. Techniques train future managers to improve their programs too. Better programs reflect controlling organizations produces success.

Asking questions that allowed people to elaborate on issues was vital. Eliminating problems opened communication workplace paths producing workplace solutions. People voice management's programs in use seek improvement. Improvements remedy obsolete systems. Such remedies support system assessments. Implementing assessments is a proactive approach to solutions.

Major themes from Graham et al. (2017) related to organizational culture's power in public administrations. Power comes from member's existence. Member's existence is important. Graham et al. believed everyone knows organizations form secret workplace cultures. What is done versus what is supposed to be done produces deviated success. Social values play a bigger role in group existence. An organization's persuasion relates to proper policy execution. Someone deviated from policy protocol. Policy protocol is ignored creating more problems. Graham believes integrity is ignored. Integrity is a core value in public agency foundations stimulating cultural growth.

Role of the Researcher

As a deputy probation officer for the Los Angeles County department, my role as the researcher was to collect the best data possible. Working for the largest probation department in the world gave me the inspiration to study this topic. Even though I am collecting the data I must consider what is best for both sides. I recorded vital information so management may create better workplace solutions.

I have listened to fellow employees express their non-promotional concerns. In my fifteen years working for this department, I have crossed many career paths with my fellow coworkers who made good participants. Many employees have reputable work

performance evaluations and deserve to promote. As an experienced promoted employee, I have mentored and trained some other peace officer staff.

As a probation officer myself, I understood my fellow participant's needs. Because of this, my interview procedures were conducted in an empathetic manner. My professional manner encouraged management and participants to operate fairly. I have no control over the participants, and they exercised their rights if they refused to take part in the research. Each person had a unique experience in their interviews. Contributions created a relaxing engagement of data collection. Creswell and Poth (2017) stated relaxed interviews with people create the easiest data collection possible.

My questioning process created cooperative answering sessions for participants. Some people compared answering sessions to investigations relating to employee conduct. Based on past feelings, my collected data is sensitive to non-offending population samples. The sensitivity gave participants free will to answer how they feel about the topic.

Original studies have rarely been done on this issue. As mentioned before many employees expressed concerns about who gets promoted based on non-performance issues. Employees expressed certain people received new positions without being trained. More qualified employees are ignored and eventually leave the department.

Neutral sites were used for my studies. Neutral sites eliminated work issues making participants easier to provide data. No management presence impacted the participants creating positive participation. participants were comfortable and express without malice.

Participants have many beliefs based on upbringing. Their beliefs were taken into consideration as a probation officer and their character. I respected their character promoting a data collection comfort zone. My procedures in place were approved for this journey. During the data collection procedures, interviewees have been informed their local employee auxiliary programs (EAPS) are available for any assistance with their duties. EAP guides employees to services related to individual affairs. EAP specialists provide support for the individual's well-being. Collected data secured improvement of better working conditions. My work will not solve job problems, nor claims to be a solution. However, options are provided for employees to get help.

My role takes shape as a research facilitator. A research facilitator takes the shape of a data collector making it simple. Employing simple data collection techniques provided the best answers. Also, interested readers in my work may expand my research and improve on it. Research in this area is foreign and I have provided a template for others to follow my work.

As a facilitator, I observed the research process. Observations allow participants to give their best answers without obligation. Answers come of their free will without hesitation. Hesitation introduced in a situation provided potential limitations to the results. The research participant may have invalid statements. Limitations challenged the impact of processing research to its potential.

Data is non-accessible for people to walk in and collect from participants. Data is locked up in my personal vault at home. No participant will have any of their information disclosed. Establishing control secures participants' data making research safe. I want my

contributions to help probation management properly recognize people who deserve the obtained promotions. Influencing optimistic promoted employees and managers improve organizational structures. This channels new employees to consider probation department careers.

As a fellow probation officer, I have modeled my integrity on and off duty in my personal life. My life exposure improved my character as a parent and spouse to my family. My character eliminated potential research biases in the collected information. Data collection improves the reporting process. Participant moods opened non-traditional networking issues in today's world of public policies. Peace officer work varies daily making my research more interesting to tabulate.

Methodology

Participant Selection Logic

Procedures for selecting participants for this research consisted of the following:

- 15 probation officer personnel who are not in a managerial title.

- Employees in a law enforcement agency for more than 1 year.

- Employees who are in good standing have not been disciplined for job duties, so biases are eliminated.

- Employees who have no relatives in upper management that may influence their answers.

I considered employees who might give their best input based on the criteria. Answering questions to the best of their abilities established integrity and character as a probation officer. Character validity delivers the best product for computing purposes.

(Creswell, 2013) Ensuring formal treatment from supporting organizations develops better-employed law enforcement personnel (Brown, 2019).

Making appointments with participating departments granted data access for collection. Direct meetings create management fairness and will not allow for biases. Management fairness secures no anti-propaganda issues harming its department. The organization's image is vital because properly interpreted data will improve the process. A calm participant versus an upset participant impacts thinking abilities leading to uncertain data (x).

