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Perceived Leadership Style, Gender, and Job Satisfaction in County Jail Correctional Officers

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Melissa Minardo

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Walden University
2017

Abstract

Perceived Leadership Style, Gender, and Job Satisfaction in County Jail Correctional

Officers

by

Melissa S. Minardo

MA, Walden University, 2011

BS, Spring Hill College, 2005

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Psychology

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Abstract

There is a considerable amount of research demonstrating important gender differences in job satisfaction and perceived leadership style. These critical relationships have not been sufficiently explored in correctional institutions, particularly as more women are entering corrections officer positions, and low job satisfaction can lead to risky and sometimes life-threatening consequences. The purpose of this ex post facto study was to investigate the relationship between correctional officers' job satisfaction and their perception of transformational leadership style in their supervisor and to explore how the interaction between leadership style and gender affects job satisfaction. The theoretical framework of transformational leadership was used to examine the hypothesis that transformational leadership would foster overall job satisfaction. Data were collected from 86 participants from a population of 180 county jail correctional officers using the Multifactor Leadership Questionnaire for leadership and the Job Diagnostic Survey for job satisfaction. A 2 x 2 ANOVA (male vs. female and transformational leadership vs. transactional leadership) was conducted. While the results were statistically non-significant, mean differences among the groups revealed an interaction effect, suggesting that women with a transformational leader have higher job satisfaction than do those with a transactional leader, while men with transactional leaders are more satisfied than are those with transformational leaders. It is suggested that future research utilize more rigorous sampling methods (e.g., stratified and cluster) to explore this potential interaction, and include qualitative interviews with officers to gain deeper insights into the meaning of leadership in the performance of these important, risk-filled jobs.

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Dedication

To My Son, he is my inspiration for the future.

To My Mom, she always has faith in me and offers endless support.

Acknowledgments

The process has been long; however, there is an extreme level of pride in accomplishing this paper despite many different obstacles throughout the journey. I would like to thank instructors, and especially Dr. Michael Plasay, for their patience, constructive feedback, guidance, encouragement, and most of all for their ability to treat others as scholars in our own right.

I would also like to thank all of my brothers and sisters in arms; we have walked a journey together that few can comprehend and as many of us go our separate ways, we will always be connected. To all of my military family, those I have known and those I have not, and to those who have fallen, neither I nor anyone in my family will ever forget.....thank you.

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Chapter 1: Introduction to the Study

Introduction

The primary focus of this study centered on the importance of providing leadership that is conducive across both genders within the correctional field. Correctional officers are tasked with housing the prisoners of society, and the level of job satisfaction plays a key role in how effectively these officers can do their jobs. The incorporation of good leadership practices can influence the effectiveness of correctional officer and can contribute to beneficial results both inside and outside the facility.

While there is considerable literature examining how leadership style influences job performance and job satisfaction (Felfe & Schyns, 2006; Piccolo & Colquitt, 2006), this relationship has not been substantively explored in correctional facilities. Several studies have focused on attention burnout and stress in correctional officers (Lambert, Hogan, & Allen, 2006; Stewart, 2005; Tewksbury & Higgins, 2006), and some of these studies have revealed important gender differences (Lambert, Paoline III, Hogan, & Baker, 2007; Lovrich & Stohr, 1993). However, these tend to focus on the atmosphere related to the inmates and the correctional officers' interactions associated with them. In this research, I attempted to contribute to filling this gap by examining leadership, gender, and job satisfaction experienced by correctional officers.

In this chapter, I present the background research regarding the population and key constructs. A summary of the research problem, purpose statement, research questions, and methodological procedures is discussed. Scope and limitations are

reviewed as well as how the results of the study can be applied to create a meaningful contribution to the academic literature and correctional profession.

Background of the Study

When a correctional officer experiences high levels of stress, potential safety concerns may arise for the officers, inmates, or the general population (Castle & Martin, 2006; Lambert, Barton, & Hogan, 2002). Correctional officers work in an environment embedded with routine and control, and yet it holds the potential for utter chaos at any moment. Under these conditions, the correctional officer should be able to rely on at least two factors: trust in their fellow correctional officers and the support they receive from their organization's leaders. Stewart (2005) stated the importance of understanding the influence of high stress levels on correctional officers. When correctional officers exhibit high levels of stress, burnout, and low job satisfaction, they have the potential of becoming vulnerable in their work environment, potentially causing a preventable safety concern (Castle & Martin, 2006; Lambert et al., 2002; Stewart, 2005).

Research in other fields revealed a considerable amount of evidence indicating that leadership style influences job satisfaction (Collins, Burrus, & Meyer, 2014). Transformational leadership has been shown to predict performance outcomes and satisfaction in a variety of occupational venues, including military (Adebayo, 2004) and executive management (Parcha, Qamar, Mirza, & Waqas, 2012) in corporations. However, the direct relationship of leadership style on the level of job satisfaction for correctional officers has not been examined.

Jurik (1988) qualitatively examined the strategies developed by women correctional officers and found that they are more challenged to navigate societal and organizational sex role stereotypes and experienced stress as a consequence of accommodating to a traditionally male environment. Other researchers also found that female correctional officers experienced higher levels of stress than that of their counterparts (Lovrich & Stohr, 1993). In a more recent study, Lambert et al. (2007) investigated the role of work attitudes in job satisfaction among both male and female correctional officers. They found that men viewed their jobs as more dangerous, but female correctional officers reported higher levels of job satisfaction (Lambert et al., 2007). More research is needed in order to better understand how job satisfaction may vary according to gender differences, and how these differences may be influenced by the type of leadership style in a correctional setting.

In this study, I explored the relationship between specific leadership styles and overall job satisfaction of correctional officers. I aimed to identify a difference in the perception of leadership style between male and female officers.

Problem Statement

Although previous literature has referenced the issue of job satisfaction as a contributory factor for increased stress of correctional officers (Castle & Martin, 2006; Lovrich & Stohr, 1993), the references do not address the role of leadership style as a potential contributor to increased stress or low levels of job satisfaction. Furthermore, these researchers have not taken into consideration the role of gender as it influences leadership style and employee satisfaction.

The result of the literature review revealed there have not been any studies examining the relationship between leadership style and correctional officer job satisfaction or on any potential gender differences related to job satisfaction within this particular work setting.

Purpose of the Study

The purpose of this quantitative study was to examine the differences in gender and perceived leadership style on correctional officer job satisfaction. The intent was to expand the understanding of gender diversity and potentially contribute to improving the job satisfaction in correctional facilities by comparing ratings of job satisfaction to determine if male and female correctional officers have different perceptions of job satisfaction and to see if these differences were influenced by perceptions of leadership style.

Research Questions and Hypotheses

The purpose of the research was to examine the differences in gender and the perception of leadership style on job satisfaction. The dependent variable, job satisfaction, was measured by The Job Diagnostic Survey (JDS; Hackman & Oldham, 1975). The independent variables were gender and leadership style. The independent variable of leadership style was measured using the Multifactor Leadership Questionnaire (Form 5X; Bass & Avolio, 1989).

The research questions for this 2 x 2 factorial ex post facto design were as follows:

Research Question (RQ) 1: To what extent are there differences in job satisfaction

between correctional officers who perceive leaders as transformational or transactional?

H_01 : There are no statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

H_a1 : There are statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

RQ2: To what extent are there differences in job satisfaction between male and female correctional officers?

H_02 : There are no differences in job satisfaction between male and female correctional officers.

H_a2 : There are significant differences in job satisfaction between male and female correctional officers.

RQ3: To what extent are differences in job satisfaction explained by an interaction effect of gender and transformational leadership?

H_03 : The interaction effect of gender and transformational leadership effect is not significant.

H_a3 : The interaction effect of gender and transformational leadership is significant.

Theoretical Framework

The theory of transformational leadership was used as the theoretical framework. The basic premises of transformational leadership center on the moral and ethical considerations for the motivational aspects of leading employees (Bass & Steidlmeier, 1999). A primary principal describes a leader who is leading employees for their own

betterment with the goal of enriching the individual and elevating them to their highest potential (Avolio, Bass, & Jung, 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1985). A transformational leader shows strength in the pursuit to elevate their employees and mentor them throughout the process (Avolio et al., 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1985). It is in this perspective that I sought to identify the presence of transformational leadership and examine whether transformational leadership would foster overall job satisfaction (Avolio et al., 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1985).

The rationale for choosing transformational leadership as the theoretical framework centers on the basic moral and ethical considerations embedded within the motivational characteristics (Avolio et al., 1999; Bass, 1985; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990). Previous researchers examined transformational leadership as a style amongst police officers with the specific focus on workplace fairness and found that police officers did in fact view workplace fairness higher in the presence of transformational leadership (Adebayo, 2004).

Nature of the Study

I selected a nonexperimental survey research design for this project because the data collection tools were self-report questionnaires. The questionnaire is the primary instrument used to detect the presence of transformational and transactional leadership; therefore, its use within this study was determined a necessary step. The measure for transformational leadership was the Multifactor Leadership Questionnaire Form 5X (Bass & Avolio, 1989). The JDS (Hackman & Oldham, 1975) was chosen to assess job

satisfaction. I chose these measures for ease of use and the assumed ability to assess the correctional officers participating in this study.

The key study variables for this study consisted of the independent variables of gender and leadership style (transformational versus transactional). The dependent variable was the level of job satisfaction among correctional officers participating in the study.

The correctional officers were invited to participate in the study; they were not required. The data were gathered using the two surveys under anonymity. The participants were asked to indicate their gender (male or female) on the packets provided to seal their responses. After all of the packets were collected, the data were analyzed using the analysis of variance (AVONA) in a 2x2 factorial design to determine the mean level of job satisfaction between gender (male and female) based on the perceived presence of leadership style (transformational versus transactional). The results are presented in Chapter 4 and discussed in Chapter 5.

Definition of Terms

Burnout: Burnout is the level to which a person reaches extreme exhaustion or stress emotionally or physically. For the sake of this project, the term is associated to correctional officers (Fix, 2001; Sauter, 2001).

Job satisfaction: The level of job satisfaction is defined as the overall satisfaction with the employee's position. Additionally, aspects of job satisfaction were specifically analyzed through the administration of the JDS; these aspects include (a) job security, (b) pay and other compensation, (c) peers and coworkers, (d) supervision, and (e)

opportunity for personal growth and development on the job (Hackman & Oldham, 1975).

Leadership style: The style of leadership present within an organization or exhibited by those in positions of authority. In this study, leadership style was directly related to two separate proposed theories of leadership (i.e., transformational leadership and transactional leadership).

Opportunity: The availability for individuals within an organization to advance their positions or better themselves within their current positions. In this study, opportunity is defined under the leadership styles allowing for equal considerations and treatment of both male and female correctional officers within their respective positions and advancement options (Jurik, 1988).

Organizational commitment: In this study, organizational commitment is defined as the perceived level of commitment exhibited by leaders under specific leadership styles. The organizational commitment included supportive networking between leaders and staff, the level of equality exhibited, perceived support, and protection and respect for correctional officers (Lambert et al., 1999).

Security: The level of security is defined as the degree to which correctional officers feel safe with the correctional facility and the level to which leadership addresses the issues of security. This information was determined under the perspective leadership styles (Kelloway, Mullen, & Frances, 2006).

Stress: Stress is simplistically defined as chronic pressure or tension experienced by an individual both emotionally and physically (Fix, 2001; Sauter, 2001). For this sake

of this study, the definition of stress was compressed and used as a blanket to cover the occurrences as experienced by correctional officers.

