

2017

Management Strategies and Intervention Program Readiness for Paroled Offenders and Ex-offenders

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Walden University

2017

Abstract

Management Strategies and Intervention Program Readiness for
Paroled Offenders and Ex-offenders

by

Sylvia J. Bell

MSA, Central Michigan University, 2004

Dissertation Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Philosophy
Management

Walden University

November 2017

Abstract

Paroled offenders and ex-offenders' retention and completion for 3 small-sized prisoner-release intervention programs in Columbus, Ohio, continue to decline. Prisoner-release intervention programs aid paroled offenders and ex-offenders with societal reentry. Influenced by the conceptual framework of the social control theory, this exploratory multiple case study was designed to contribute to the common understanding of the paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs. The 18 participants included stakeholders from the criminal justice system, prisoner-release intervention programs, community advocacy organizations, and drug and alcohol rehabilitation centers. Analysis of data collected from interviews and telephone calls resulted in the emergence of codes, themes, and categories. The findings from this study could be used by the programs to establish a proactive presence in the prison systems before inmate release for early intervention. Further, the small-sized prisoner-release intervention programs could use the findings to develop new initiatives, and scholars could use the findings to better understand the social conditions affecting small-sized prisoner-release intervention programs.

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Dedication

I dedicate this dissertation to my husband, Marc Bell and to our daughter, Paris Bell for standing behind me, allowing me the time to complete this high-level educational endeavor. The both of you have sacrificed family and personal time to help me reach my goals. You have been my support, strength, and backbone through this arduous journey. Thank you for believing in me.

Acknowledgments

I certainly do acknowledge Dr. Richard Schuttler for stepping in during a difficult time. I have learned so much from you. I also thank Dr. Godwin Igein, the Committee Member for your patience and belief in me. Special thanks to Dr. Raghu B. Korrapati, the Committee University Research Reviewer (URR) for your quality expert advice and patience. All of you have been such an inspiration and support. I cannot forget your insight, direction, loyalty, and most importantly, your ability to knowledge share.

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Chapter 1: Introduction to the Study

The current operational crises of three small-sized prisoner-release intervention programs in Columbus, Ohio, are evident in the decline of paroled offender and ex-offenders' retention and completion. In this study, I sought to determine what is needed to address these organizational crises. Ghillyer (2012) affirmed that management and leadership styles needed for today's managers has to do with every aspect of business operation. Stringer (2017) reported that in a recent three-month assessment showed of 25 program participants from five Ohio cities, eight did not complete the program; in Columbus, Ohio, 13 participated and four had an incompleteness. The Ohio Department of Rehabilitation and Corrections (ODRC, 2015) reported a 37.1% recidivism rate for male ex-offenders who entered without completing prisoner-release intervention programs in comparison to the 35% for ex-offenders who completed the intervention program.

In this study I sought to understand the decline of the paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs. The ODRC (n. d.) does not regulate the tracking of paroled offenders and ex-offenders' retention and completion in the prisoner-release intervention programs. However, the ODRC does regulate the startup of specific service programs such as drug and alcohol rehabilitation programs. Program managers may adopt some business concepts, but experience significant challenges that affect the ability to meet goals (Rapp & Poertner, 2007).

Three small-sized prisoner-release intervention programs in Columbus, Ohio, have a mission to provide prisoner-release intervention services to offenders. In this

study, I explored the paroled offenders and ex-offenders' declining, retention, and completion rates for three small-sized prisoner-release intervention programs in Columbus, Ohio. If paroled offenders and ex-offenders' program retention and completion continue to decline, the intervention program services may prove to be ineffective (see Nicosia, et al., 2013). The increase of released prisoners continues in the United States, and the penal systems have limited capacity (Harding, et. al., 2014; Nicosia et al., 2013). Prisoner incarceration in Ohio reflects an over-crowding capacity of 38,600 with 50,000 inmates (Ohio Justice and Policy Center, 2016). The societal need continues for government to have more effective program operations (Harding et al., 2014). In this exploratory multiple case study, I sought to develop additional research knowledge relevant to the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs.

Chapter 1 included discussions of the background, problem, purpose, primary research question, and significance of the study. Quantitative research studies on prisoner-release intervention have shown that restorative techniques and skill training have worked effectively (MacKenzie, Farrington, 2015). Ex-offenders released back into society without support from social program interventions are a concern.

Background of the Study

Angell et al. (2014) developed some strategies for designing prisoner-release intervention program models. MacKenzie and Farrington (2015) affirmed that restorative methods and skill training work effectively in some prisoner-release intervention programs. The literature research of this study provided case study examples that

contributed to this topic of study. The literature research themes used for this topic of study entailed leadership, management, organizational crisis and behavior, social issues, released prisoners, and their declining participation in the prisoner-release intervention programs. Other themes in the literature research entail the conceptual framework, the use of technological software applications, and socio-intelligence.

Gap in Knowledge

There is a gap in research concerning the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs (Kinner et al., 2013). Quantitative research on prison system reformation, parole, and probation outcomes has reflected only intervention program participation and not completion rates for some prisoner-release intervention programs (MacKenzie & Farrington, 2015). Other quantitative researchers have shown the effectiveness of restorative techniques using training to build skills, but these program methods may not be a part of every prisoner-release intervention program (MacKenzie & Farrington, 2015). Prisoner-release intervention program managers experience challenges dealing with the various types of offender crimes, which they must take into consideration when developing and designing programs (Angell et al., 2014). This study is significant because of the social conditions encompassing paroled offender and ex-offenders' lifestyles that impose a threat to society without effective intervention programs (see Degenhardt et al., 2014). Understanding the decline of paroled offenders and ex-offenders' retention and completion of prisoner-release intervention programs is necessary for developing strategies to reduce the social barriers to reduce recidivism.