Instrumentation

The sampling Strategy used was convenience sampling (Kregel et al. 2022). The researchers noted this type of sampling is successful because it is technology friendly. I conducted research during a pandemic making in-person interviews impossible the convenience sampling made my data collection simple. Convenience sampling is noted for public administration social improvements.

With this sampling success documented I conducted audio interviews to maintain confidentiality. Confidentiality made it easier for everybody. Participants were secure no one can find out who they are and felt confident when they answered. I was also safe from getting contaminated by potential participants. I collected the safest data possible.

Data Collection Instruments

The data collection procedures supported audio interviews I developed. This was the first time I conducted audio interviews. I promised the participants in the emails I sent their confidentiality. This was very important because they have given their trust to me. I

want to give the same trust while maintaining their confidentiality. Participants were confident and safe while my interviews took place. I was able to receive valid interview data while my participant's face was unrevealed. Audio information-maintained confidentiality while providing sufficient data.

I established content validity; I developed questions based on my experience as a probation officer. I related to colleague's concerns about promotions. During my time working for Los Angeles County Probation Department, I observed their verbal expressions and developed interview questions. My interview questions were tailored to extract the best participant data possible. Qualitative research questions did not concern cultural concerns for my data.

My research provided an original study for data collection. With very little done on promotional policies for probation departments, I had to create original interview questions. Observed colleagues expressed verbal feedback to research this topic. Throughout the year's many probation officers have expressed looking forward to reading my dissertation.

My data analysis plan was to collect general data related to promotional policies. With this data so important to me time was and still is an issue (Renfro et al. 2022). The researchers noted everchanging organizations are impacted by data changes. Because of this change I wanted to get the data as fast as possible. Data cannot wait and weeks become days with public administration's everchanging needs. Rapid assessments aid in quick results.

There was no software used for coding the 15 interviews. The data were manually coded and themed for analysis. I made keynotes to dictate what key items to take into consideration. Coding content validity was done based on cross-referencing the audio interviews. Content validity is serious when it comes to measuring job standards (Xu, 2022). He noted that positive and negative outcomes are measured when it comes to job-related questions. In my interviews, I know my questions were just right to obtain the needed data. My questions were not too sensitive which may impact participant answers.

Original Study for Research & Procedures

There was no pilot study created for my research collection. I developed an original study because there is very little information published out there. I developed data to create the interview questions for participants for management to acknowledge their contributions to making the Los Angeles County Probation Department a better organization to work with.

Individual framework control was compromised by promoting individuals to managers because of no experience (Crossan et al. 2017). These writers believed not all people are management material, yet they assume that management role. Many people are handed management positions. Thus, eventually, lose the respect of their subordinates because new managers lack training. Crossan et al. (2017) chart state that newly promoted managers were trained by bad managers in place. Plus, managers lacking training produces bad managerial decisions. Ethics and integrity have been forgotten. Future research recommends a demand to fix the hemorrhaging issue. Crossan et al. (2017) defined management's character leads to a bad legacy.

Tailoring questions for my research ensured good data collection (Heary & Hennessy, 2002). His research benefitted others by maintaining participant interest. His efforts proved my data collection helped others to follow beyond my studies. A structured path gave me positive information and participant attitudes. Research demanded positive motivation and positive attitudes.

Williams and Schubert (2017) wrote improving research systems came with better research methods. Both researchers talked about individual satisfaction in research experience. You are satisfied, and you are positive about your experience. The vested research time program obtained the best solution.

The purpose of the original study was to collect facts. Facts have not been provided for this study. Serier and John (2011) mentioned in past works no one has looked at the issue of behavior. As a front-line probation officer, I must improve management relationships with the subordinates. With the improvement of understanding employees' efforts grow. Growth established better work conditions and solidified workplace morale.

The success of data collection connects to Maslov's theory which supported my theoretical framework. This theory generated people's success in the workplace based on self-esteem (Numonjonovich, 2022). Employees feel better when they are successful in their careers. Data collection from my participant's contributions allowed them to be heard supporting Maslov's need for workplace satisfaction.

Proper qualitative research data collection was used because original studies were conducted (Hendren et al. 2022). The writers noted in the original research led to mixed

methods data collection. This contribution eliminates future data limitations. With no past

primary data established meant using a qualitative approach to pioneer my research.

Reflexivity opens other unknown horizons with qualitative research (Dodgson,

2019). She explained two ears are greater than one mouth. What she explained we need

to listen twice as much as we speak. Reflexivity goes farther than Creswell and Poth

(2017) when we listen and observe. Creswell and Poth talked about observation with our

eyes. Dodgson (2019) documented we observe with our ears.