Transactional leadership: Transactional leadership is a negotiation between the leader and the employee under the determination that employees will be rewarded for successful completion of the agreed negotiation, in essence a style of leadership reinforcing the reward for performance (Bass, 1985). The definition of transactional leadership is also defined as the leader's desire to assist employees more so for the sake of the organization rather than directly aiming to benefit the employees' development (Bass, 1985).

Transformational leadership: Transformational leadership is defined as the desire of the employees to work toward transcendental goals for self-actualization as opposed to self-interest (Bass, 1985). The definition of transformational leadership is also defined as the leader's desire and concern for the employees with a goal of developing the employee to their fullest potential (Bass, 1985).

Turnover intention: Turnover intention is the likelihood an individual will leave an organization in the near future (Brough & Frame, 2004). This was viewed as a precursor to turnover within an organization, in this case a correctional facility (Brough & Frame, 2004).

Assumptions

In choosing a nonexperimental survey research design, I assumed that the measures were sufficiently reliable and valid to detect actual differences between groups. Further, I assumed that evidence would support that gender differences exist in the

perception of transformational leadership versus transactional leadership. Within these differences, I postulated that the perceived style of leadership would play a direct role in the level of job satisfaction reported by correctional officers. I held the expectation that male correctional officers would perceive transformational leadership more often than female correctional officers would. Further, I postulated that male correctional officers would report higher levels of overall job satisfaction. A final assumption fostered the belief that job satisfaction is in direct correlation with the presence of perceived transformational leadership.

Limitations

In this study, I used a mixed gender correctional facility as the data collection site. No attempt was made to create a comparative sampling frame across male versus female facilities, or detention centers versus correctional facilities, or maximum versus minimum security. Therefore, the results must be interpreted cautiously with respect to generalizing to other correctional institutions (Babbie, 2014; Cook & Campbell, 1979; Goodwin, 2005; Lambert et al., 2007).

Another possible limitation could be in the geographic location of the sample site, in that there are differences in the level of deviance dependent on the facility and its location (i.e., a moderately sized Southern city versus a larger, more densely populated and diverse city like New York). Limitations could also be in the diverse population of correctional officers themselves. The current study encompassed a limited diverse group of correctional officers, whereas, future studies with larger groups could find contradicting results.

One threat to construct validity is that participants are not truthful with their responses for reasons known only to the individual (Babbie, 2014; Lambert et al., 2007). The participants could report based on levels of reactivity to the measurement procedures. The information presented through self-reported data could stem from a personally biased view of their leaders based on how they feel they are treated (Beam, 2005; Cohen, 1992; Lambert et al, 2007). There was a possibility that a participant could negate his or her true feelings and responses in order to maintain a certain image or standing within the workplace (Lambert et al., 2007). There was also the possibility that participants would intentionally tailor their answers out of fear that the level of confidentiality for their answers was not an issue they wished to chance (Babbie, 2014; Beam, 2005; Cohen, 1992; Lambert et al., 2007; Maahs & Pratt, 2001).

Another threat to construct validity focuses on the use of transformational leadership as a defining theoretical directive. Critics of transformational leadership have argued that the perception of transformation leadership may not be real, but rather just be a perception (Felfe & Schyns, 2006). Further, criticisms have focused on the possibility of faking transformational leadership style, resulting in skewed results and weakened validity (Felfe & Schyns, 2006). This criticism and potential limitation rests on the premise that individuals may untruthfully describe their leaders as transformational to avoid negative consequences or to gain favoritism (Felfe & Schyns, 2006).

There are several issues with respect to internal validity threats that require these results to be interpreted with caution. As an ex-post facto study, I did not control or

manipulate conditions, nor did I assign participants to groups. Therefore, a causal relationship between the independent and dependent variables cannot be demonstrated.

Significance of the Study

Ultimately, the goal of this study was to provide further insight into the influence of leadership style on job satisfaction for correctional officers. It was hoped that the results would contribute to social change in the correctional community through the communication of research and findings that would encourage management strategies regarding leadership training to improve job satisfaction in corrections officers. Further, I planned to promote social change by sharing results with prison officials. However, the lack of statistical significance in the tested relationships precluded making clear suggestions. What can be taken from the present study is that future researchers should continue to examine correctional management and employee relations. This is a stressful environment, and it takes a considerable number of resources to replace correctional officers (Lambert et al., 2006). Therefore, future research on factors to encourage employee satisfaction and retain is warranted.

Summary

The concept of transformational leadership has been extensively studied in other organizational settings (Avolio et al., 1999; Bass, 1985, 1990; Bass & Avolio, 1989; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990). The focus of this study was to examine how transformational leadership is experienced in correctional institutions, and whether it is related to job satisfaction.

While previous perspectives are important to advance good working conditions for correctional officers, the perspectives have not completely addressed the direct relationship of leadership on the level of job satisfaction for correctional officers. The purpose of this study was to examine the differences in gender and perceived leadership style on correctional officer job satisfaction. The intent was to expand the understanding of work force diversity and potentially contribute to improving the job satisfaction in correctional facilities.

In Chapter 2, I present a literature review of transformational and transactional leadership styles. I also explore job satisfaction and gender differences. I incorporate these concepts together into the basis for the research propositions for the present study.

Chapter 2: Literature Review

The purpose of the current study was to examine the importance of leadership style as a factor in correctional officers' level of job satisfaction. In this chapter, I introduce the theories of transformational leadership and transactional leadership. I describe transformational leadership, followed by research that addresses transformational leadership in the context of correctional facilities and their officers. I also review the theory of transactional leadership under the same premise as transformational leadership, providing background information and gender-related research.

Following the presentation of both transformational and transactional leadership, the third focus of this review addresses research concerning previous investigations into gender differences between correctional officers. The exploration includes a discussion concerning job satisfaction within correctional facilities. This area was the foundation for the respective focus for this study, examining gender differences in the perceived leadership styles.

In the final section, I discuss this study in its exploration into gender differences of perceived leadership styles and the influence on the level of job satisfaction for correctional officers. I conclude the chapter with a summarization of the information provided and a rationale and perspective on the importance of research and analysis into the final objective.

Literature Search Strategy

The research strategies within this dissertation consisted of peer-reviewed journals retrieved from EBSCO library databases through academic access. Other sources

through the World Wide Web search engines accessing authentic topic relevant sites included, but were not limited to, correctional officers' associations and governmentally supported sites providing statistical information relative to the dissertation topic and led to specific journals. The journals were retrieved using PsycARTICLES, PsycBOOKS, PsychINFO, Mental Measurements Yearbook, Military and Government Collection, and SocINDEX, all of which were obtained through academic access. Key search terms included *gender, correctional officers, job satisfaction, leadership style, and transformational leadership*.

Background of the Problem

The culture within a correctional facility allows little room for error on the part of the correctional officers. The concept of job related stress is extreme within an environment housing criminal deviants demanding absolute control and supervision. The extenuating circumstances present within a correctional facility necessitate the cohesive balance between organizational management and the correctional staff (Lambert et al., 2002).

With the ever-rising presence of women within the correctional field, it is important to examine the differences present in their respective perceptions of organizational leadership (Lambert et al., 2002). Some researchers have argued that there are pronounced gender differences, not only in the perceptions of organizational commitment but also in the levels of stress experienced (Lambert et al., 2002). In this perspective, the level of stress expands outside the relative level of job satisfaction into a work-family conflict (Lambert et al., 2002). The issue of work-family conflict extends

into issues of burnout, stress, and the potential turnover for correctional officers (Lambert et al., 2002).

Unfortunately, there is a limited amount of research regarding organizational commitment or leadership style as a contributory factor of burnout, stress, or turnover of correctional officers. Attempts in vain to address these issues from an environmental perspective have focused on the prisoners or inmates as contributory factors.

Furthermore, Stewart (2005) acknowledged there is not a collaborative source for locating information of the effects of stressors (i.e., safety, incidents, or burnout) for correctional officers. Stewart also indicated the lack of definitive statistics regarding the number of correctional officers experiencing burnout, stress, or turnover rates as per the number of individuals enrolled in available well-being programs. Finally, Stewart emphasized that the majority of the information available centers on the impact of the prisoners/inmates on correctional officers, with little or no research regarding the role leadership plays in contributing to these issues.

Another potentially problematic aspect of differences in gender perception is evident in the perception of job opportunities and issues of equal treatment encompassed within reported levels of job satisfaction (Jurik, 1988). The negative impact of inequality within a correctional facility could cause extreme levels of concern relative to issues of security for the officers and inhabitants of the prison rather than being limited as to whether staff members are promoted equally (Jurik, 1988). Within a correctional facility, the issue of security is a primary focus; therefore, the perception of security for

correctional officers is a key to their effectiveness at maintaining control within their hostile subculture (Jurik, 1988).

The perspective of workplace fairness showed significant interactions with transformational leadership behavior when examined within a cross-sectional survey of 184 Nigerian police officers (Adebayo, 2004). The issue is important due to the implication that leadership style, or the perceived leadership, appears to show a significant impact on how fairly the officers feel they are being treated (Adebayo, 2005). The concept of workplace fairness links closely to the overall level of job satisfaction experienced by officers, whereas if the officer maintains high levels of perceived workplace fairness, he or she will also likely be satisfied with his or her job (Adebayo, 2005). The perspective of workplace fairness also links closely to some of the primary elements within transformational leadership methodologies and objectives (Bass, 1985). Adebayo (2005) indicated significant main effects for transformational leadership behavior as well as interaction effects. The perception of fairness within a stressful environment is an important addendum to the professional success of the officers.

According to some researchers, the stress created in correctional officers stems from several different root predictors, including perceived danger, organizational strengths, and job satisfaction (Castle & Martin, 2006). While the role of perceived danger is obviously important, researchers have indicated that a correctional officer's perception of organizational support plays a significant role in their general stress levels (Castle & Martin, 2006). In this type of atmosphere, the correctional officer must be confident in every facet of daily routine; deviations within their confidence levels could

have extreme negative side effects if detected by the inmates (Castle & Martin, 2006; Lovrich & Stohr, 1993). According to Castle and Martin (2006), there is a significant presence of occupational stress for female correction officers who have reported their jobs as more dangerous and have reported role conflict. On the other hand, Lambert et al. (2007) found the opposite with males reporting their jobs as more dangerous. Castle and Martin also indicated significant findings for organizational variables, including levels of job satisfaction, which coincided with those reporting higher levels of occupational stress also reporting less satisfaction with their jobs. The researchers further presented the concept that organizational influences do in fact have an effect on the level job satisfaction experienced by their employees (Castle & Martin, 2006).

Influencing factors into levels of job satisfaction are crucial concepts within the correctional facility. If the correctional officer reports or exhibits low levels of job satisfaction, there are potentially harmful negative effects that could put the individual officer and others at risk. Burnout and stress may be influencing factors of a correctional officer reporting low levels of job satisfaction (Fix, 2001; Sauter, 2001). While there is a plethora of information into the presence and negative effects of burnout and stress on the correctional officer that can lead to increased turnover rates, the influences behind this issues are generally isolated to the inmates or coworkers (Brough & Frame, 2004; Fix, 2001; Sauter, 2001). However, this is little or no research into the influence of leadership style and the relationship it has to a correctional officer's level of job satisfaction with specific attention to burnout, stress, and turnover. Brough and Frame (2004) indicated results showing that internal job satisfaction had a strong association with turnover at the

initial point and 4 months later, showing a significant association between turnover intentions. My goal was to associate the importance of leadership style to levels of job satisfaction in an effort to inspire future ventures into the link relative to burnout, stress, and the turnover of correctional officers.