This study will prove significant if it facilitates a positive social change resultant from improved retention in these programs and reduced recidivism.

Problem Statement

The general problem is that U.S. prisoner-release intervention programs have limited operations available for the increased number of recently released ex-offenders (Nicosia et al., 2013). Approximately 700,000 prison inmate releases occur every year in the United States (Dill et al., 2015), yet the prison facilities remain overcrowded (Nicosia et al., 2013). In a review of the records of 6,561 prisoners released from 2005 to 2009, researchers found a 46.6% rate of recidivism (Nally et al., 2014). The specific problem is that paroled offenders and ex-offenders' retention and completion of intervention programs designed to help in their re-introduction into society has continued to decline. Ohio has an overload of incarcerated individuals; its penal system has a capacity to incarcerate 38,600 offenders, yet it currently incarcerates 50,000 (Ohio Justice and Policy Center, 2016). There has been a lack of new research concerning the decline of ex-offender retention for small-sized prisoner-release intervention programs. In this exploratory multiple case study, I interviewed 18 prisoner-release intervention program representatives.

Purpose of the Study

The purpose of this multiple case study was to understand the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs in Ohio. I interviewed prisoner-intervention industry stakeholders and gathered data associated with their professional judgments on the causes and

remedies for the high turnover in these programs to contribute to the common understanding of the phenomenon (see Hyett et al., 2014). The population sample included 18 prison industry stakeholders from the criminal justice system, the prison intervention programs, members from the community advocacy organizations, and the drug and alcohol rehabilitation centers. A gap in research has led to an absence of insight regarding the reasons for, and approaches to overcoming, the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs. Even though U.S. prisoner-release intervention programs have limited operations, the recently increased release of prisoners continues (Nicosia et al., 2013). Positive social change may result from the work I have done to identify what is causing high attrition among paroled offenders and ex-offenders enrolled in small-sized prisoner-release intervention programs.

Research Question

The research question was: What can program managers do to facilitate paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs?

Conceptual Framework

Concepts developed from a theory corresponding to the literature concerning a problematic issue for an outcome is known as a conceptual framework in qualitative research (Imenda, 2014). The purpose of using a conceptual framework in qualitative research is to provide a theory that will generate related concepts ascertained from the literature research with identified gaps to address the research questions (Helitzer et al.,

2014). Conceptual frameworks have been used in qualitative and quantitative research to engender strategic planning approaches for a multiplicity of programs; for example, intervention, prevention, and system processes (Helitzer et al., 2014). The focus of this exploratory multiple case study is to introduce a theory for the conceptual framework and concepts from the literature research to encapsulate the research question, interview questions and other components later addressed.

I used Hirschi's social control theory (as cited by Alston et al., 1995) as the conceptual framework to understand paroled offenders and ex-offenders' readjustments to society. The theory has four components: attachment, commitment, involvement, and belief. Criminal activity most likely occurs when individuals are detached from family, friends, community support, or group involvement. Hirschi affirmed that when bonded relationships are negatively affected or detached, individual choice is what determines one's destiny. The social control theory, as the conceptual framework for this study, informed the problem statement, the purpose of the study, the research question, and interview questions I used to explore and understand the decline of paroled offenders and ex-offenders' retention and completion in the small prisoner-release intervention programs. I collected data from the interviewees that contributed to the common understanding (Hyett et al., 2014) of the findings to enable ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs. I used the conceptual framework to support the gap in research while better understanding how the small-sized prisoner-release intervention programs

currently have declining program completion rates of paroled offenders and ex-offenders, even given the current increased prison release of paroled offenders and ex-offenders.

Gaim and Wåhlin (2016) used *designed thinking* to evaluate organizational inconsistencies that caused contradictions within an organization setting. They identified recommended coping mechanisms that staff may consider using in tense situations when inconsistencies occurred to perform at high or quality levels. I used the concepts of Gaim and Wåhlin's (2016) designed thinking to map various concepts from the literature concerning the inconsistent organizational problems. Designed thinking is a method that is used to problem solve complexities in an organization. Hirschi's social control theory enable me to explore the integrated concepts addressed in the literature.

Nature of Study

I used the qualitative research method to answer this study's research question. I used open-ended interview questions for generating respondent feedback, which enabled me to develop thematic topics and categories for the study (see Ragin & Becker, 1992). In the study, I sought to explore the decline of paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs to discover possible reasons for and solutions to the high attrition rate. The research practices may apply to other small-sized non-profit intervention organizations experiencing crises.

I determined that the quantitative research method was not ideal for providing the data needed to fill the gap in the literature. The quantitative method requires descriptive statistics, hypothesis testing, and variable relationships (Frankfort-Nachmias &

Nachmias, 2007). Quantitative research is deductive, using various testing instruments and experimental or nonexperimental designs (Frankfort-Nachmias & Nachmias, 2007). The quantitative research method does not support my goals for this study based on the need to generate meaningful knowledge from the prisoner-release intervention industry professionals concerning the current operational conditions of the non-profit prisoner-release intervention programs.

Researchers use exploratory multiple case study to facilitate the process for generating subject-matter responses from participant perspectives (Myers, 2013). In this study, I used the research design to expand, build upon, and contribute additional research knowledge for this topic of study (see Ragin & Becker, 1992). I used the qualitative research method to ensure that the results of the data collection could be useful for prison-release intervention programs. Case studies necessitate the development of thematic topics generated from interviews (Hyett et al., 2014). During data collection, I garnered expert respondents' feedback concerning the decline of paroled offenders and ex-offenders' in the prisoner-release intervention programs, which I in turn used to fill the gap in research.