Issues of Trustworthiness

Internal validity or credibility was not an issue in my research. As a training

manager for the probation department, I always listened to colleagues. Audio observation

provided another avenue of data collection. I listened and observed their communication

patterns related to morale and communication. Every week I got new probation officers

coming in with expressed issues like discipline and promotions. Probation officers ask

when promotions start-up and have expressed more than just that. I have a commitment

to the management team. As a matter of fact, our chief asked me how my research was

coming along. I informed him all employees will have access to my findings very soon.

External validity or transferability has not been established yet however I will

note this in limitations and mixed methods (Hendren et al. 2022). These writers noted that

more mixed methods will work in larger organizations. Fifteen interviews from about

1000 potential participants created a challenge to expand into mixed methods which

expands the data collection process.

The confirmability supported an opportunity to share my results. Colleagues want to see my results. I have a TBD appointment with the chief to share my results. My efforts were established to collect participant data. Now I have invited other researchers to improve on my success and complete more research.

Dependability was established which provided a relaxed environment. I reminded the participants to relax and kept reassuring them their confidentiality was safe. My data will be locked in my safe for 5 years and no one from corporate will see my interview data. Participants received confidence after I interpreted this information and were more anxious to start the interviews. Only three participants (2,4,9) had to reschedule because of work-related matters (court appointments etc.).

Data sufficiency was established for information collection. Being a probation officer myself my participants felt confident with the data released to me in the interviews. With this confidence, they knew I was able to properly translate information to dissemination. Management will receive valid data to assist them with their strategic decision-making related to job promotions.

Ethical Procedures

Appendix C is where the signed consent form is located. My consent form informed the probation department that employees are taking part in a no-obligation interview questionnaire related to promotional policies. At any time, the participants had free will to opt out if they felt uncertain about participation. Probation management exercised respect in letting its probation officers have the option to participate in the research.

The participants were aware of their rights and received instructions on the process. Once they replied to the email, they created an email account (i.e., participantlacpd1@gmail.com). From there my word was valued and their confidentiality was safe. Walden University noted my procedures were acceptable and granted me permission to continue (IRB ##01-15-19-0525776).

Some prospective participants asked questions regarding the process. Many of them did not have time at home to complete this and were afraid to use work on computers for the interviews. Other participants used cell phones linked up to zoom for the interviews. Participants feared a management retaliation for speaking on what they called a sensitive issue.

The email replies were consent once they understood the process. Several participants mentioned that they do not have time to check work emails. In response to emails, several prospective participants felt my email was phishing and reported the notifications to our Information Technology (IT) department. I reassured them I got the consent form and had it ready if they needed to see it.

I had no ethical concerns because of participant confidence in my abilities as a researcher and a fellow colleague. The participants understood the purpose of the data collection and wanted to see social change in our department. The data will be delivered to probation management to consider what they noted in my key themes. From here, the assessment of current plans can see improvements.

The archival data will be kept secured in my house safe. I have a safe of valuables in my house which will remain on a portable drive for five years. I promised the

university that I will meet their needs for data control. Therefore, after five years I will

destroy the data, I collected.

Summary

I introduced the methodology for my research design and rationale for my paper.

The research design calls for more research to implement social change in probation

department promotional policies. Employees have expressed improvements however

other changes have taken priority for management to satisfy its employees.

My role as the researcher is to collect the data and be the neutral reporter. I have

the obligation to the fifteen participants to maintain their confidentiality and report their

expressions to management. Management has good procedures in place however they can

always get better. Chapter 4 will share the findings of what my participants gave me for

information

Chapter 4: Results

Introduction

The purpose of this study was to determine if management controls promotional policies for its probation officers. The research questions this study addressed were: How do subordinates' abilities impact a manager's decision in promoting probation department candidates? And how does a personal relationship with management affect probation department frontline staff?

The theoretical framework for this study consisted of Maslov's theory of self-realization in the workplace (Mihaela et. al., 2022). Employees wanted to add value to their careers. Employees expressed both positive and negative career contributions. Some participants indicated the retirement issue was on their minds. Also, some other participants indicated too their skills were not being used to their potential. When employees do not have their skills used to their potential, they tend to leave the organization (Onder & Nur Zengin, 2022)

Probation officers are certified peace officers whose jobs entail promoting public safety and making decisions that benefit their clients and probationers. At times, these officers are targets of violence from their clients. In perilous situations, probation officers need to determine the level of danger so they can de-escalate hostile situations with words rather than weapons. Despite these challenges, frontline officers' work environment and promotional opportunities often are controlled by detrimental management and policies (Hupe et al., 2015; Serier & John, 2011). Ross (2019) noted

internal peace officer policies need improvements, including promotional policies within probation departments, which were being ignored.

This chapter shares the setting for my research including participants' demographics for the setting of the probation department. Qualifications established probation officers without subordinates because they are the backbone of the department. This solidified quality data as prime employees. They knew what is done to improve promotional policies. Plus, I conducted a data collection process and data analysis to determine the results. Key themes came from the data collection process. Positive and negative themes were commented on related to workplace esteem.