Theory of Transformational Leadership

The idea behind transformational leadership and transactional leadership grew from observations of how high-level management objectives influenced employee commitment and production (Bass, 1985). For the purpose of this study, the two theoretical approaches are examined separately.

Transformational leadership characterizes leaders who provide unrivaled motivational tactics and who promote self-actualization and inspiration, individualized consideration, and charisma (Avolio et al., 1999; Bass, 1985; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990). The concept incorporates aspects from the humanistic model of self-actualization as described by Maslow (1968), giving importance to the development of employees toward the optimization of self-efficacy, self-direction, and perceived potential. The perspective encourages employees to work under their own motivational premises through managerial development while maintaining a strong open line of communication with their respective leaders during and after the process (Bass, 1985).

Prior Research

Previous researchers studying the concepts surrounding transformational leadership have discovered a resounding perception of employees who describe their managers as highly motivational, energetic, stimulating innovation, and encouraging self-

development (Bass, 1990). The ability to stimulate innovation within the workplace is not always a hard task; however, what sets transformational leadership apart is the ability to inspire growth at intense levels and then recognize the growth (Bass, 1985). In considering the ideas presented by their staff and using the input from them in future projects, transformational leaders experience higher levels of success through this cooperative effort (Avolio et al., 1999; Bass, 1985, 1990; Bass & Avolio, 1989; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990).

The concept of transformational leadership is rooted in moral and ethical consideration for the motivational aspects behind the leadership of employees (Bass & Steidlmeier, 1999). Researchers addressing the moral and ethical construct have postulated differences between transformational and transactional leadership (Bass & Steidlmeier, 1999). According to Bass and Steidlmeier (1999), the ethical concept of leadership rests on three iconic positions: (a) the morality of the leader, (b) the ethical legitimacy with which the leaders present their ideas, the manner in which they deliver their ideas, and the manner in which their ideas are received by societal perspective and employee perspective, and (c) the “social ethical choice and action” exhibited by both the leader and the follower.

The basic premises for moral legitimacy is embedded in the primitive understanding of right and wrong, based on societal norms concerning ethical practices and applying the knowledge to organizational decision making (Bass & Steidlmeier, 1999). In discussing ethical consideration, Bass and Steidlmeier (1999) presented three

iconic positions for defining moral character: (a) the level of conscience present in the leader, (b) the level of effective freedom, and (c) the integrity of their intentions.

Seltzer and Bass (1990) examined the issue in a study with 55 managers and 83 subordinates. The goal was to determine a correlation between transformational leadership and three determinate measures (subordinate satisfaction, a subordinate's extra effort, and leader's effectiveness). The results indicated initiation, consideration, and charisma (aspects of transformational leadership) positively related to all three determinate measures. The results for initiation indicated a relation to leadership effectiveness, a subordinate's extra effort, and a subordinate's satisfaction with the leader were "fairly highly intercorrelated leadership factors" (Seltzer & Bass, 1990, p. 698). The relationship that consideration has to leadership effectiveness is significant as well as for the subordinate's extra effort and the subordinate's satisfaction with the leader. Finally, the data indicates significance for the relationship that charisma has to leadership effectiveness, for a subordinate's extra effort, and for a subordinate's satisfaction with the leader. The results attest support for the perspectives within transformational leadership, proclaiming moral legitimacy and charismatic leadership will have positive influences on subordinates (Seltzer & Bass, 1990).

The goal of researchers exploring the concepts of ethical and moral platforms is centered on providing a clear understanding of authentic and unauthentic transformational leadership (Bass & Steidlmeier, 1999). Bass and Steidlmeier (1999) postulated that while there are similarities between transformational and transactional

leadership styles, it is in these ethical and moral distinctions that separation between the two styles occurs, thus uncovering true authentic transformational leadership.

Once the concept of transformational leadership was presented, Bass and Avolio (1989) formulated a measure for deciphering the presence of transformational leadership and transactional leadership in the form of the Multifactor Leadership Questionnaire (MLQ). The MLQ has undergone several revisions; however, the Form 5X-Short consisting of 45 items is the most widely used in the evaluation of transformational leadership style, according to the Mental Measurements Yearbook (2004) commentary review by Fleenor.

The conceptual premises within the MLQ strive to detect the presence of transformational leadership through the gathering of information from questions answered in a Likert scale format (Avolio et al., 1999; Bass & Avolio, 1989). According to critiques, the MLQ has proved to be an effective tool in assessing the presence of transformational leadership (Fleenor, 2004). The testing constructs are discussed in detail relative to the measures of reliability and validity in the discussion of instrumentation in Chapter 3. .

Current Perspectives on the Model

Researchers have explored the concept of transformational leadership relative to the developmental and inspirational impact on overall job satisfaction as described in a study conducted on a public sector organization with 4,000 participants (Rafferty & Griffin, 2006). Rafferty and Griffin (2006) used the concepts of transformational leadership by examining specific factors within its definition, specifically the concept of

individualized consideration, to define their concept of developmental leadership. They constructed a survey administered to 4,200 employees within one organization. They received 2,664 “complete” surveys, which were the basis for their multimodel study. The study used the common method variance to analyze the data received. Rafferty and Griffin examined 11 different points similarly associated with transformational leadership elements, such as developmental leadership and supportive leadership. The results indicated a strong correlation between developmental leadership (i.e., transformational leadership has individualized consideration) and cognitive levels of job satisfaction. The researchers drew inspiration from transformational leadership by pulling “individualized consideration” and “developmental behaviors” into their constructs for developmental leadership and supportive leadership (Rafferty & Griffin, 2006). Both of these styles have deep roots within transformational leadership. According to the data collected, developmental leadership and supportive leadership indicated a positive correlation. Further, the research indicated a significant relation between supportive leadership and commitment to the organization in the structured model (Rafferty & Griffin, 2006). On the other hand, developmental leadership displayed a positive relationship with the level of satisfaction in the structured model and the multilevel model (Rafferty & Griffin, 2006). The conceptual application provided by the researchers expressed the usefulness of leadership applying these techniques and behaviors to enhance employee satisfaction, thus influencing employee performance within the workplace (Rafferty & Griffin, 2006).

Additional research was conducted exploring the beneficial impact of transformational leadership, the focus centered on the benefit of using transformational

leadership style versus a more critical or detached method, especially with regard to employees who were more extraverted or promotion focused (Moss, Ritossa & Ngu, 2006). The study's sample pool drew from a variety of government agencies in Australia. The researchers utilized the Human Resources Office to distribute their survey to random managers, who then distributed the subordinate surveys to their employees (263 pairs of managers and subordinates). The researchers utilized several measurement tools, one of which was the MLQ Form 5X used to measure transformational leadership. In addition to the MLQ Form 5X, the researchers also included an additional leadership measurement consisting of two subscales focused on such aspects as, inspirational motivation, idealized attributes, intellectual stimulation, idealized behavior, passive management-by-exception, and laissez-faire behavior. Their results indicated a significant correlation between transformational leadership and positive work attitudes, with higher negative work attitudes in the presence of corrective-avoidant behavior (Moss, Ritossa & Ngu, 2006). In this study, the researchers examined whether regulatory focus moderates the relationship between transformational leadership and commitment, the affective and the normative revealed data indicating transformational leadership is positively related to affective and normative commitment (Moss, Ritossa & Ngu, 2006). The researchers provide an added level of empirical support to the effectiveness of transformational leadership within the workplace (Moss, Ritossa & Ngu, 2006).

Further research has examined the effectiveness of transformational leaders in organizational settings (Bono & Anderson, 2005). Researchers addressed the role of managers who exhibit transformational leadership while still having to report to higher

levels of management within various organizations. Using perceptions from both managerial and non-managerial staff totaling 169 participants from six different small businesses, researchers explored the level of influence within the organizations relative to the acceptability of their leadership style. The researchers conducted a quantitative study utilizing the MLQ Form 5X, and survey information. The researchers performed one-way analysis of variance and regression tests on the data. Respective results indicate a positive association between transformational leadership and internal advice network centrality (the ease to which an employee may present or test ideas, and receive advice). A primary goal within this study was to link the presence of transformational leadership's influence beyond the manager/employee relationship to the broader social network within an organization (i.e. between managers, between employees, etc.). In essence, the researchers aim to bring attention to the overall benefit of transformational leadership to the organization as a whole (Bono & Anderson, 2005).

Another perspective to consider when exploring a leadership style is the concept of "if I lead will they follow." Research conducted exploring the importance of subordinate following examined specifically the implantation of transformational leadership and the success in subordinates following the lead set by their superiors (Feinberg, Ostroff & Burke, 2005). The researchers utilized a multi-source data set comprised of 68 focal managers (vice presidents), 285 subordinates, 495 peers, and 68 supervisors from a banking institution spanning 16 different functional areas and 8 geographical locations. The researchers constructed a custom designed questionnaire (36 items) on a Likert scale for leadership behavior, which incorporated six facets within the

organization's mission statement. They also measured transformational leadership style specifically by using the Leadership Assessment Inventory (LAI). According to the results, the within-groups raters expressed a high-level perception of effective leadership behavior in the presence of transformational leadership, subordinate ratings of leadership behavior and subordinate agreement, and peer rating of subordinate agreement (Feinberg, Ostroff & Burke, 2005). The indication presented by the researchers shows that when leaders exhibit the behavior and have a higher self-perceived transformational leadership style the end result is absorbed by subordinate staff, thus, resulting in a more positive perception of effective leadership (Feinberg, Ostroff, & Burke, 2005).

An addendum to the above perspective is the significant effect these concepts can have on the cooperative efforts of the entire staff because of these positive perspectives (Keller, 2006). The study researched 118 project teams across five research and development organizations, the author utilized 118 project leaders, and 674 professional employees for the study. The researcher used the Multifactor Leadership Questionnaire (MLQ) to measure elements of transformational leadership, the Leadership Behavior Description Questionnaire-Form XII, and the Kerr and Jermier instrument. The data analysis utilized a one-way analysis of variance on each of the variables and the Bartlett-Box F test for homogeneity of variance (passing on all levels). In addition to measures of leadership, the researcher also measured job performance, including technical quality scheduling, and cost. The researcher found that transformational leadership strongly predicted technical quality. Further, the results indicated transformational leadership predicted schedule performance, and the predication of cost performance, the results

indicated an increased level of productivity, cooperative efforts by all team members, with overall cooperative efforts between staff and leaders in the presence of transformational leadership. The implication stated by the researcher focuses on the progressive strengthening of the organization from within when team performance is stable and cooperative, added that this effect appeared most pronounced under transformational leadership with results indicating charismatic leadership and intellectual stimulation related positively (Keller, 2006).

Continuing the theme of team performance, other researchers have examined the concept under the definition of citizenship performance (Purvanova, Bono, & Dzieweczynski, 2006). The goal of one study examined the employee's perception of their job relative to the presence of transformational leadership and its result on citizenship performance (Purvanova, Bono, & Dzieweczynski, 2006). The level of citizenship performance was based on over 30 different defining points, such as, altruism, courtesy, peacemaking, cheerleading, sportsmanship, generalized compliance, conscientiousness, civic virtue, etc. (Purvanova, Bono, & Dzieweczynski, 2006). The perspective belief within this study focuses on the idea that the presence of transformational leadership will have an influence on the way employees view their job (Purvanova, Bono, & Dzieweczynski, 2006). The results across two separate organizations indicated a link between transformational leadership and the employee's self-perception of their job and citizenship performance with the between group slope indicating transformational leadership had a significant effect on citizenship performance with a one unit increase in citizenship performance as transformational leadership

increases (Purvanova, Bono, & Dzieweczynski, 2006). Again, there appears to be another level of support for the effectiveness of transformational leadership in both productivity for the organization and self-perception on the part of the employees as a whole.