I did not select a phenomenological design because I sought to gather professional information from the prisoner-release intervention industry representatives, while researchers use the phenomenological design to focus on individual lived experiences (Marshall & Rossman, 2014). My justification for using the case study design was that it best supported my goal of gathering meaningful and professional data.

Assumptions

Assumptions are prejudgments that may not be true (Denscombe, 2013). In this study, I assumed that the selected participants would provide useful data. I also assumed that the small prisoner-release intervention program infrastructures are not setup to work with ex-offenders on a one-to-one basis according to their individual needs and prisoner record profiles.

Scope and Delimitations

The scope of study is reflected in the established parameters for the qualitative research methodology and case study design. This study was delimited to the three ex-offender re-entry programs in the Columbus, Ohio area. The population sample included 18 prison industry stakeholders, approximately three-to-five from the criminal justice system, the prisoner-release intervention programs, community advocacy organizations, and the drug and alcohol rehabilitation centers. Hirschi's (as cited by Alston et al., 1995) social control theory guided this study to answer the research question concerning the high attrition rates in the small-sized prisoner-release intervention programs. My focus was on understanding the decline of paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs.

Quantitative researchers have shown that restorative methods and skill training work effectively; however, it is unclear if the practices used in all prisoner-release intervention programs are operable (MacKenzie & Farrington, 2015). The purpose this study was to understand the decline of paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs. If paroled offenders

and ex-offenders' retention and completion continue to decline, the prisoner-release intervention program services will not be credible (see Nicosia et al., 2013). I did not include paroled offenders and ex-offenders' as participating respondents based on their vulnerable population status and guidelines set by the National Institutes of Health (NIH) Office of Extramural Research. Qualitative case study research facilitates successful outcomes when appropriately administered, and includes findings that may be applicable to other studies (Houghton et al., 2013). I used the exploratory multiple case study to establish transferability that entailed applicable processes from a selected research method that contributed to the common understanding (Hyett et al., 2014) of the findings to transcend to other fields of study.

Limitations

There were several limitations that could have influenced or weakened this study (see Denscombe, 2013). I considered the time restraints and rescheduled the participants to avoid limitations on the interviews especially when the participants arrived late for the initial scheduled times. Other limitations for this topic of study included misinformation coming from the interviewees who overlooked the purpose of the study and instructions. As an example, the respondents were unable to recollect their knowledge or chose not to respond to the interview questions. As the researcher, I did not have any incidents of biases pertaining to this research topic (Rubin & Rubin, 2012). I upheld the integrity and responsibility for reporting any problems in this study.

Significance of the Study

The managers of the small-sized prisoner-release intervention programs may benefit from the results of this study. I collected data from the interviewees that contributed to the common understanding (Hyett et al., 2014) of the findings to enable ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs. This study is also significant because I fill the gap in the literature by conjoining political agendas, regulatory operation setup, and grant acceptance requirements for the small prison-release intervention programs.

Significance to Theory

Hirschi's (as cited by Alston et al., 1995) social control theory has four key elements: attachment, commitment, involvement, and belief. I used this theory to understand what might happen if ex-offenders lose their optimism and expectations that may lead to recidivism. Recidivism is when a paroled offender or ex-offender reenters into the penal system based on another crime committed after being released from the previous crime. Specifically, I used Hirschi's (as cited by Alston et al., 1995) social control theory to explain the conditional individual causes and norms that contribute to their choices.

Significance to Practice

In this study, I have advanced the research knowledge in practice concerning operational performance and procedural outcomes of small-sized prison-release intervention programs. Nielsen (2013) asserted that managers, when working together to develop intervention program models, should reflect on former practices to identify the

best systems that work. Government established regulatory requirements helps to facilitate operational standards for the small-sized prisoner-release intervention programs. The entities that may benefit from this study include the stakeholders, non-profits, community interventions programs, and networking organizations.

Significance to Social Change

Governmental or other assigned agencies scrutinize the non-profit community programs (Rapp & Poertner, 2007). Prisoner-release intervention program managers need operational performance standards to influence social change to lessen the economic burdens on communities at large given the increased release of ex-offenders. Researchers may conduct research to remain informed about the societal conditions affecting prisoner-release intervention programs. Additional research may emerge to support the socio-economic conditions, including the lifestyles of released inmates.

Summary and Transition

In Chapter 1, I covered the current crises of three small-sized prisoner-release intervention programs in Columbus, Ohio, resulting from the decline of ex-offender retention and completion. The chapter consisted of the background, problem statement, purpose, conceptual framework, nature of study, and the significance of the study. I also discussed my use of the social control theory as the conceptual framework. In Chapter 2 I discuss my literature review methodology, the gap in the literature, the aspects of organizational dynamics, prisoner-release intervention infrastructures, and relevant case studies.

Chapter 2: Literature Review

The current operational crises of three small-sized prisoner-release intervention programs in Columbus, Ohio are evident in the decline of ex-offender retention and completion. Even though prison release rates continue to increase (Harding, et al., 2014) current efforts to provide after-prison services for the overcrowded prison systems are limited in number (Nicosia, et al., 2013). The transmittable diseases, crime, drug addictions, health care needs, violence, and unemployment of prisoners have become risk factors in the United States (Nicosia et al., 2013). In this exploratory multiple case study, I explored the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs in Columbus, Ohio. Researchers concluded that the use of restorative methods and skill training work effectively, but it is unclear if these techniques are used in all prisoner-release intervention programs (MacKenzie & Farrington, 2015).