Setting

The setting takes place with the employees of the Los Angeles County Probation Department. Qualified participants consisted of probation officers with no subordinates reporting to them. A series of confidential email accounts were established for candidates to be interviewed. This information was all disclosed in the consent form that was signed off by Chief Deputy Probation Officer (see Appendix C).

Audio interviews preserve participant confidentiality, and all cameras were turned off. Audio interviews gave participants a fair chance to express confidential replies. Participants were noted as "participants" and nothing else thereby protecting anonymity and the confidentiality of their responses.

Demographics

The participants were probation officers without subordinates. Because of utilized audio recordings only, I was unable to see faces and only had voices to go by. Therefore,

I did not assume if the voice was male or female. Plus, I did not ask a question about their time in the department. Seniority was not an issue related to the study. Participants #1, #4 #8 and #9 have master's degrees.

Data Collection

Fifteen probation officers were my participants to collect data. I interviewed each participant once for data collection. The interviews lasted as short as 11 minutes up to 40 minutes for the longest interview. The average interview time was 30 minutes per participant. It is important to recognize this population is very busy and gave me what time they had. Data was recorded within the zoom audio software. The data was hard copies made available for review and analysis.

Data Analysis

Data were analyzed using content analysis. The past content analysis gave me a generalization from nothing ever created before (Önder & Zengin, 2022). They noted content analysis gave me the best opportunity to start and develop pioneering information from nothing. As mentioned earlier in my research we are creating new social change with the general content analysis.

Also, because of the pandemic, I relied on collecting good, classified data (Babando et al., 2022). His input with content analysis explained using evidence-based practices makes beneficial data to report. Vocal expressions from participants showed how serious they were. Serious data collection produced social change (Shokouhyar et al., 2021). He indicated positive participant behavior provides more data than anticipated for social change. Many of my participants elaborated on questions longer than expected.

Optimistic participation produces positive attitudes warranting changes. Participants speaking in detail produces changes.

Data variations were noted from my initial plans of coding the data with software. With a small sample of 15 participants. I manually coded my data and developed themes from the transcript interviews. My results developed several themes from the audio data. Participants expressed common language that led to discussing themes such as training, communication, evaluations (work performance), and morale:

The four themes noted overlapped each other in several of the questions. Audio interviews revealed more interest in improving operations for probation officers. As previously noted, key themes emerged from the data analysis process. These themes included: training, communication, work performance evaluation, and morale or esteem. Both positive and negative comments were made related to these themes.

Training

Most of the participants expressed that they believe more training is needed. Probation officers have 24-40 of annual training to satisfy the department's needs. Training made teams of probation officers' work safer. Trained employees respect each member's duties thus reflecting the department's success with its services offered. Of the participants, some expressed that perhaps the required hours should double.

Training also is a strong proponent of reform for public administrations (Cruz, 2022). She documented reform is financially out of control with no training budgets to help its employees. Participants noted new training is needed while remedial classes attract boredom. Public administration reform must have training improvements.

Participants #1, #4 #8 and #9 have master's degrees. Some positions require people to have a master's degree. However, some managers do not have a bachelor's degree at all. The four participants felt that the extra education is a path to getting into management.

Communication

Participants # 2 4,5,6,8,10,11, and 12 noted the department needs more communication between probation officers and management. Expressed communication made these participants feel better about their job duties. Management and probation officers must be proactive (McDonald et al. 2022). These writers researched proactive solutions that produced success between both parties. Participants expressed proactive communication helps its clientele. Improved communication aided decision-making procedures related to improving probation officers' abilities.

Also, they expressed management's desire to be proactive when communicating. Managerial presence makes probation officers feel confident while on duty. If a manager says to do this the participants expressed, that they will do this and that because of their training.

The relationship between communication and Maslov's need connects well-being and social status. People not left out and know what is going on made better contributions. Social acceptance builds better character and networking skills. Individual involvement depended on the amount of communication that took place at work.

Evaluations(work performance)

Participants 10,11,12,14 and 15 did not have an idea how evaluations work. Based on these revealed findings work performance/evaluations have been forgotten. The participants noted that no matter how many extra duties are done in their scope of work they receive no managerial support. The managerial support they receive in a "confident" in their job duties which get noted on their evaluation. Participant #11 asked his manager what I can do to score above "confident?" Their manager did not have a consistent answer and was rambling on to answer the question. Participant #14 admitted to having a poor attendance record and received the same "confident" on their evaluation.

Confident on a personal evaluation meant they passed the probationary period and are now permanent employees. Some of the participants have requested to see the evaluation criteria. However, they never get to see the evaluation criteria list. Two people volunteered to start the evaluation committee.

Confident employees are willing to feel better about the organization. When their acceptance is stimulated involvement increases. Employees take part in events after work and network to make themselves more valuable. Valuable employees increase their return on investment as organizational change occurs.

Morale

The participants expressed morale should never be in short supply. Especially now when managerial support lacked staff support, according to the interviews. Because of this lack of support, morale was expressed by all fifteen as a liability. Some expressed

that calling out does not impact them. They also noted management does not follow through on the support.