In considering the perceptions of the employees, there are many other aspects outside of how they feel they are performing their job tasks that prove just as important if not more so. Researchers have explored another aspect of the workplace environment by examining the correlation between safety specific transformational leadership and the employees' perception of safety consciousness for transformational versus transactional leadership (Kelloway, Mullen, & Francis, 2006). The participants were surveyed using a questionnaire relative to perceptions of safety such as safety consciousness, safety climate, safety related events and injury (Kelloway, Mullen, & Francis, 2006). The results indicated a significant correlation between the presence of transformational leadership and a high level of secure perceptions of employee safety within the workplace, whereas, in the presence of transactional leadership (or passive leadership) there was a decrease in the perception of workplace safety expressed by employees (Kelloway, Mullen & Francis, 2006). Further, the results indicated fewer instances of safety events under transformational leadership versus transactional leadership (Kelloway, Mullen, & Francis, 2006).

There are many different aspects to explore in considering the level of job satisfaction. The directive of this study explores specific correlations with respect to the presence, or lack of, transformational leadership. The perspective measure of job

satisfaction will be explored using the Job Diagnostic Survey (JDS) due to previous success in its use with transformational leadership specifically (Piccolo & Colquitt, 2006). Piccolo and Colquitt (2006) explored the role of transformational leadership relative to examining its role in influencing job satisfaction levels compared to the characteristics of the job itself. The goal within this study explores the relationship between transformational leadership and beneficial job characteristics and behaviors (Piccolo & Colquitt, 2006). According to the results, individuals who were led by those exhibiting the transformational leadership style viewed their jobs as more challenging and important indicating a higher level of goal commitment and intrinsic motivation (Piccolo & Colquitt, 2006). The results also found that those individuals lead by transformational leadership styles scored higher on the JDS in core job characteristics (Piccolo & Colquitt, 2006).

Transformational Leadership Within the Corrections Field

Some research has explored aspects surrounding leadership methodologies and their efficacy within correctional facilities (Bruns & Shuman, 1988). Interestingly, the results indicated a lack of conclusive perspective on leadership models and their impact on organizational productivity (Bruns & Shuman, 1988). In considering this lack of clarity the unfortunate truth after nearly two decades is that research has yielded little to solving the problem primarily due to a lack of concentrated research specifically targeted toward the cause and effect relationship between leadership models and organizational productivity. Researchers also indicated that a significant amount of those participating expressed concern for the implementation of any leadership model, which relied heavily

on subordinate contributions (Bruns & Shuman, 1988). Understandably, there are aspects with law enforcement that are non-negotiable. However, subordinate contributions should not be excluded completely.

Generally speaking, limited previous research has targeted the impact of leadership on employee productivity resulting in little conclusive information regarding efficacy. The primary focus for researchers concerning law enforcement tends to center on legal procedures, inmate issues and criminal statistics. Again, there appears to be a serious lack of exploration into the effectiveness of current or potential leadership models or potential reformations.

Many relevant studies have been conducted outside of the United States. One study conducted in Canada explored the concept of police leadership with the Royal Canadian Mounted Police (RCMP) with an intended purpose of focusing on the four I's of police leadership (Murphy & Drodge, 2004). The researchers in this study explored the four I's which were described as (1) individualized consideration, (2) idealized influence, (3) inspirational motivation, (4) intellectual stimulation (Murphy & Drodge, 2004). The perspective presented represents a transformational leadership style in which the authors concluded stronger relationships between supervisors and employees, with a high level of commitment from employees, a high level of job satisfaction in the presence of a motivational atmosphere (Murphy & Drodge, 2004). This is a practical example of effective transformational leadership within law enforcement (Murphy & Drodge, 2004). The most important concept represented within this study focuses on the importance of leadership goals to involve the employees without this involvement leadership will

systematically appear more tyrannical rather than a mentoring or directive driven feel (Murphy & Drodge, 2004).

Other researchers have hypothesized that transactional leadership will be more of a predictor in influencing the behavior of police officers than transformational leadership style based on the nature of the job characteristics (Deluga & Souza, 1991). The perception of the researchers postulates that transactional leadership will yield a greater response from police officers who will view it as a strong leadership style, and view transformational leadership as the weaker leadership style (Deluga & Souza, 1991). Despite the perception that transactional leadership would have a stronger effect on influencing the rigid and dangerous nature of police officers' job behavior, the results contradicted the hypothesis finding a stronger correlation to transformational leadership instead (Deluga & Souza, 1991). The conclusions expressed by the researchers point out that results demonstrated that even if the job is considered dangerous, rigid, or hardcore the officers did not view transformational leadership as weak, but rather responded better to transformational leadership style than transactional leadership (Deluga & Souza, 1991). Respectively, conclusions indicate that transformational leadership could be a feasible leadership methodology within correctional facility yielding similar results as stated within other organizational arenas.

Theory of Transactional Leadership

The second theory of discussion is transactional leadership, which is distinct from transformational leadership; however, the two theories are often explored relative to each other with transactional leadership as least preferred of the two styles (Bass &

Steidlmeier, 1999; Avolio, Bass & Jung, 1999; Bass, 1990; Seltzer & Bass, 1990; Bass & Avolio, 1989; Bass, 1985). Transactional leadership is defined as leadership with contingent reinforcement, stating that the motivational tactics used are based not on the desire to enhance the development of subordinates, but rather are rooted in ulterior motives (Bass & Steidlmeier, 1999). Within this perspective, transactional leadership engages in motivational tactics involving praise and rewards for a job well done, and negative corrective actions when dissatisfied with the performance of their subordinates (i.e. negative feedback, reproof, threats, or disciplinary actions) without offering alternative positive solutions to correct issues (Bass & Steidlmeier, 1999). Further, research pointed out that transactional leadership exhibits levels of deviation within the leaders, operating under the “do as I say, not as I do” mentality, and they also tend to search to rule violations more so than looking for way to praise or reward (Bass, 1990). In this regard, the distinct differences between transactional leadership and transformational leadership style begin to become evident (Bass & Steidlmeier, 1999).

Research has explored the concept of how leaders perceive their respective leadership style and the realities of their leadership style (Bass, 1990). The focus of one study researched the likelihood that a manager exhibiting transactional leadership could be properly trained to re-evaluate their style and adapt to a more productive style, specifically transformational leadership (Bass, 1990). The core perspective centers on the belief that if transactional leadership is present there is a higher likelihood that individuals under said leadership will be less satisfied with their bosses, jobs and exhibit lower rates of production (Bass, 1990). Conversely, if these transactional leaders were

retrained to practice the transformational leadership style the result would likely be an increase in favorable perceptions of bosses, increased job satisfaction, and higher productivity (Bass, 1990).

Transactional leadership at its core is not entirely negative; the principle objective is based on providing clear task and job outlines, and providing positive feedback were appropriate while disciplining those who do not comply (Bass, 1985). When one views transactional leadership from this perspective, it does not appear that bad, however, there are shortcomings to the leadership style (Bass, 1985). The most commonly perceived shortcoming within transactional leadership style is the occurrences of leaders managing by exception, in which case there is usually a developing sense of resentment among the employees (Bass, 1985).

Researchers have investigated other potential hindrances in the presence of transactional leadership (or passive leadership) as in exploring the issue of employee safety (Kelloway, Mullen, & Francis, 2006). According to research, when employees perceived their leaders as exhibiting transactional leadership, specifically described as safety-specific passive leadership, they expressed have lower levels of overall safety within the workplace (Kelloway, Mullen, & Francis, 2006). In consideration of this lack of confidence, the issue should be addressed as to how an organization should re-evaluate the practicing leadership style.

The vast majority of research surrounding transactional leadership views the perspective as rigid and somewhat unappreciative of the employees' efforts (Bass & Steidlmeier, 1999; Avolio, Bass & Jung, 1999; Bass, 1990; Seltzer & Bass, 1990; Bass &

Avolio, 1989; Bass, 1985). There appears to be a level of insincerity within the confines of transactional leadership. In consideration of this possibility, one should consider that in some respective organizations this lack of trust or respect could lead to larger problems.

Transactional Leadership in the Corrections Field

The concept of transactional leadership within the genre of law enforcement has been explored relative to how police officers' perceive job satisfaction through a survey of officers (Murphy & Drodge, 2003). The concept explored the characteristics of transactional leadership with an expectation of finding this leadership style prevalent within those officers who participated, however, the prevalence was viewed as transformational leadership instead (Murphy & Drodge, 2003). Due to the perception of transformational leadership level of expressed job satisfaction were higher than expected, whereas, those who did perceive their leaders as exhibiting transactional leadership expressed lower levels of job satisfaction (Murphy & Drodge, 2003).

The primary motivation for transactional leadership's inclusion into the constructs of this study focuses on having an oppositional view or style to transformational leadership. Further, research has indicated the presence of transactional leadership (or safety-specific passive leadership) contributed to the awareness of safety issues (Kelloway, Mullen, & Francis, 2006). In the current study, the issue of safety is crucial to the correctional officer's welfare, the welfare of inmates, and the public at large. If the presence of transactional leadership within a correctional facility affects the officer's level of job satisfaction then the likelihood of effects on safety consciousness, safety

climate, and relationship to safety events and injuries is a plausible assumption based on previous associated research (Kelloway, Mullen, & Francis, 2006).

The majority of comparative literature into the defining characteristics of transactional leadership presents a style in need of reformations, specifically, directed at implementing training and motivation toward adherence to transformational leadership. This is an important issue in discussing failures between organizational leadership and satisfaction levels of employees and how they could severely affect a particular organization as a whole. For the purpose of this study, the relative genre discussed is the corrections field. According to Kelloway, Mullen, and Francis (2006), research indicated the presence of transformational leadership led to higher levels of safety consciousness, increased safety climate, decreased safety events, and decreased injuries. This is an important issue due to the nature of the some work environments, the concept of perceived job satisfaction and perception of leadership style are important factors in the safety of the staff and the public at large. With consideration to correctional officers, failures within these confines could have extremely detrimental effects within a correctional facility.

Job Satisfaction in the Corrections Field

As discussed throughout this study, the concept of job satisfaction is important, however, the aspect of job satisfaction within the corrections field specifically is the next objective. The respective level of job satisfaction within the corrections field exists in current research motivations, however the direct link to the effect leadership plays on job satisfaction is limited or nonexistent in empirical research. Therefore, the objective of the

current study attempted to fill the gap with the identification of two separate leadership perspectives and their effect on job satisfaction. The concept of job satisfaction for this study utilized the Job Diagnostic Survey as a measurement of satisfaction levels (Hackman & Oldham, 1975).

Over the last few decades there are empirical studies exploring the concept of job satisfaction within the correctional field. Previous research conducted specifically investigating the predictor of stress within correctional officers indicated occupational stress and general stress (Castle & Martin, 2006). Castle and Martin (2006) indicated three individual level variables were significant predictors of occupational stress: gender, dangerousness, and role problems. Interestingly, a primary indicator of stress among correctional officers at the organizational level indicated three significant variables administrative strengths, salary, and job satisfaction (Castle & Martin, 2006). Researchers indicated that those officers who reported higher levels of ineffective communication within the organizational network were less satisfied with their jobs and reported more occupational stress (Castle & Martin, 2006).