I collected data from the industry stakeholders regarding their understanding concerning the decline of paroled offenders and ex-offenders' completion and retention in the small-sized prisoner-intervention programs. Prisoner incarceration in Ohio reflects an over-crowding capacity of 38,600 with 50,000 inmates (Ohio Justice and Policy Center, 2016). In this chapter, I discuss literature search strategies, gaps in the literature, and the conceptual framework, other researchers' perspectives, prisoner-release intervention case studies, and work cultures.

Literature Search Strategy

I gathered materials for the literature review using databases that I accessed from the Walden University Library and other local libraries. Specifically, I used keyword searches in these databases to gather scholarly journals, books, and government publications relevant to this study (see Table 1).

Table 1

Literature Search Strategy

Type of Literature Searched				
Scholarly Journals	Books	Databases	Key Words	Government Websites
Management Organizational Change Business Models Ethics Intervention Programs Leadership Theories Socio-intelligence Innovation Prison - Intervention Ex-offenders Paroled Offenders	Management Organizational Behavior Business Leadership Accounting Principles For-profit & Non- profits Social Sciences Research Design	ABI/INFORM Complete Business Source Complete EBSCO Host Emerald Management ERIC Resources Information Center	Management Organizational Change Sustainability Organizational Behavior Business Models Ethics Intervention Programs Leadership Theories Leadership Styles Prison Release Ex-offenders Recidivism	Federal State

Note. The literature is a compilation of scholarly journals, textbooks, and websites.

Conceptual Framework

Concepts developed from a theory corresponding to the literature concerning a problematic issue for an outcome is known as a conceptual framework in qualitative research (Imenda, 2014). The purpose of using a conceptual framework in qualitative research is to provide a theory that will generate related concepts ascertained from the

literature research with identified gaps to address the research questions (Helitzer, et al., 2014). Conceptual frameworks have been used in qualitative and quantitative research to engender strategic planning approaches for a multiplicity of programs; for example, intervention, prevention, and system processes (Helitzer et al., 2014). The focus of this exploratory multiple case study is to introduce a theory for the conceptual framework and concepts from the literature research to encapsulate the research question, interview questions and other components later addressed.

Hirschi's social control theory (as cited by Alston et al., 1995) will be used for the conceptual framework to guide this topic of study and identify the reasons and after-effect conditions of paroled offenders and ex-offenders' readjustments to society. The theory entails four components: attachment, commitment, involvement, and belief. Criminal activity most likely occurs when individuals are detached from family, friends, community support, or group involvement. Hirschi (as cited by Alston et al., 1995) affirmed that individual choices made is what determines their destinies when bonded relationships are negatively affected or detached. The social control theory used as the conceptual framework for this study connects to the problem statement, the purpose of the study, research question, and interview questions to explore and understand the decline of paroled offenders and ex-offenders' retention and completion in the small prisoner-release intervention programs. I collected data from the interviewees that contributed to the common understanding (Hyett, et al., 2014) of the findings to enable ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs. The conceptual framework aligns to the gap in

literature research that may illustrate how the small-sized prisoner-release intervention programs currently have declining program rates of paroled offenders and ex-offenders considering the current increased prison release of paroled offenders and ex-offenders.

Gaim and Wåhlin (2016) evaluated organizational inconsistencies that caused contradictions within an organization setting using a conceptual framework known as designed thinking. The integration of their qualitative research identified recommended coping mechanisms that staff may consider in tense situations when inconsistencies occurred to perform at high or quality levels. The concept of Gaim and Wåhlin's (2016) designed thinking framed a map to various concepts that conjoined to the literature research concerning the inconsistent organizational problems. The conceptual framework of Hirschi's social control theory contributes to this topic of study's research question and interview questions to potentially enable the exploration of the integrated concepts addressed in the literature research. What continues to occur is a key element for this topic of study for gathering additional research using Hirschi's social control theory as a guide for the conceptual framework.

Literature Review

Prisoner-Release Intervention Programs

Prisoner-release intervention program managers continue to experience challenges administering programs inside and outside the prisons, particularly in light of the growing trend of prison release (Jonson & Cullen, 2015). Although prisoner-release intervention and social programs focus on reentry, recidivism rates remain higher during the first 12 months after release. Prisoner-release intervention programs support paroled

offenders and ex-offenders by helping to reduce recidivism and to provide a means for successful social reentry (Harding, et al., 2014). Prisoner-release intervention programs must address many factors, considering the complex vulnerabilities ex-offenders encounter. Nicosia, et al. (2013) asserted that prisoner-release intervention program managers experience several challenges when working with released prisoners, and funded intervention programs continuously lose ex-offender participation and completion. Harding, et al. (2014) purported that the current prisoner-release intervention programs are not prepared to handle the expected increased release of ex-offenders that may eventually lead to crime, violence, drugs, diseases, illnesses, and unemployment. Harding et al. concluded that the ex-offender population continues to experience financial hardships.

DeMatteo et al. (2013) affirmed that the complexities of violence, social risks, and laws concerning the release of severely mentally ill paroled offenders and ex-offenders represent a higher alarm for intervention strategies. These intricate concerns necessitate an expeditious strategy to devise a public social change agenda for released prisoners. Menton and Zhen (2015) asserted that the statistical imprisonment rate differed among Caucasians, African Americans, and Hispanics. The Caucasian population rate represented 47% of offenders, American Americans were 35%, and the Hispanic population 15% (Menton & Zhen, 2015).

Passports, a brokerage intervention project for ex-offenders shortly before and after prison release, reduced the recidivism and crime rates; it provided the necessary services that ex-offenders would need after prison (Kinner et al., 2013). The ex-offenders

used their passports based on their personal profiles; the passport services included health care, rehabilitation, food, clothing, the use of cell phones, housing, and more (Kinner et al., 2013).