All the participants' mentioned morale is at an all-time low. In support of their statement items such as no discipline, and no quarterly reviews are being done by management. Morale is More people coming to work meant more people can be scheduled for training. Better trained probation officers can receive better evaluations producing longevity. Participants noted one thing that is better than having a long-term job has long-term growth. Discrepancy cases impacted the data very little. Although not specifically part of the data collection gender was not considered in job promotions. Other cases eventually will occur because as mentioned before there is more data to collect for my related research matters.

The data management process included audio recordings. Audio recordings provided proper coding procedures. No video was used during the interview process. Participants remained confidential, and faces will be unrevealed. No personal emails will receive replies because we kept participants confidential. Participants were known as by participant number throughout the interviews.

Circumstances in data collection came from the interview process itself. Interviewing 15 participants with John Doe emails I was unable to see facial expressions. Facial expressions measured essential communication essential to learning more about participants (Schneider et al. 2022). The researchers documented missing communication proved that we learned less about the participant's validity in data collection.

Job promotions still challenge organizations. Content analysis data collection helps improve job evolvement. Management wants to support subordinate training because it has suffered. (Kramer & Noland, 1999) He helps us code procedures with management's support developing better job communicating. If managers have proper support, then they can make all the rules in everybody's favor.

Evidence of Trustworthiness

Data dependability is vital for my research. I felt optimistic from my interviewed participants who reached out to me to participate. Participants did not hesitate, and I had other probation officers reach out to me after my participants were done. It was nice to have a surplus of participants for those who may have changed their minds at the last second.

Watts & Finkenstaedt-Quinn (2021) wrote and provided data for my work as a research contribution. This support gave my work confidence to proceed. I know my work will become valid to my co-workers. My fellow peace officer colleagues are waiting for the read the results once this dissertation is published.

There is very little difference between the literature reviewed and the data I collected. Many publications call for methods to support qualitative research in public administration (Belardinelli & Mele, 2019). Both researchers called for deeper research into public administration. Deeper data delivered a multi-dimensional method of data collection. More data provided subject solidification which at that immediate moment is a standard tough to challenge.

I did not experience the implementation of and adjustment to consistency in my data collection. I created simple questions that did not take long thought processes. Participants did not have to ask for questions to be repeated. The only time a question was reinforced was when the internet was fading during the zoom interview process.

Many participants understood the nature of the data collection because they were able to relate to the questions created. My questions were created from almost 15 years of experience in audio observation. I listened to colleagues and related to them and their job concerns. The participants felt that the interviews will have some progress come with their input.

<div align="center">**Results**</div>

With the impact of (Sharkey et al. 2022) using key themes for coding; I concluded several relationships in occurring themes. Key themes derived from several questions were repeated in several questions. They were communication, training, nepotism, and promotions. Participant themes expressed more themes need more extensive research.

Common key themes connected morale with Maslov's self-realization and self-esteem. Maslov mentioned these needs reflect on morale. Many participants expressed how they felt about current department operations. Operations may be restricted in the eyes of the participants however management has the department's best interest in evolution. I will present my results in order of the interview questions (IQ).

IQ1:

What could you improve to help the management team promote the right employees?

The Los Angeles County Probation Department policy stated that newly promoted employees have one year from the time they promote to get their promotional training needs done. Sometimes the year goes by, the organization falls behind in unknown issues. All the participants except for participants 1 and 2 noted training was a concern. Both participants 1 and 2 mentioned, "remedial training is so boring." Participants 3 through 15 also noted several people get promoted without ever being trained as a supervisor. Participants 6 and 11 replied, "I know more than my supervisor does." Based on these replies many participants did not see any immediate changes in promotions.

IQ2:

What promotional improvements are needed to make both management and subordinates happy? All 15 participants noted job satisfaction was s concern. Every participant wants to add value that relates to Maslov's self-esteem needs in the workplace. People feel valued when their information helps to make a workplace better. For example, participant #7 mentioned in an interview their experience in working in child trafficking. The participant felt their answers scared the panel away because of the participant's job experience. What the participant recalled the most from the interview was the looks on the faces of the panel interview. The participant felt that they would not get considered for the position.

IQ3:

How can management make employee promotions work to maximize human resource potential?

All 15 participants mentioned training because employees build themselves up to become an asset. Participant #9 mentioned, "when it is time to retire, I want to consult on the side and become a trainer". Participant #7 mentioned their experience and desired to be a trainer themselves "I want to have my own agency like an independent contractor and train employees."

IQ4:

How do management's personal relationships influence their decision when choosing proper probation department candidates for promotions? All 15 participants expressed that "interviews are done in good faith" and people who get promoted are pre-selected. All the participants said, "the interview is an official documented procedure to recruit prospective people."