Other researchers have found similar significant correlations to the level of organizational commitment and the perceived level of job satisfaction among correctional officers (Lambert, Barton & Hogan, 1999). The goal of this particular study investigated the negative withdrawal aspects of low level of job satisfaction and perceived organizational commitment (Lambert, Paoline III & Hogan, 2006). Researchers found significant positive correlation between correctional officer's level of job satisfaction and the level of organizational commitment (Lambert, Paoline III, & Hogan, 2006). Further,

(Lambert, Paoline III, & Hogan, 2006) found when correctional officers expressed a lack of input there was a negative correlation to job satisfaction. The collective results indicated a correlation between low job satisfaction perceptions and the likelihood of some form of negative withdrawal such as increased negative job outcomes, reduced job input, change with work situations, reduced work inclusion (Lambert, Paoline III, & Hogan, 2006). The importance of such findings emphasizes the potential for things to go wrong when correctional staff members are operating under low levels of satisfaction. In a correctional facility if a staff member falls short on any of these aspects the consequences could be severe.

Another perspective outside the walls of the correctional facility is the effect of low-level job satisfaction in an officer's personal life (Lambert, Hogan, & Barton, 2002). Researchers have explored the instance of work-family conflict and its effect on job satisfaction, the results indicated "work-on-family conflict" had a significant negative effect on job satisfaction (Lambert, Hogan, & Barton, 2002). In this study, researchers found a relationship between family conflicts increasing due in part to work conflicts and negative or low satisfaction with their jobs, to include perceptions of organizational commitment through role ambiguity, and role conflict (Lambert, Hogan, & Barton, 2002). An interesting point expressed by the researchers focused on whether the family conflict caused increased stress, thus, effecting their daily duties and ultimately their level of satisfaction or is the reverse more accurate (Lambert, Hogan, & Barton, 2002). Further research is needed to ascertain which perspective has more strength and probability.

Previous research into the corrections field demonstrates the importance of job satisfaction for correctional officers on a multitude of facets. Within the confines of a correctional facility, the officers rely heavily on their colleagues and organizational infrastructure to ensure the safety of themselves, co-workers, inmates and the public at large. In the interest of preservation for staff and the public at large, failures within the cohesive relationship between correctional officers and their leaders require further extensive investigation.

Low Level Job Satisfaction

Previous research has identified several different areas in which low-level job satisfaction can have a pronounced negative effect on the efficacy of correctional facilities. Sims (2001) conducted a literature review of roughly 50 studies addressing topics such as probation and parole officers, attitudes towards treatment programs, officer alienation and job satisfaction, demographics, job stress, surveying the administrator, warden's attitudes toward prison amenities, impact of race on managing prisons, and the integration of cells. Within these topics the review found several similarities in which, when correctional officers have lower levels of job satisfaction they tend to have increased levels of stress within the facility, detectable not only by co-workers and management, but also by inmates, which at times led to confrontations between officers and inmates. In a correctional environment, the correctional officers have a great responsibility in controlling and protecting inmates, protecting their fellow officers, and protecting the public. With this high level of responsibility, stress is expected; however,

the addition of controllable stress (i.e. co-worker conflicts or leadership dissatisfaction) is an unnecessary and preventable addendum (Sims, 2001).

Admittedly, research conducted within prison walls stands as a hard-to-access population, thus hindering the amount of information and research subjects explored in previous years (Trulson, Marquart & Mullings, 2004). While research has been conducted within the field of corrections, limited research has addressed the role leadership has played as a contributory factor of increased levels of burnout, stress and turnover experienced by correctional officers (Gordon, 2006; Stewart, 2005; Trulson, Marquart, & Mullings, 2004; Sauter, 2001).

In examining this issue, consider the role of correctional officers who work in an environment where their lives are in jeopardy on a daily basis and add into the equation the typical stressful factors within the workplace. Dollard and Winefield (1998) investigated the concept in which correctional officers reported feeling as if they had minimal supervisory support. In the presence of such demanding work environments, one must consider the possible negative effects these issues have on correctional officers as they leave the facility and engage their personal lives outside work. Dollard and Winefield (1998) also examined the effect of stress on the correctional officer's physical health symptoms, and work-home conflict indicating a pronounced relational effect.

Investigation into the carryover effects of organizational dysfunction within correctional facilities is an area of limited exploration. The majority of efforts focus on the stability and effectiveness of prisoner related programs designed to ensure psychological success. However, there are a limited number of resources geared to the

investigation of how well correctional officers are coping within and outside of the workplace (Tewksbury & Higgins, 2006). In this study, the researchers surveyed 228 individuals from two medium security prisons by providing them with a 68-item questionnaire. From the questionnaire, descriptive and inferential statistics were collected, the information gathered focused primarily on emotional dissonance, work stress, and satisfaction with supervisors. The researchers analyzed the data using bivariate correlations, and multiple regression analysis. The results indicated a positive correlation work stress and emotional dissonance, task control, and role conflict. The study concluded by addressing the need for further research into the inter-sanctum of correctional facility operations in search of plausible areas to redirect attention and retraining efforts. Lastly, the authors point out the lack of adequate attention paid to the role of organizational management and its contributory effect on correctional officer's level of stress. Despite traditional perspectives, the highest level of stressors reported by correctional officers does not encompass exposure to inmates, but rather, centers on organizational disputes and concerns (Tewksbury & Higgins, 2006).

Expanding on this perspective, Tracy (2005) conducted a qualitative study in which the author shadowed correctional officers for a period of 11 months. Resulting conclusions addressed the need for retraining management and officers in their communication skills and confidence levels in their support network (Tracy, 2005). As indicated through the qualitative study, the author addresses another interesting contributor to correctional officers feeling the effects of stress due in part to the necessity of their work environment (Tracy, 2005). As a correctional officer, the workplace itself

requires the necessity maintain an emotional block toward their surroundings, due to this ritualistic behavior it is not unlikely these habits will spill over into their personal lives oftentimes causing interpersonal and personal difficulties (Tracy, 2005). The effect can resonate as increased levels of burnout with the job, increased levels of stress within and outside of the facility itself, and be a possible cause for high turnover rates (Gordon, 2006; Stewart, 2005; Trulson, Marquart, & Mullings, 2004; Sauter, 2001).

With all of the potential influences on correctional officers' stress levels, it is understandable why research has focused on the retention and turnover rates of correctional officers. One qualitative study explored the issues surrounding retention rates within the Arkansas Department of Corrections with astonishing results (Patenaude, 2001). According to the study, the researcher discovered that over a year's time the Arkansas Department of Corrections experienced a forty plus percent departure rate among correctional officers (Patenaude, 2001). While those that left the correctional facilities were not surveyed specifically for rationale behind their decision to leave, research was gathered postulating an opinion based on available data relating that the officers exhibited high stress, and low level job satisfaction (Patenaude, 2001). However, the exact nature of the motivational stressors leading to the correctional officers' decision to leave the facility are illusive and without absolute certainty (Patenaude, 2001).

Another study explored the concept by surveying correctional officers on their perceived level of stress and job satisfaction then followed up with a cohort survey seven years later assessing any changes (Slate, Vogel & Johnson, 2001). As postulated by the researchers, the results indicated that those officers who express higher levels of job

satisfaction reported lower rates of stress (Slate, Vogel & Johnson, 2001). The levels of job satisfaction included aspects of physical stressors, attitudes, and organizational influences (Slate, Vogel & Johnson, 2001). The preponderance of evidence supports the notion that correctional officers experience stress from many different influencing factors. Yet there is a significant lack of research investigating the role of leadership and its influence on these factors. Further, there also appears to be a significant gap in research surrounding the negative effects as in the cost of training new correctional officers when a plausible shift in management training may have reduced the turnover rates from the beginning. Additionally, there is a significant gap in the role leadership plays in contributing to stress or to what possible managerial redirections (or retraining) may reduce correctional officer's levels of stress and burnout.

In today's society, another influential motivation for researching ways to increase the level of job satisfaction in correctional officers strictly based on the prevention of unnecessary lawsuits (Alpert, 1984). Alpert specifically addressed the issue surrounding female correctional officers in male prisons. The purpose of this study was to bring up the potential legal ramifications that could arise directly related to the presence of female correctional officers (Alpert, 1984). The focus explored issues of sexual harassment, employee facility usage (toilet availability), female correctional officer frisking male prisoners, and other legally relevant concerns (Alpert, 1984). Results indicated the necessity of further research into the causal factors behind such potential issue, which could result in lawsuits from both the female officers and prisoners (Alpert, 1984). An

interesting addendum would be to research the efficacy of organizational leadership in implementing controls to reduce the potential for such lawsuits (Alpert, 1984).

Gender Differences in Corrections

Many different factors that are important to consider when addressing the level of job satisfaction among correctional officers, one area of research explores the concept of job satisfaction relative to the differences in gender perceptions. One explores the concept of gender differences directly related to the diversity of correctional policies (Lovrich & Stohr, 1993). The perspective presented indicates that women experience higher levels of stress, and lower levels of job satisfaction due to several influential factors such as the motivational potential (Lovrich & Stohr, 1993). In this particular study, the primary contributing factors for female correctional officers increased stress levels and low job satisfaction attributed to issues of sexual harassment and racial issues not attributed to staff or organizational behavior but to inmate grievances (24.7 percent for females versus 12.3 percent for males of instances requiring medical attention due to inmate assault; Lovrich & Stohr, 1993). A point presented by the authors acknowledges that the perspective not focusing on any staff or organizational influence could be the result of hesitation in admission for fear of possible repercussions (Lovrich & Stohr, 1993). The criticism rose in reference to the female's fear of being considered weak in the eyes of co-workers, management, and inmates, any one of which could have devastating effects on the quality of the workplace in the aftermath.

Conversely, one qualitative study explored the concept of gender differences reflective of gender stereotyping within male prisons with over 200 hundred participants

and just over 200 hours input into the interviewing process (Jurik, 1988). The perspective goal explores the concept of traditional gender role stereotyping having a negative effect on the level of efficacy for women inside male prisons (Jurik, 1988). According to interview results, the researcher did see room for reformation in maintaining balance between genders within organizational tactics and overall facility interaction (Jurik, 1988). Jurik acknowledged the opinion, and experience of those interviewed to ascertain if female officers fell into the traditional gender stereotype roles for female correctional officers (i.e. pet, seductress, iron maiden, or mother) the female officer would have little or no success at advancement within the facility, only those with pronounced balance in their presentation of self-seemed successful. However, the author did acknowledge that unlike other workplace environments the female correctional officers tended to show greater capability in adapting to the environment and eventually attaining greater balance and acceptance within their work environments (Jurik, 1988).

Another study investigated several factors surrounding gender differences and the work attitudes of correctional officers (Lambert, Paoline III., Hogan, & Baker, 2007). Researcher found interesting differences in gender perceptions of their work environment (Lambert et. al., 2007). According to the results, men view their jobs as more dangerous than did the women; the results also indicated the women expressed a higher level of satisfaction with their jobs than did the men (Lambert et al., 2007). Considering previous research into concerns with harassment, the results in this study indicated that perhaps the women experienced fewer instances of harassment within this particular sample of correctional officers (Lambert et al., 2007). The conclusions drawn from this particular

study postulate the need for comparative sample and research to explore the concept as an oddity or the norm (Lambert et al., 2007).