The results of Kinner et al.'s (2013) study showed the difficulty of contacting the participants during the first 3 or more weeks after prison release, as some had either sold or bartered their personal items, or refused to be contacted; therefore, the it was a challenge to collect the necessary data to determine the effects of this type of prisoner-release intervention program (Kinner et al., 2013). Sarteschi (2013) asserted that in 2011, a U.S. court decision authorized the release of 33,000 inmates from California prisons due to overcrowding by a 200% capacity. The high rate of prisoner release triggered economic hardship in the health care system, resulting in denial of health care and mental health treatment for those who had been releases, although U. S. government laws require health care for released inmates (Sarteschi, 2013).

According to Sarteschi (2013), prisoner-release intervention programs may need to reconsider the social conditions by assessing their program abilities, functionality, performance standards, and funding needs to handle the increasing numbers of release inmates. DeMatteo, et al. (2013) affirmed that the time factor of prison life induces not only sluggardly or lackadaisical behavior, but also mental distress in prisoners. Harding et al. (2014) concluded that inmates internalize the incarceration experience, developing a conditional mindset. Sarteschi (2013) reported that inmates will most likely experience post-traumatic stress disorder, a psychological disorder. Prisoner-release intervention program managers evaluating the needs of ex-offenders may need to develop updated

business model designs to address all issues associated with ex-offenders.

Nicosia et al. (2013) asserted that some of the ethnic groups did not receive the proper drug treatment support during incarceration, which is one of the commonly known psychological concerns of inmates prior to release (Nicosia et al., 2013). Criminal records of drug users and sellers stored in California's penal system are used to determine whether inmates are good candidates for the state's drug rehabilitation and discharge program (Nicosia et al., 2013). Nicosia et al. (2013) found that there were 170,000 prison data files related to drug apprehensions in California from 1995 to 2005. Findings from random samples showed an imbalanced number of blacks and Hispanics ruled out as not being eligible for inclusion on the drug treatment and discharge list (Nicosia et al., 2013). The data collected in this topic of study may support the prisoner-release intervention program managers to understand what ex-offenders have experienced while in prison.

Prison reform has become a public awareness topic; practical intervention programs need quality performance standards to combat the growing prison release crisis (Nicosia et al., 2013). Lacity et al. (2014) affirmed that having programs to improve the current system is needed for an effective prison release. Nally et al. (2014) reviewed Indiana and the federal government databases for information on prisoners before and after the 2007 recession. The data on crime activity type before release and re-offense showed a recidivism rate increase (Nally et al., 2014). The 6,561 prisoner releases from 2005 to 2009, reflected that violent criminals were 37% and the non-violent ones were 38% (Nally, et al., 2014). The small-sized prisoner-release intervention programs continue to experience challenges with program retention and completion; therefore,

some of the intervention programs that facilitated prisoner reentry did not have adequate funding, were understaffed, and had inexperienced personnel with not enough sources that provided information pertaining to recidivism (Lacity, et al., 2014).

Cost of Recidivism

A study from United Kingdom's penal system on recidivism reflected risk-taking choice comparisons of offenders (Rolison, et al., 2013). Rhodan (2015) asserted that the initiative to improve prison overcrowding and sentencing guidelines may solve some problems but recidivism is still an issue. Matching the crime to the length of the punishment may solve one problem but it supported an existing problem in that released inmates must find survival programs to avoid recidivism (Rhodan, 2015). The cumulative prospect theory (CPT) identifies several factors that act to increase recidivism rates (Rolison et al., 2013). The government has enormous financial problems with escalating costs of recidivism including an annual cost in crime of one trillion dollars (Rolison et al., 2013). Recidivism creates a financial burden on government resources (Rolison et al., 2013). Ex-offenders have high-risk crime ratings that cause the recidivism rates to excel and add to the costs of their first-time incarceration (Mears & Mestre, 2012). The criminal mind requires ongoing assessments to better understand the prison populace before reentry for determining the type of intervention need (Rolison, et al., 2013).

Drug Addiction

Released inmates were interviewed in a study that examined drug abuse two months after prison release. Returning to the same environments caused a drawback effect leading to drug abuse overdose (Harding et al., 2014). Inmates are drawn to what is

familiar before incarceration (Harding et al, 2014). Former President Obama supported and pushed an executive order to release prisoners that had long-term sentences as well as an agenda to improve the criminal justice system addressing prison overcrowding (Rhodan, 2015).

Some inmates' primary goal after release may be to pursue ex-offender intervention program services just to avoid returning to prison (Nally et al., 2014). Some advocates may have doubts that the well-established prisoner-release intervention programs are able improve paroled offenders and ex-offenders with drug addictions, mental illness, and their former criminal lifestyles (Harding et al., 2014). Addictions of various drugs presented challenges without immediate resuscitation; therefore, this caused an increased in overdose drug deaths in a year (Strang et al., 2013). A pilot study had been altered pertaining to the use of the Naloxone (N-ALIVE) emergency kits reflecting that 10% of 56,000 reentry offenders used the kits on others instead of themselves causing the study to be temporarily cancelled (Strang et al., 2013). Circumstances of other concerns pertaining to reentry offenders entailed health issues, unemployment, and the cost of recidivism, (Harding et al., 2014). Thus, the prison populace consists of all age groups needing a relief from prison reentry (Harding et al., 2014).