IQ5:

What can management do to eliminate personal decisions in employee promotions? I refined this question about management's control of the inner domination circle. Participants 1,4,6, and 7 noted this is a hard area to prove if personal decisions exist. These participants feel the issue exists and will not go away. These four also mentioned that "management must make a decision based on the interviewed people, not on who they know"

IQ6:

What criteria is in place to consider the best employee for a promotion? 13 of the 15 participants (except participant 1 and 8) felt there is no communication to gather information for promotions. The same 13 mentioned past interviews noted the host asked

the questions and does not have an idea what the job duties are. Participants feel an act of good faith is done like a mirage. "Participants 2,3,4,5 mentioned exactly that "they already have the co-worker, or spouse selected for the assigned position.

IQ7:

What would you like to see for management to provide proper training for newly promoted individuals? Communication is crucial on the job. Participants 2 and 10 noted communication and training express confidence in the material being taught "these two participants mentioned, "the trainer is full of bullshit". The two participants felt some managers have false agendas to execute.

IQ8:

What input can you provide for management to promote employees to make sure they are the right candidates? Using evaluations and employee evaluations does not count according to several participants. All participants expressed a lack of management communication. The participants have experienced making decisions without managerial support. Participant #2 expressed "I am going to retire, participant #9 mentioned, "I will go work for someone else."

IQ9:

What input can you give management to secure promotional morale in the workplace? Establishing good communication skills from management is a good start. All 15 participants noted this and set a good example for employees to follow. Some noted their vacations are denied. Participant #7 noted, "employees get preferential treatment and received time off without getting it denied." Participant #7 noted while

those selected got time off "my time was denied, and I put in the request before the other person did.

IQ10:

Based on your experiences, what can you do to make sure promotional nepotism does not exist in the workplace? All 15 participants ignore this issue because thinking about the issue ate them up and made their wellness disappear. Participant #1 noted, "the Los Angeles County Sheriff Department's son graduated and went to a specialized assignment which takes fellow deputies over 10 years to get." So, nepotism is hard to eliminate.

IQ11:

How can you help management improve morale in the workplace? Morale can be improved in the workplace by setting a good example. Participant #7 mentioned that" management can set good examples and motivate people better." They also noted that "there is no training on motivating employees."

All my questions and themes have one thing in common. The common thing goes back to my theoretical framework of Maslov's self-realization. People will feel better when management communicates with them. Plus, they will talk about nonwork issues and become more human in relating to their probation officers. Training is always a never-ending process. As organizations change the training needs must keep up. Many feel that 24-40 hours is not enough. Work evaluations are scorecards to correct what is needed to get better and what assets that person has. All these items are related to

Maslov's needs and my theoretical framework. Further discussion of this will be discussed in Chapter 5.

Summary

Summarized questions presented the following answers: Many participants felt promotions are outdated. Management may not be aware these items are not important to look at when current goals are considered (Nwokolo et al., 2022). Workplace diversity is abundant and diversity surpluses outweigh any short-term benefit. Procedures in place meant participant input is very little if any. One participant used profanity in the interview. The participant used profanity when asked about promotions and management's influence on them. New untrained managers put other employees at risk related to job duties. Writing is defined as a professional expression of one character (Kesteven & Melrose, 2022). Vocal expression as such is not professional.

In chapter 5, I connected the entire research puzzle and the complied data. I am one step closer to my quest for social improvements. Many participants and others who relate to probation officer careers provided a path of data collection with their pioneering participation.

Chapter 5: Discussion and Conclusions

Introduction

The purpose of this qualitative research study was to provide evidence to potentially improve work relationships between probation department management and its officers. The social change provided an opportunity for subordinates to promote. Subordinates can become future probation department managers. Proper probation department training reduced liability and promoted morale for its probation officers which stimulated morale (Gonzales, 2021).

In addition, my research methodology allowed participants to consider challenging issues such as bureaucratic stress, nepotism, and morale. Policies are controlled by management, which in turn influenced morale. Participants discussed the theme of morale more than I anticipated. They saw these issues as obstacles to getting work recognition for their contributions.

The data demonstrated several themes including training, communication, performance evaluations, and morale: These four themes overlapped each other in several of the questions. Participants revealed great interest in improving operations for probation officers.

Interpretation of Findings

The purpose of this research was to improve probation management's use of promotional policies impacting its officers. Management has some control and influence on decision-making policy control. Los Angeles County Probation Department's management operated on its own with no outside influences. Management has real

control over its promotional policies. If management and employees worked together versus being on their own, then both groups will improve work relationships. Eliminated this separation improved management organizational structures while boosting employee morale (Prysmakova & Vandenabeele, 2019).

My qualitative study provided a starting base to uncover challenging morale issues. Challenging morale issues made job focus harder to complete job tasks. If employees were properly trained to handle challenging job tasks, then the tasks cease because improvements have been implemented. Updated management training programs met evolving organization needs. Needs made employees grow and become successful while on duty. Success led to improved work research issues (Rehman & Khatoon, 2022). Rehman recalled compensation exceeded dollar figures. He meant that public sector costs are reduced, and the probability of a workplace lawsuit diminishes. Improper training opens up pandora's box because job risks made duties even more dangerous. Many other people work harder because of the lack of properly trained probation officers. Probation officers are overwhelmed, and the success ladder is harder to climb.