Overall, the bulk of information surrounding gender differences and perceived levels of job satisfaction center on issues directly related to co-worker attitudes, perceived level of security within the correctional facility, or interactions with inmates. The vast majority of comparative studies exploring gender differences, leadership, and job satisfaction compare all three concepts to investigate their correlations. However, there is a significant gap in empirical research investigating the specific role of leadership as a contributory factor in gender differences on level job satisfaction experienced by correctional officers.

Summary

The concept of transformational leadership is growing empirical support for the implementation across many diverse genres. The beneficial possibilities examined under the direction of transformational leadership add credence to its consideration in practically any organization. Within the confines of a correctional facility, the benefit of implementing transformational leadership could prove useful in helping prevent some of the possible negative outcomes present when correctional officers perceive they have little or no supportive leadership. Significant empirical evidence demonstrates the power of leadership perception, when employees have a favorable view of their leaders the result is evident in increased levels of overall job satisfaction and job performance. In the presence of transformational leadership, gender differences tend to become transparent providing an equalized work environment.

While the issue of congruence among employees is an important aspect of workplace effectiveness, the level of congruence between employees and leaders is equally as important in providing effectiveness. Consideration into leadership perception and the effect on job satisfaction is an important concept relative to overall workplace effectiveness, and research into gender differences in perception will add to increasing understanding. With increases in understanding, and the implementation of new methodologies, correctional facilities could see a reduction in stress levels, burnout, and high turnover. In essence, providing facilities to save millions in budget allocations designated for new hire training, with decreased levels of turnover officials can allocate the money for other internal programs that benefit current employees. Further, the increase of funding into the addendum or enhancement of well-being programs will contribute to the reduction of burnout and stress, again benefiting the system as a whole and the employees within it.

The exploration into the strength of current correctional facility organizational methodologies stands as a primary focus for the reformation of job satisfaction within the correctional facility, the reduction of stress levels for officers, and increased level of safety both physically and logistically. With effective leadership the correctional field would experience equality between genders in perceived job satisfaction, which in turn would affect the likelihood of negative stressors and potentially reduce the likelihood of lawsuits filed against the correctional system based on views of unfair treatment or opportunity.

Chapter three focused on the specific measures utilized in the data collection for this study. The chapter describes the details of the population from which the data was collected. Further, the chapter details the test instruments utilized for data collection and the methodologies used to analysis the data.

Chapter 3: Research Method

Introduction

In this chapter, I describe the methodology used for conducting this study on the relationship between the perceptions of leadership style and job satisfaction of correctional officers. Past research has shown that positive perceptions of transformational leadership correlate to increased job satisfaction among correctional officers (Castle & Martin, 2006). However, an important gap remains in the literature regarding the influence of gender differences on this relationship.

In this chapter, I present a description of the design, data collection methods, and the two measures used in research. Informed consent and ethical procedures are also discussed, followed by the plan for data analysis.

Research Design and Approach

The study design was a 2 x 2 ex post facto factorial design to compare self-reported survey data between static groups formed on attributes rather than manipulated variables. The 2 x 2 design investigated gender differences and perceived leadership styles (transformational leadership vs. transactional leadership) on job satisfaction levels. The choice of the 2 x 2 factorial design allowed for the comparison of adjusted group means to examine differences. The analyses also included an examination of the distributions of the dependent variable and homogeneity of variance between groups (Gravetter & Wallnau, 2004).

Leadership style was measured using the Multifactor Leadership Questionnaire (Form 5X). The JDS measured job satisfaction. The research questions for this 2 x 2 factorial ex post facto design were as follows:

Research Question (RQ) 1: To what extent are there differences in job satisfaction between correctional officers who perceive leaders as transformational or transactional?

H_01 : There are no statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

H_{a1} : There are statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

RQ2: To what extent are there differences in job satisfaction between male and female correctional officers?

H_02 : There are no differences in job satisfaction between male and female correctional officers.

H_{a2} : There are significant differences in job satisfaction between male and female correctional officers.

RQ3: To what extent are differences in job satisfaction explained by an interaction effect of gender and transformational leadership?

H_03 : The interaction effect of gender and transformational leadership effect is not significant.

H_{a3} : The interaction effect of gender and transformational leadership is significant.

Methodology

Participants and Sample Size

The study was conducted in a county metro jail in a midsize southern city. It has an 816-inmate capacity in traditional housing areas, with an additional 325 inmate capacity in barracks; to date, the facility is housing 1,337 inmates.

First, proper approval from all governing bodies was acquired, then the research proposal submission to the institutional review board (IRB) at Walden University was approved, after which participant selection began within the county metro jail.

Participants from an accessible population of 180 correctional officers working in the county metro jail were invited to participate. The correctional officers were comprised of individuals working in the pods (housing areas) with direct contact with inmates, as opposed to administrative staff within the county metro jail who have limited contact with inmates.

According to Cohen (1992), a good statistical rule of thumb advises approximately 10 to 15 participants per cell (40 to 60 for a 2 x 2 design) for an experimental design. However, because this was a nonexperimental design using attribute variables, there is a risk that this minimum sample size would underestimate the effect of the independent variables (Type II error). A G-Power analysis (effect size = .25, alpha = .05, power = .85, numerator $df = 2$, number of groups = 4) indicated a minimal total sample size requirement of $N = 178$. Therefore, the total participant pool was presumed to be sufficient. The cells of the design are indicated in Table 1.

Table 1

Factorial Design for the Study

		Leadership type	
Gender	Transactional	Transformational	
Male	CELL 1: Mean JS _(male/transa)	CELL 2: Mean JS _(male/trnsf)	
Female	CELL 3: Mean JS _(female/transa)	CELL 4: Mean JS _(female/trnsf)	

The placement of participants was determined from the results of the MLQ median scores and self-reported employee gender. From the population of 180 correctional officers, 86 participated, resulting in a 47.7% response rate.

Prior to participation, permission was requested and received from the warden (Appendix B). Upon receipt of permission, the sample of correctional officers was recruited on a volunteer basis with no monetary compensation offered for participation. In evaluating participant eligibility, consideration was given to gender and position (i.e., subordinate or supervisor); however, no consideration was given to race, ethnicity, religion, education level, or other cultural diversities. Exclusions did occur for volunteer participants if they were in a position of authority or classified as an organizational leader. Further exclusion were necessary as participants either did not fill out the measures either in part or in full, thus rendering the information insufficient to collect the necessary data for analysis.

Procedures for Recruitment and Data Collection

Data collection began after permission was granted from the prison administration (see Appendix A). Because data collection occurred inside the facility, the choice of location for administering the surveys was determined in consultation with supervisors.

The test administration occurred over the course of several days to ensure that operations continued with minimal intrusion during testing. This was done in small groups. Once the participants were seated at the location, they were read the testing procedures (Appendix B), reminded that participation was voluntary, and reminded that their responses would remain confidential. Participants completed the JDS and the MLQ. The participants were asked to provide their gender (male or female) by writing it on the top of their questionnaires. An envelope was provided so that participants could seal their answers and their gender selection within the packet, thus keeping all of the information contained and anonymous. During data analysis, the gender designations were coded to further ensure the confidentiality of participants' information and collect the necessary gender data.

After all of the questionnaires were collected, they were stored in a secured box with combination lock until removal from the facility. After I input the data, the questionnaires were replaced into the secured box where they remain stored in a secured location.

Instrumentation and Materials

JDS. For this study, the JDS measured the level of job satisfaction for the correctional officers (Hackman & Oldham, 1975). The JDS consists of 78-items used to

survey job satisfaction through a Likert scale type format, that is, 1 considered the lowest and 7 considered highest (Hackman & Oldham, 1975). The JDS explores the concept of job satisfaction based on five core characteristic aspects: skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1975). Hackman and Oldham (1975) implemented the motivating potential score (MPS) as a calculating tool for analyzing these five core characteristics. The MPS formula is

Motivating Potential Score (MPS) is equal to:

$$\left\{ \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \right\} \times (\text{Autonomy}) \times (\text{Feedback}).$$

3

The concepts behind the MPS form indicate the overall level of job satisfaction. If resulting scores are low, then the resulting level of job satisfaction will also be low (Hackman & Oldham, 1975). If the resulting scores are high, then the resulting level of job satisfaction will also be high (Hackman & Oldham, 1975). For the purposes of the study, the measure of overall job satisfaction was used as the dependent variable.

It should also be noted that there are five core characteristics measured within the MPS format with three concurrent psychological states measured: experienced meaningfulness of the work, experienced responsibility for work outcomes, and knowledge of results (Hackman & Oldham, 1975). The JDS also measures personal feelings or emotion associated with the job: general satisfaction, internal work motivation, and specific satisfactions (i.e., job security, pay and other compensation, peers and coworkers, supervision, opportunity for personal growth; Hackman & Oldham, 1975). The internal consistency reliability ranges from a high end of .88 (indicative of

needing growth or improvement) to a low end of .56 (social satisfaction); the median off-diagonal correlations range from .28 (growth satisfaction) to .12 (task identity) as per Hackman and Oldham (1975).

Three critical psychological states formed from the five core job characteristics affecting the individual and work related outcomes are experience meaningfulness of the work (measured by skill variety, task identity, and task significance combined), experienced responsibility for outcomes of the work (measured by autonomy), and knowledge of the actual results of the work activities (Hackman & Oldham, 1975). Lovrich and Stohr (1993) used the JDS based on the combined job characteristic scores creating a single motivating potential score scale as validated through Cronbach's alphas. The alpha coefficients for the five subscales indicated by Lovrich and Stohr were .65 to .74, which are consistent with acceptable levels of reliability. Lovrich and Stohr used the JDS as a measurement for their study comparing gender perceptions regarding stress, job satisfaction, and level of commitment within jail facilities with substantiated reliabilities and validities.

Other researchers used the JDS to examine the link between transformational leadership and employee citizenship performance within the organization (Purvanova et al., 2006). Purvanova et al. (2006) used the JDS to reveal scoring based on the overall perception of their jobs by averaging the 14 items to form a single score, with the internal consistency reported at $\alpha = .76$. The researchers used the JDS with the focus on perceived job characteristic not specifically to job satisfaction; however, the results indicated ($r(492) = .32, p < .01$) with a high internal consistency of $\alpha = .76$). Similarly, Piccolo and

Colquitt (2006) used the JDS in the examination of transformational leadership and the subsequent relationship to organizational citizenship behavior. The authors administered the JDS using the 10 Likert items based on the revised version (Piccolo & Colquitt, 2006). Piccolo and Colquitt focused on transformational leadership (i.e., the MLQ) significance related to task performance and job characteristic perception with intrinsic motivation (i.e., the JDS). The results indicated the job characteristic perception ($r(202) = .32, p < .05$) with $\alpha = .90$ and intrinsic motivation ($r(202) = .33, p < .05$) with $\alpha = .68$ (Piccolo & Colquitt, 2006).

Other measures for determining the level of job satisfaction have proved reliable, as seen in Nagy (2002). Nagy used the Job Diagnostic Index (JDI) to measure the job satisfaction of participants from a variety of organizations in an effort to determine the intention to turnover and associations to job performance. The JDI indicated reliability estimates ranged from .52 to .76 with a mean of .63 (Nagy, 2002). The JDI in this study measured five levels: work itself, pay, promotions, supervision, and coworkers Cronbach's alpha ranged from $\alpha = .83$ to $\alpha = .90$ with correlations ranging from .60 to .72; Nagy, 2002). Although the JDI indicates sufficient levels of reliability and validity, the current project excluded the JDI as the measure of job satisfaction. The JDS selection relates directly to its utilization directly with transformational and transactional leadership styles (Purvanova et al., 2006).