The Rates of the Younger Inmate Fatality Rates

The youth offenders pose another problem that reflects a dimensional variation to the social problematic issues. Released inmate failure occurs and political advocates must exhibit a demand on this populace based on the risks and hardships, considering the

timing of drug relapse and their struggles (Harding, Wyse et al., 2014). Dooren et al. (2013) affirmed that the death rate of youth prisoners (under 25 years) is greater than the death rate of the same age group never incarcerated. The youth offender death rates showed an increase in comparison to middle-aged to older adults (Dooren et al., 2013). The prison environment adversely affects youth offenders psychologically (Dooren et al., 2013). The intervention programs must seek to ameliorate negative influences (Dooren et al., 2013). The young inmate population requires government intervention both during and after prison life; and the existing programs lack in sustainability based on unreliable intervention strategies and funding (Harding et al., 2014). The social change initiatives for prisoner-release intervention programs may offset the high recidivism rates. Recidivism rates reflect a need for improved intervention services.

Released Inmates' Threat to Society

Wood et al. (2014) asserted that ex-offender intervention program managers should have knowledge of the prison life culture to enhance prisoner-release intervention before release. Encounters of violence that occur during incarceration. However, some prison inmates experienced hostility, fighting, punishment, as well as gang-related altercations (Wood et al., 2014). Prison time influences inmate psychic conditioning (Wood et al., 2014). Ex-offenders need psychological treatment before and after release (Dooren et al., 2013); and this has become another challenge for the small-sized prisoner-release intervention programs.

One hundred and eighty-eight youth inmates under 18 years of age underwent various psychological assessments on attitude, moral principles, and societal

disconnection (Wood et al., 2014). Interested community business managers desiring to start a prisoner-release intervention program must consider the necessary aspects for this type of non-profit entity. Kouyoumdjian et al. (2015) asserted that constant paroled offender and ex-offender health care after prison requires a network connection link to doctors. According to DeMatteo et al. (2013), health care issues include commonly known diseases such as HIV, AIDS, drug addictions, mental illness, and other health conditions. Williams et al. (2012) affirmed that community networking facilitates the ever-increasing health care needs of paroled offenders and ex-offenders.

Twenty-nine specialists from numerous professional careers namely health care workers, prisoner activists, college instructors, legal professionals, and doctors collaborated on the medical needs of late-aged prisoners (Williams et al., 2012). The exchange of their tacit knowledge helped to develop a prison medical program of reformed plans that changed directives and financial support (Williams et al., 2012). The directives entailed: age requirements, training protocols, health screenings, women services, age release and reentry factors, develop meticulous medical release procedures, and the administration of various medications (Williams et al., 2012). Harding et al. (2014) asserted that when former inmates return to familiar drug environments, the experience triggers a relapse that leads to drug abuse. The analysis of this study illustrated the need to have effective prisoner-release intervention programs.

The small-sized prisoner-release intervention programs in Columbus, Ohio continue to experience a decline in retention and completion. Harding et al. (2014) asserted that as the increased release of prisoners continues to have limited number of

prisoner-release intervention programs, most will lack sufficient completion and funding. Prisoner-release intervention program managers administering specialized nonprofit services experience numerous problems (Rapp & Poertner, 2007). Stakeholders and the public scrutinized the service performance of nonprofit community organizations (Rapp & Poertner, 2007). I will explore the many organizational crises in this study that affects the prisoner-release intervention programs.

Effective Leadership

Managers experiencing crises will consider the type of crisis from every aspect of the organization's operation including the leadership style regardless if the entity is a for-profit or non-profit. Determining the appropriate need of leadership during the small-sized prisoner-release intervention programs' crises is a social issue of concern. Vito et al. (2014) asserted that the transformational leadership could influence employee worth, and the performance of service provided. Every leadership style used by organizational administrators will lead to some type of outcome; it is just a matter of knowing which one will match the appropriate crises.

Yukl (2014) asserted that good leadership promotes a wholesome work culture, motivating employees to excel personally and professionally as well as staying committed to the organization's mission and vision. The goal of the prisoner-release intervention program managers is to determine the appropriate leadership style for their situational needs. The transformational leadership style is used to enhance employee confidence, skill ability to enable innovative thinkers, visualize their progression that contributes to improve the entities outcome (Grant, 2012).

Positive leadership and effective management demonstrated throughout the life of the organization represent the core values upon which a functional entity exists. The positive management influence of the prisoner-release intervention program managers establishes viability and employee commitment. The strength of Ghillyer's (2012) study is that it notes the effectiveness and balance of quality leadership within the organization that creates an outcome of employee service commitment to its delivery and performance. All staff working for the small-sized prisoner-release intervention programs require specialized leadership skill training to promote a positive outlook especially working around paroled offenders and ex-offenders. According to McCleskey (2014) the situational leadership style of management determines the program performance and results. Therefore, without an effective leadership style, employees will not be able to know how to engage with paroled offenders and ex-offenders. Knowing how to apply the correct leadership style is contingent upon the nature of the specific organizational crisis that will achieve the required outcome for the prisoner-release intervention programs. The outcome established a strategy that supported the retention and completion for the paroled offenders and ex-offenders.

Louden and Skeem (2013) asserted that ongoing research continues to develop in the criminal justice academia, linking to the prisoner-release intervention programs that administer at-risk ex-offenders lacking program completion. The mentally ill paroled offenders and ex-offenders need customized prisoner-release intervention services rather than standardized processes to support their transition to society (Harding et al., 2014). Data collected from the prison institutions may be useful information for the prisoner-

release intervention program managers as an initial start-up profile before their reentry progress starts (Nicosia et al., 2013). Based on Dooren et al. (2013) assertion, the intervention program managers may want to reach out to the government sources to consider the release of prisoner profiles for the intervention programs, prior to their release.