Another uncovered finding stated out of date procedures are still being used in modern operations (Collier & Gruendel, 2022). Both writers recalled procedures are refined assuming the organization meets its goals. Both uncovered public administration affairs lack innovation. Also, the researchers noted coming of age planning produced a lack of innovative success. Innovative success produced better success with project completion.

Many of the participants noted the relationship between management policy control and morale. Verma (2022) noted that policies are improvised to meet managerial needs. Verma also noted that policy evolvement slowed turnover with long-term winning organizations. Long-term winning organizations are templates for industry success. For the long-term success of the relationship between management and probation officers, attention to morale will enhance the success of the overall organization.

Communication in the workplace allowed participants to express issues related to the promotional process. Participants expressed concerns, issues, and complaints related to current operations in general. Promotional updates are unknown and waiting to be uncovered. Wall (2022) reinforced what my participants said about communication. He noted proper communication reinforced stronger morale for employees in any organization. Morale made employees try harder, to give all they have for benefit of the organization. A created benefit better between management and its probation officers.

Based on the literature reviewed in Chapter 2 of this dissertation, many civil service agencies used promotional policies to handcuff management and their decision-making power (Kringen, 2016). Hence, inconsistent practices have management made decisions that hurt careers versus improving them. Unpopular decisions continued to weaken probation officer morale. Workplace morale harm exceeded its purpose of building workplace esteem. The data from this study indicated that many probation officers feel management has their decisions limited. Some understand these limitations, while others do not. The data from this study indicates that many probation officers feel management have their decisions limited. Some understand these limitations, while

others do not. Management needs to communicate more effectively or be more transparent with the limitations placed on them by funding sources.

The results related to key themes from the participants. All the participants' mentioned morale was the biggest issue in the department. All 15 participants noted they have value to bring to the table for the employer. Maslov's self-esteem needs for the workplace mentioned in the theoretical framework of Chapter 2 solidified a need to support the participants who do not feel valued by management.

Peer reviews are also mentioned in the literature review for Chapter 2. The morale issue reappeared related to bureaucratic stress, post-traumatic stress disorder, and reverse discrimination. All participants related morale issues to the items mentioned here.

Limitations of the Study

Audio interviews-maintained participant confidentiality: hereby eliminating video interviews and cannot see the participant was limiting. This was a limitation before we collected participants. Camouflaging behavior is introduced in the presence of a person who hides a physical performance such as well as smiles or other facial expressions (Cook et al., 2021). Because I did not use video recordings of participants the participants visual cues were hidden. While audio interviews have disadvantages however in my research the advantages were in my favor. As mentioned before in Chapter 1 many participants feared taking part in an interview. Audio interviews in place reduced fear and installed confidence producing serious data. On the other hand, some participants wanted to speak out to be part of social improvement. People want to contribute and be noted for efforts which is why audio interviews were used.

Participants mentioned fear and asked about their safety. Many people felt management has a vendetta against certain subordinates. Participants considered their code of silence to be golden (Khan et al., 2022). Khan et al. (2022) collected whistleblower information linking employees doing the right thing. However, if no employee improvement programs are developed how do we know if created programs are developed properly?

Quantitative research could have been conducted. Qualitative people such as alumni in past residencies felt better with qualitative methods too. Quantitative research worked better with medical personnel (Faghihi et al., 2022). Faghihi et al. (2022) featured findings are unique, and one research technique is better than the other. No matter how good the data is the research itself evolved techniques for topic improvement.

Consent requests were a limitation too. I initially sent over 20 consent letters to multiple police departments. Higher-ranking police officers were contacted to obtain official consent. Many departments graciously said no to participation. Unexplained reasons were noted even though consent letters were sent out.

Nonverbal cues provided a limitation on participants' feelings such as facial expressions and other body language movements that are not accounted for (Zohrabi & Farshbafan, 2022). In-person conversations allow people to see supporting expressions. Body language is more important than I considered.

Direct interviewing is an advantage for data collection however Covid changed plans and online interviews have escalated (Singh & Sagar, 2022). Singh let his vocal cords chime in regarding safety. Safety also increased confidentiality; participants were

made to feel safer producing better data. Perhaps we can consider direct interviews and note more proper coding matters.

The participant sample size is a factor too (Islam & Aldaihani, 2022). Islam and Aldaihani (2022) noted qualitative research concluding sample sizes are limited and data not taking a quantitative research method. The probation department had an email sent to over 900 potential participants and 15 replied. Sample size limits the type of data collection.

<div align="center">**Recommendations**</div>

My first research recommendation considered a quantitative research design. With this department being so big there are many more people who have more to offer and contribute. Even though an email went to 900 prospective participants to take part in audio interviews; this is about 20 percent of the department who was the selected target audience. The 900 participants do not have subordinates to report to.