Multifactor Leadership Questionnaire (Form 5X). The second measure for this study was the MLQ based on the relevance to deciphering the differences between transformational leadership and transactional leadership (Bass & Avolio, 1989). For the

purposes of this study, the MLQ (Form 5X) was used. The MLQ (Form 5X) consists of 63 items measuring leadership styles ranging from passive leadership to transactional and transformational leadership (Avolio et al., 1999). The MLQ stands as the precedent for measuring transformational and transactional leadership (Avolio et al., 1999). The scale of measurement uses a 5-point Likert scale format ranging from *strongly disagree* to *strongly agree*. The resulting data uses the scales from each section to determine the leadership style as either transformational leadership style or transactional leadership style. For the purposes of this study, the results from the MLQ (Form 5X) were assigned 1 = *transformational leadership style* and 2 = *transactional leadership style* for analysis.

Bass and Avolio (1989) determined the statistical dimensions of transformational, transactional, and laissez-faire leadership for the construct of the MLQ using Cronbach's alpha as measurement of internal consistency. Transformational leadership held the highest level at $\alpha = .95$ with range of item to total correlation .32 to .77, transactional leadership held $\alpha = .60$ with the range -.07 to .46, and laissez-faire leadership holding $\alpha = .49$ with the range .09 to .44 (Bass & Avolio, 1989).

Moss, Ritossa, and Ngu (2006) utilized the MLQ 5X to evaluate the presence of transformational leadership in order to determine its relationship to regulatory focus. Resulting conclusions substantiated the internal consistencies reported by Bass and Avolio in 1989 with the MLQ 5X holding as a reliable source for the detection of transformational leadership and transactional leadership (Moss, Ritossa, & Ngu, 2006). The researchers specifically assessed the perception of transformational leaders with

normative commitment yielding results ($r = .34, p < .001$) and $\alpha = .80$ (Moss, Ritossa, & Ngu, 2006).

Further, Bono, and Anderson (2005) researched the advice and influence networks of transformational leaders they utilized the MLQ as a measure for the presence of transformational and transactional leadership. The authors conducted a principal-component analysis using the data collected for their study in order to validate the high correlated dimensions reported as .76 on average (Bono & Anderson, 2005). The result indicated, a single transformational leadership factor (eigenvalue greater than 1.00) explained 79% of the variance in the dimensions (Bono & Anderson, 2005). The research data obtained from direct reports given by employees regarding their supervisors on several levels with three of interest to the current study: influence, advice-frequency, and advice-likelihood (Bono & Anderson, 2005). The data for influence yield ($r = .32, p < .01$) with $\alpha = .98$, for advice-frequency ($r = .30, p < .01$) with $\alpha = .98$, and advice-likelihood ($r = .41, p < .01$) with $\alpha = .98$ (Bono & Anderson, 2005).

Felfe and Schyns (2006) utilized the MLQ 5X with moderate modifications with four transformational dimension (idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation). The internal consistencies varied somewhat from the original version with scales ranging from .74 to .79 (Felfe & Schyns, 2006). Further, the authors found the internal consistencies for the overall measurement of idealized influence and inspirational motivation was .84 (Felfe & Schyns, 2006). Felfe and Schyns (2006) assessed transactional leadership with the utilization of one scale indicating an internal consistency of .60. The primary focus of the study accessed the

influence of personality traits on an individual's perception of transformational leadership, thus, supportive basis for the present project's utilization of the MLQ 5X (Felfe & Schyns, 2006). The research data specifically assessing the perception of transformational leadership with results ($r = .48, p < .001$) and $\alpha = .84$ (Felfe & Schyns, 2006).

Trottier, Van Wart, and Wang (2008) utilized the Federal Human Capital Survey as a measure of organizational performance, leadership, and employee satisfaction. However, the basic elements within the Federal Human Capital Survey incorporated elements of Bass' concepts surrounding transformational/transactional leadership through the MLQ (Trottier, Van Wart, & Wang, 2008). The bulk of research surrounding transformational and transactional leadership revolves around, or draws from, the MLQ; therefore, the MLQ is the measure chosen for this project. In order to maintain the integrity of detecting the presence of transformational/transactional leadership this project will utilize the MLQ, specifically the condensed version (i.e., the MLQ 5X) for the sake of time during administration.

Data Analysis Plan

The researcher examined the data and reported the descriptive statistics, and examined the distributional properties of all variables. Then, an Analysis of Variance (ANOVA) was conducted to in order to test for the main effects and interaction effects of the 2 X 2 factorial design. The 2 X 2 design investigated mean job satisfaction score differences between two levels of gender (male and female), and two levels of perceived leadership style (transformational leadership vs. transactional leadership). Previous

research utilized the used ANOVA in examining the level of job satisfaction amongst law enforcement officers indicating correlations between outside influences and satisfaction (Adebayo, 2004).

Threats to Validity

The study used a mixed gender correctional facility as the data collection site. The study also used self-report data, therefore, a potential threat to internal validity rests with the participants themselves regarding their willingness to truthfully self-report (Babbie, 2014; Goodwin, 2005; Cook & Campbell, 1979). The participants may have had an internal negative response to the test measures themselves, or to the content within the test measures; and both could impact the reliability of their answers, depending on their level of reactivity. The study did not implement any internal measures to account for truthfulness, but rather operated under the assumption that participants would keep to their word and answer the questions as truthfully as possible.

After reviewing the data, several of the participants had added information to the test measures in the form of paragraph statements and/or commentary throughout the test measures. This information reflected their personal views of their leaders based of several factors (Lambert, Paoline III, Hogan, & Baker, 2007). Some of the information specifically named individuals with which the participant had offered examples relative to the particular question or section within the test measure. These pronounced opinions may have skewed the participant's ability to assess their true level of satisfaction, or it may have perfectly assisted in the participant's ability to assess their level of satisfaction.

The data collection occurred over the course of several days to allow all correctional officers across every shift the opportunity to participate. Although officers were briefed on the anonymity of their responses, it is not known to what extent any information about the survey content was shared with others.

A possible threat to measurement validity was the possible inability for participants to fully understand the items on each questionnaire. However, the test measures chosen for this study were specifically chosen because they have been shown to have good psychometric properties, and are appropriate for sixth grade level (Adebayo, 2004; Avolio, Bass, & Jung, 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990; Bass, 1985).

The researcher conducted this ex-post facto study without controlling for or manipulating conditions, nor did the researcher assign participants to groups. Therefore, a causal relationship between the independent and dependent variables cannot be demonstrated fully (Adebayo, 2004; Avolio, Bass, & Jung, 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990; Bass, 1985).

The researcher used a convenience sampling strategy to invite all 180 employees to participate. However, only 86 completed the questionnaires, resulting in a non-random sample with a 47.7% response rate. Thus, the results of this study are weak with respect to external validity, and will be interpreted cautiously based on information gathered from previous researchers (Goodwin, 2005; Adebayo, 2004; Avolio, Bass, & Jung, 1999; Bass & Steidlmeier, 1999; Seltzer & Bass, 1990; Bass, 1985, Cook & Campbell, 1979).

Ethical Procedures

The researcher obtained permission from the Warden prior to requesting the IRB application. The researcher was required to present written consent from the Warden at County Metro Jail, (Appendix C), as part of the IRB application to request permission to conduct the study. The researcher submitted all the required documents within the IRB application and received approval from the IRB to conduct research (Walden University's approval number for this study is 04-23-13-0031528). The approved consent is attached in Appendix B. The researcher did not require any additional permissions as the study was conducted on a volunteer basis.

The researcher conducted this study by presenting the participants with two test measures to be completed and returned confidentially. The researcher only requested that the participants identify themselves as either male or female no other demographic information was requested from the participants. The researcher provided a large manila envelope for participants to put their completed materials and seal the envelope. After the participants completed and sealed their materials they were to insert them into a large lockbox in which only the researcher had the code. These measures were set in place to ensure participants that their materials were sealed, locked, and entirely confidential. After each shift the researcher collected the confidential materials and removed them from the facility and put them into another secure lockbox offsite. In data analysis, the researcher took the only identifying indicators (gender) and coded them for data analysis. In doing so, the researcher added an additional level of confidentiality as only the researcher has the hardcopy materials.

The nature of the study did not entail significant ethical concerns other than the security of the participant's materials. The researcher addressed these concerns and maintained the ethical integrity and confidentiality of the materials throughout the process of data collection, data analysis, and data storage. The materials were sealed upon leaving the participant's possession put into a locked box secured by code and then removed from the site to remain stored within a locked box. The materials were only removed for the purposed of data analysis within a locked room. After the data analysis was completed, the participant materials were returned to the locked box and remain secure.

The chapter described the methodology used for conducting this study with information on the test measures and the method of data analysis. The Job Diagnostic Survey or JDS measuring the overall level of job satisfaction for the correctional officers (Hackman & Oldham, 1975). The Multifactor Leadership Questionnaire or MLQ measuring the presence of either transformational leadership or transactional leadership (Bass & Avolio, 1989). The 2X2 analysis of variance (ANOVA) factorial design was used for data analysis. The next chapter presents a description of the analysis process and the results.

Chapter 4: Results

Introduction

The purpose of this study was to determine if there was an increase in the level of job satisfaction for correctional officers in the presence of transformational leadership. The goal of this study centered on adding information and supporting data to the position that in the presence of transformational leadership style, individuals would exhibit higher levels of job satisfaction. It was hypothesized that transformational leadership fosters a more satisfactory work environment based on all of the fundamental elements incorporated within the transformational style. Further, I postulated a difference in the perception in leadership style among correctional officers between men and women.

I endeavored to answer the following questions: Is there a gender difference in the perception of transformational leadership style versus transactional leadership style, and do these differences influence the level of job satisfaction among correctional officers? An ex post facto survey research design was used to investigate differences in job satisfaction by perceived leadership styles (transformational leadership vs. transactional leadership) and gender. The results of the data analysis are reported in greater detail below.

Data Collection

A total of 180 of the participants were given the opportunity to participate; however, after receiving the sealed packets back, 26 out of 112 participants had either not completed the questionnaires completely or did not complete them at all. The incomplete packets were in some cases missing gender information or contained primarily written in

comments, or a combination, or were completely blank. Those 26 packets were not usable for data analysis leaving 86 viable participants. The data were gathered from correctional officers over the course of 3 weeks in order to ensure that all correctional officers on both the day shift and night shift were given an opportunity to participate. A total number of 86 participants provided data for this study (52 female correctional officers and 34 male correctional officers). Approximately 48% of eligible participants responded; some of the participant pool chose not to participate, and some of the participants chose not to fully complete the measures, thus rendering them unusable. Based on this, the analysis did not have sufficient power to detect a difference indicating the presence of Type 2 error.

The research questions for this 2 x 2 factorial ex post facto design were as follows:

Research Question (RQ) 1: To what extent are there differences in job satisfaction between correctional officers who perceive leaders as transformational or transactional?

H_01 : There are no statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

H_{a1} : There are statistically significant differences in job satisfaction between transactional leadership and transformational leadership.

RQ2: To what extent are there differences in job satisfaction between male and female correctional officers?

H_02 : There are no differences in job satisfaction between male and female correctional officers.

H_{a2} : There are significant differences in job satisfaction between male and female correctional officers.

RQ3: To what extent are differences in job satisfaction explained by an interaction effect of gender and transformational leadership?