The transactional leadership style used by managers requires strategic planning to ascertain funding, continuous growth, and sustainable outcomes to deal with transitions from socioeconomic spheres (You-De et al., 2013). Abbate (2013) asserted that transactional leaders are negotiators. The prisoner-release intervention program managers should consider identifying the proper leadership style for their type of organizational structure for whatever crisis that experience. Gitman and Zutter (2012) affirmed that organizational survival depends on financial performance, effective decision-making, and planning. The prisoner-release intervention program managers unknowingly may not be aware of exercising the appropriate leadership styles, but it is important for managers to establish a strategic plan for immediate survival. Management teams using the transactional leadership style approach are primarily concerned with the daily operations (You-De et al., 2013). Understanding the organizational performance of the prisoner-release intervention programs is a major factor that will allow for utilizing resources without incurring an excessive financial loss.

Some small-sized prisoner-release intervention program managers may consider the current leadership styles within the context of their operation to determine if one or more styles are appropriately applied for their survival. Thompson et al. (2007) asserted

that evaluating an organizational crisis requires management action. I concur that if some small-sized prisoner-release intervention program managers experience a crisis appropriate steps need to be taken to improve the infrastructural service performance. One important forecast indicator identified by Harding et al. (2014) is the decline of ex-offender participation and program completion. Assessing the shared crises of three small-sized prisoner-release intervention programs examined in this study provided an understanding and supporting knowledge for other types of prisoner-release intervention programs.

Van et al. (2013) assessed the history of organizations, management, and workers to today's business standards of performances. Van Eynde et al. (2013). identified how negative emotions from various managerial staffing levels affects the work environment. Paroled offenders and ex-offenders will most likely carry a lot of emotional baggage based on their past encounters. The small-sized prisoner-intervention programs have the type of service that requires emotionally developed skills to work with paroled offenders and ex-offenders. Effelsberg et al. (2013) asserted that managers that have a positive outlook and willingness to effectively communication with staff, develops a working relationship of commitment, trust, and collaboration. Mathieu et al. (2014) evaluated management personalities and examined worker performance and job gratification to explain the effects of management abuse that results into employee dissatisfaction and an unacceptable performance of their duties. Peng et al. (2014) asserted how employee self-evaluations influence job burnout. If some prisoner-release intervention program

managers operate under the influence of emotional authority or rigid systems, management's organizational performance may experience negative results.

Management and Leadership Commitment

Carmeli et al. (2013) asserted that building a robust cohesive management crew is crucial since it demonstrates every aspect of worker commitment to leadership, and to the organization. Thompson et al. (2014) affirmed that managing the business operations, its employees, and customers or clients requires commitment. Rapp and Poertner (2007) discussed the type of leadership, service commitment, and trust required to build productive client-worker relationships. Operating prisoner-release intervention programs require a specialized management skill for choosing a leadership style that influences paroled and ex-offenders, worker performance, and commitment.

Antonacopoulo and Sheaffer (2013) asserted the importance for managers to evaluate the reasons for organizational decline or failure. The importance for the parole offenders and ex-offenders' retention and completion in the small-size prisoner-intervention programs is to improve their lives including the social and economic conditions, as this is a positive social change difference. Clayes and Cauberghe (2014) affirmed that management responsibility entails the detection of warning signs that demonstrate a weakness that might lead to failure. The prison population presents a unique set of operational dynamics when considering social outreach. According to Keskes (2014), whatever organizational managers consider, the appropriate leadership style should support the current business model design; it does not matter the type of industry served, fundamentally effective leadership and procedures should always apply

(Keskes, 2014). This type of at-risk populace necessitates a supporting network to avoid a humanitarian crisis. If the appropriate leadership within the entity does not have a presence, the small-sized prisoner-release intervention programs may collapse for not having well planned strategies.

Rolison et al. (2013) asserted that in the past, prisoner releases required careful inmate evaluation as the greater risk of societal threat; therefore, immediate and rigid intervention programs took effect. Some prisoner-release intervention program managers may not be aware of the traumatic experiences that some inmates might have encountered during prison, particularly with prolonged psychological emotions (Nally et al., 2014). Ex-offenders will most likely experience episodes of deep-rooted anger, lacking emotional coping skills, and other functional characteristics (Nally et al., 2014). Empathy, among other needed interpersonal skills is a significant component for having a positive attitude of engagement toward paroled offenders and ex-offenders. Hirschi's social control theory of bonding (as cited by Alston et al., 1995) is an example of needed worker interpersonal skills when bonding occurs within the community, it will most likely change the recourse for paroled offenders and ex-offenders to return to criminal activity. The importance for understanding the crises challenges the three small-sized prisoner-release intervention programs experience is to implement a strategy that will determine successful program social re-entry results.

Leadership Aspects in the Organization

Vito et al. (2014) asserted that upper management employed the transactional and transformational leadership designs to test their mid-level managers to observe the

efficacy of each. Vito et al. (2014) examined three computational leadership challenge models and used a survey on five staff to assess their management and leadership. The transformation leadership style tested as the more effective model for organizational problem-solving techniques (Vito et al., 2014). Vito et al. (2014) discovered a way to solve work problems without the assessment of other leadership styles. Northouse (2013) affirmed that management at times may employ leadership stylishness that might work best within the context of need; with some appropriate leadership tools, this may provide an avenue for additional research on how organizations may determine their leadership styles.

According to Northouse (2013), certain leadership styles may not be applicable to the entire entity. Yukl (2012) asserted that this type of leadership has the ability to establish strong business fundamentals and promote business performance. George and Jones (2012) affirmed that management is responsible for establishing the work behavioral requirements. Wong Homborstad et al. (2014) concluded that management should consider giving second chances to employees for promotions that will enable job advancements to avoid stagnation. The social control theory addressed in this study presents an opportunity to gain a perspective and understanding concerning the small-sized prisoner-release intervention programs. Some leadership styles identified for this topic of study may interject awareness to understand how managers might consider the right leadership style for the small-sized prisoner-release intervention programs.