Direct video or face-to-face interviews were also recommended. Once participants are engaged body language can be an included interpreted factor (Wilkman, 2022). Wilkman (2022) welcomed more time to note body language in interviews. He said body language is a sign of interest that supported validity in collecting data. Collected data was coded to participants for proper observation. He noted participant expression determined overall interest in providing quality data versus just answering to get the interview over with.

Another recommendation is artificial programs for recruiting participants. (McDonald et al., 2022) uncovered artificial programs programmed to recruit research

participants. Specialized recruitment programs promoted screening procedures selecting possible participants for research participation. Recruitment noted proper data collection provided more accurate results. Participants without revealed body language left the imagination wondering. I only wondered if we had a participant's screening to choose from. I wondered how confident, serious, or interested the participants were during the interviews.

Implications

Serier and John (2011) stated public organizations need improvement focused on social changes boosting morale and workplace longevity. Plus, many public organizations emphasized job training (Adegorusi, 2022). Adegorusi (2022) added organizations reinforced continuing education for their subordinates and stimulated job performance. In the public sector, this escalated community awareness for the public to trust the probation department.

After all these years, of job demands, probation officers' careers still need upgrades (Jones, 2022). He said higher job demands increased job stress needs Changes for subordinates mentioned emotional, social, and financial needs. Once both management and subordinates focus on meeting these needs, social change improves.

Organizations benefit people who enjoyed their job (Grolleau et al., 2022). People love to talk about how good employers treated them. Grolleau et al. (2022) guided us and pondered the thought successful winning organizations are like sports teams. Winning teams have low employee turnover, and high member longevity and everybody loves to be a part of the winning solution.

Internal organizations needed social change to promote overall health and wellness (Woods, et al. 2022). These writers wanted us to consider organizational inequalities pressuring subordinate wellness. When someone is not in line with their wellness they call out. Internal organizations that change promote their overall wellness.

Organizations have impacted change with internal and external factors (Davis, 2021). Davis (2021) delivered his message; traditional management organizations have changed and evolved. Organizational evolution created an opportunity to improve training methods for its members. Furthermore, group resources adapted and overcame new challenges exceeding expectations.

Conclusion

Throughout time there are many excellent existing organizations. Successful organizations have core members stay together as they value their vital employees. However, no matter how good the organization is the changes always show up. Core members want to progress and feel more appreciated as time evolves.

The Los Angeles County Probation Department is the largest probation in the world. This department provided a commitment to community service to its citizens. With these research results, management gained more information to help its probation officers. Data recommendations from this study may assist probation management in promoting probation officer longevity. This in turn enhanced reintegration efforts and stabilize community safety.

By including the findings in this dissertation in their practice probation management can promote long-term officer loyalty to the department. Therefore,

stabilizing community safety as probationer safety is enhanced. This enhancement is

community social improvement for the probationer's lives and the probation officer who

provides the needed community service.

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Appendix A: Recruitment Letter

Dr. Adolfo Gonzales
Chief Probation Officer
Los Angeles County Probation Department
9150 Imperial Highway
Downey, CA 90242

Dear Dr. Gonzales:

It was a pleasure sharing with you my research opportunity. I am looking forward to your department's participation to improve overall organization work conditions in law enforcement. Please review and sign the attached consent letter which would give me permission to interview staff and begin my research.

I've included a sample of the interest packet each participant will receive, upon your approval. The participants will create a confidential email account when they sign up. I will only know them as participant #1, #2 etc. and will establish emails such as participant1lacpd@gmail.com, participant2lacpd@gmail.com, etc.

The 15 participants will reply with their email accounts to paulchavez@waldennu.edu.
Probation staff participants will then be scheduled for an audio ZOOM interview. Virtual meeting cameras will be turned off to maintain anonymity. The audio interviews will take approximately 15 minutes. Once the interviews are completed, I will share my results with your local department maintaining confidentiality of each participant. I will send out a general email to the department. If you have any questions, please call me at 562-652-9036, and I will be happy to speak with you regarding any matter.

Sincerely,

Paul Chavez

Appendix B: Signed Approval Recruitment Letter

Paul Chavez, Ph.D. candidate
Walden University
Paul.chavez@waldenu.edu
562-652-9036

December 13, 2021

Dear Mr. Chavez:

Based on my review of your research proposal, I give permission for you to conduct the study entitled **"Law Enforcement Organizations: Why the Cultures Impact Promotional Policies within the Los Angeles County Probation Department"**. As part of this study, I authorize you to conduct and record audio interviews, to uniquely code each participant to secure confidentiality, and present the results without incriminating any participant. Individual participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include access to a computer for the ZOOM audio interviews, the individual participant and researcher will conduct a one-on-one audio interview with participant's having access onsite in the privacy of the participant's home. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the student will not be naming our organization in the doctoral project report that is published in ProQuest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

Adam Bettino
Chief Deputy Probation Officer
Los Angeles County Probation Department

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).