H_{03} : The interaction effect of gender and transformational leadership effect is not significant.

H_{a3} : The interaction effect of gender and transformational leadership is significant.

According to the data collected, the statistics indicated no significance within any of the research questions posed for this study.

Results

An examination of the data comparing males and females on the dependent variable indicated that overall, male correctional officers were slightly more satisfied than female correctional officers. In addition, the female correctional officers reported perceptions of transformational leadership more so than male correctional officers (as seen in Table 2).

Table 2

Means of Job Satisfaction by Gender and Leadership Style

Gender	Style	Mean	Std. Deviation	<i>N</i>
Female	Transformational	1.73	.458	15
	Transactional	1.54	.505	37
	Female Totals	1.60	.495	52
Male	Transformational	1.65	.493	17
	Transactional	1.71	.470	17
	Male Totals	1.68	.475	34
Grand Total Participants				86

Results of the test for gender differences in job satisfaction were not statistically significant $F(1, 86) = .124, p = .725, \eta^2 = .914$. There were no statistically significant differences in leadership style (transformational versus transactional), $F(2, 86) = .356, p < .05, \eta^2 = .004$. Furthermore, there was no statistically significant interaction effect (gender and style), $F(2, 86) = 1.26, p < .05, \eta^2 = .015$. (See Tables 2 and Table 3 for full statistical analysis).

Table 3

Summary ANOVA Table for Job Satisfaction

Source	Type III Sum of Squared	<i>df</i>	Mean Square	<i>F</i>	Sig.	Partial Eta Squared
Corrected model	.559 ^a	3	.186	.782	.507	.028
Intercept	207.791	1	207.791	872.254	.000	.914
Gender	.030	1	.030	.124	.725	.002
Style	.085	1	.085	.356	.552	.004
Gender*style	.300	1	.300	1.258	.265	.015
Error	19.534	82	.238			
Total	248.000	86				
Corrected total	20.093	85				

Summary

The purpose of this study was to examine differences in job satisfaction by gender and perceived leadership style in county correctional officers. Unfortunately, problems in data collection resulted in a small sample size with uneven cell sizes. Both of these issues most likely contributed to the lack of statistically significant results. The findings did not support any statistically significant interaction between leadership style and job satisfaction. Nor did the findings support any statistically significant differences between male and female correctional officers. However, as shown in Table 4, the small

differences between groups revealed some interesting patterns that may be worthwhile to examine in a more rigorous study.

Table 4

Summary of Satisfaction Means for Gender and Leadership Style

Type of leadership			
Gender	Transactional	Transformational	Total gender
Male	1.71	1.65	1.68
Female	1.54	1.73	1.64
Total leadership	1.63	1.69	

Men reported slightly higher job satisfaction than women, and officers reporting their leadership as transformational reported higher satisfaction than those identifying leadership as transactional. The interaction pattern, though not significant, suggests that women who identify leadership as transformational report the highest satisfaction (Figure 1). Women who identify leadership as transactional have the lowest level of satisfaction.

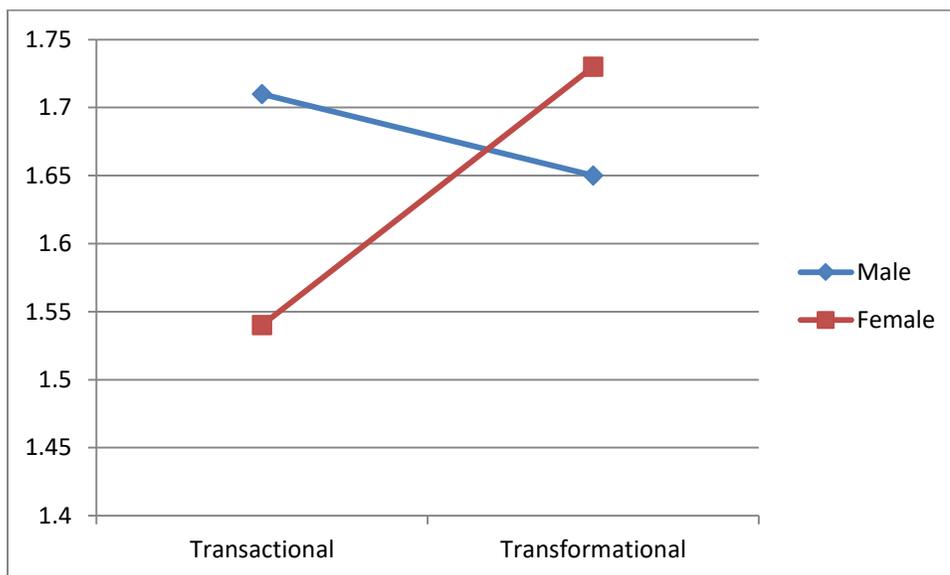


Figure 1. Interaction of satisfaction means for gender and leadership style.

The interaction, although not significant, does suggest that transformational leadership may influence job satisfaction. The interaction does suggest that future researchers may expand the perimeters in further studies to search for larger interactions with more significant overall results. These findings and the lack of overall statistical significance are discussed in Chapter 5.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this chapter is to focus on the detailed results that were gathered from this study. The chapter is divided into sections to cover the final elements of the study: the explanation and interpretation of findings, the implications for social change, recommendations based on the findings, recommendations for further research, and a section concluding the study.

Interpretation of the Findings

In this study, I focused on the differences in job satisfaction amongst correctional officers according to gender and perceived leadership style. Specifically, I focused on if correctional officers viewed their leadership as transformational leaders or transactional leaders and whether these differences were associated with differences in job satisfaction. Although the results of this study were not statistically significant, the mean differences suggested that overall, correctional officers were slightly more satisfied under what they perceived as transformational leaders. Conversely, my initial projection within this study was that male correctional officers would view their leaders as transformational and report being more satisfied versus female correctional officers. However, the results suggested that male correctional officers reported they perceived their leaders as transactional and were more satisfied under that leadership style. Further, female correctional officers perceived their leaders as transformational and were more satisfied under that style of leadership. The slight interaction does provide a glimpse into potential for significant findings through further research by expanding perimeters. Overall, the

males as a whole were more satisfied with their jobs versus the female correctional officers, and satisfaction overall was slightly higher under transformational leadership but not statistically significant.

I investigated whether the perception of transformational leadership would influence job satisfaction and if there were any gender differences. The importance of understanding the relationship between organizational management and correctional staff satisfaction are in part based on the unique nature of the corrections field (Lambert et al., 1999).

The participant pool yielded the reverse of the initial assumptions in that there were more female correctional officers than male correctional officers. In consideration of this, the results of the study may have indicated a different outcome or perhaps higher statistical significance if the initial participant pool had yielded more males than females. Previous research has yielded information regarding the potential problems among correctional officers when gender differences are present (Jurik, 1988).

Limitations of the Study

Self-reported data is as a potential limitation as there is the possibility that participants are not truthful with their responses for reasons known only to the individual. The sample size yielded 86 participants (approximately 48% of those eligible). The uneven cells may have skewed the resulting data, thus inhibiting the possibility of statistical significance (Babbie, 2014; Cook & Campbell, 1979; Goodwin, 2005). The results also showed insufficient power for this study indicating a Type 2 error.

Another potential limitation rests with the overall procedures of administering the measures and the design itself. The measures and procedures do not unequivocally prove a causal relationship between the independent and dependent variables, potentially raising concerns of generalizability.

A further limitation may exist in the reactivity to measurement procedures by participants (Babbie, 2014). Limitations also exist in the traditional concerns surrounding the reliability of information gathered, missing data, or biases (Babbie, 2014; Goodwin, 2005). There are concerns surrounding biases, such as those potentially influencing participants' answers in response to the perceived socially desired response. Social desirability and its influence on respondent answers may prove somewhat problematic due in part to the nature and subculture present within a correctional facility.

Lastly, in the current study, I compared groups based on attributes (a nonexperimental design) rather than on manipulated independent variables; therefore, there exists a possibility of unmeasured/uncontrolled explanatory variables as a potential source for differences between groups.

Implication for Social Change

Correctional officers have a difficult job to do with the nature of their job, affecting many facets of their lives both inside and outside of the workplace (Stewart, 2005). In an organization, especially in a correctional facility, there are many factors that are beyond the control of management. Working in this type of environment, the number of possible problematic or life threatening situations that could arise is staggering. If the management can find areas in which small modifications can be used to better ensure the

health of the organizational culture within the workplace, then it would be prudent to utilize whatever tools are present. In the example of this study, the modification of leadership style may prove a beneficial tool to increase the level of job satisfaction overall. Further, examining this point on a deeper level could correct what appears to be an issue in how the leadership itself operates on a personal level, not just on their influence on other. Ultimately, the correctional facility itself may have a tremendous positive outcome by reviewing, revising, and motivating their leadership into a more transformational style.

Recommendations for Further Study

It is recommended that this study be replicated with a more robust sampling process so that concerns about sample size and uneven cell sizes would be minimized. For example, further researchers may explore multiple facilities within a single study in an effort to gain more participants. Future researchers may also consider the potential of conducting a study with different testing measures to gain more a detailed analysis into job satisfaction and leadership style. It is also recommended that researchers investigate the influence of leadership style on job satisfaction over different genres within a single study, such as correctional officers versus police officers. Ultimately, further research at deeper levels could yield more specific indicators within the leadership styles that would add further credence to the premises presented within this study.

Conclusion

In conclusion, through this study, I strived to add to the existing base of research on the leadership in the workforce within the correction field. Further, the implications of

the understanding the influences of leadership may aid organizations in their quest to reduce negative factors and increase positive elements that would ultimately achieve the goal of greater job satisfaction (Bass, 1985).

I intended to enlighten researchers and organizations on the importance of how employees view their leadership. Based the theory of transformational leadership, they will more likely invest themselves in their work and improve organizational performance. Instead of solely focusing on training, replacing staff, or other temporary conflict management strategies, organizations should consider that an adjustment in the way they lead may be the golden key to successful resolution and profitability.

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Appendix A: Script Outlining Motivations for the Study and Acknowledgment of
Voluntary Participation

Good Morning/Afternoon,

My name is Melissa Minardo, and I would like to thank all of you for coming today. I would like to give you a little background on the nature of the study. The prime objective is to determine the level of job satisfaction for correctional officers paying particular attention to the style of leadership you perceive your bosses to exhibit.

The information you will be providing is confidential and recorded anonymously. Therefore, you do not have to worry about any gaining access to your answers, like your boss or co-workers. Participation is voluntary so if you do not wish to participate you are under no obligation to take the package containing the surveys.

You will be given a package containing two surveys and asked to answer the questions based on their best to worst scale format. After you have completed the surveys at your convenience, you are asked to seal them in the provided envelop, and return it to this location inside the secured lockbox.

Are there any questions?

Appendix B: Approval From Warden

Sample Letter of Cooperation from a Community Research Partner

Warden,
Phone: [REDACTED]

19 March 2013

Dear Melissa Minardo,

Based on my review of your research proposal, I give permission for you to conduct the study entitled "Do Gender Differences in Perceived Leadership Style Influence Job Satisfaction?" within the Mobile County Jail. As part of this study, I authorize you to collect data via in-person interviews in which all present will receive a briefing and the test measures with privacy envelopes to complete and return. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: **providing access to participants, providing a location (i.e. break room, conference room, etc.), and providing a easy access location for participants to return test measures if time does not allow for participants to immediately fill out the information.** We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the research team without permission from the Walden University IRB.

Sincerely,

[REDACTED]
Warden, [REDACTED]

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).