Leadership Vision

Leadership involves having knowledge of the business infrastructure to motivate and empower employees (Yukl, 2012). Serving paroled offenders and ex-offenders requires a strong leadership presence with a passion. It takes leadership to support the vision that encapsulates the primary reason for the image of the business operating in the flow of the practical business attributes (Rapp & Poertner, 2007). What business means for the prisoner-release intervention programs is practical *community* service qualities. Managers frequently evaluate their business operations to look for ways to become innovative instead of becoming idle (George & Jones, 2012).

Change within the Organization

Organizational managers know what it takes to remain viable for change to occur; and observing the change needs may present challenges (Mader et al., 2013). Matos and Esposito (2014) asserted that administrators as leaders encounter problems when implementing change only to experience communication barriers, opposition, or inadequate skills. The U.S. prisoner-release intervention programs already have limited programs, considering how the increased release of prisoners continues (Nicosia et al., 2013); what must occur is for the prisoner-release intervention programs to identify some immediate resolutions.

Battilana and Casciaro (2012) assessed 68 specific change initiatives in their research; some managers forced and challenged their initiatives to the change processes during execution. Other managers dismissed their staff from participating (Battilana & Casciaro, 2012). Their study may contribute to ongoing research to demonstrate the

aspects of politics of management or staff resistance that might have an influence on staff during the change. Resisting change occurring within the administration requires managers operating the ex-offender intervention programs to implement change by identifying and evaluating potential disruptions.

Thompson et al. (2014) asserted that the key to management's drive for igniting change is to assess what justifies the strategy to the development for successful results. Simoes and Esposito (2014) affirmed that management's power to change organizational dysfunctions has everything to do with survival; and management has the authority to evaluate what factors implicate change. Thompson et al. (2014) purported that the change effect pushes the organization into a means to survive enabling the processes to formulate in other directions. Management may stay behind or conditioned to the unknown risks to change, and this is the determining factor for executives to improve or redesign their business models (Bucherer et al., 2012; Thompson et al., 2014). Several consideration administrators may want to consider is to carry out change initiatives; for example, employee inclusion, motivational tools, and support of their staff enhances job fulfilment (Simoes, & Esposito, 2014). Pfeffer (2013) asserted that both inclusion with motivation reflects to support job satisfaction, the outcome validates increased profitability, expansion, and growth. Management have learned experiences to turn lessons into improved performance whether it may be instantaneous adjustments without affecting the primary change strategy (Thompson et al., 2014).

Executing the change strategies could result into more adjustments to support planning for the prisoner-release intervention program managers. Heckmann et al. (2015)

affirmed that change works if applied correctly to the situation. Van Der Voet (2013) affirmed that managers considered the timeframe, potential interruptions, and the preparation factors while enabling the planned outcomes, ongoing engagement, and creativity to take the course of time. Van Der Voet (2013) asserted that administered change required planning steps that involves the unexpected. Van Der Voet (2013) asserted that management may want to consider time to modify the operations during the design of their change strategies; distractions also may occur in the process that causes uncontrollable commotions. The small-sized prisoner-release intervention program managers' experience challenges for not having adequate funding to support their mission.

Management decision-making requires careful thought and planning for non-profit organizations. Grant (2013) purported that non-profit organizational managers need a type of strategic development analysis to ascertain key strategies to reach attainable goals. Guerrero and Kim (2013) valued the importance for contributing to the community as another strategy, fulfilling a purpose or service. Katz & Green (2014) affirmed that insightful knowledge management when running a business operation justifies the need to consider purpose although the focus is the business venture and profitability. Aside from profit, taking a step into becoming more creative and innovative has a place to any business ventures (Katz & Green, 2014).

Bergelson (2014) inferred that the significance of innovation keeps organizations from becoming stagnated during the rapid changing times of technological advancements and economic uncertainties. Rapp and Poertner (2007) concluded that the relevance of

entity operations, service oriented or not, it starts with the market conditions, having social knowledge to move with passion to identify the immediate needs and trends. Even though prisoner-release intervention program managers may employ some business concepts, it takes passion with knowledge to assess the social conditions to establish strategic goals.

Administering duties of the small-sized prisoner-release intervention program may begin an executed strategy (Thompson et al., 2014) based on the type of non-profit infrastructure. Analyzing aspects of strategies on operational levels creates valued image to the organization that infuses performance outcomes (Kerin et al., 2011). Hon et al. (2014) concluded that organizational administrators' primary focus is to satisfy and better serve as a unified structure. The contribution to this topic of study requires additional research knowledge to assist the prisoner-release intervention managers to develop social market profiles to facilitate creative strategies. Although marketing or social plans may vary according to the industry or service served, some ex-offender intervention programs have a social market service with a vision and mission.

Senge et al. (2010) asserted that managers need to exemplify fundamental business practices. Stacey (2011) concluded that motivational techniques developed by management enhances the propensity to execute change. However, Senge et al. (2010) summarized situations distinguish 'systems thinking' concerning challenges that surfaces in the organization. Systems thinking and sustainable solutions coming from business specialists ensure direction and consistent growth; this gives management awareness and direction to solve problems efficiently (Senge et al., 2010). Proficient management

planning enables the use of systems thinking to add value and buoyance to the organization bringing the vision of purpose (Senge et al., 2010).

Promoting opportunities of new ideas instead of looking for what is wrong to problem solving becomes advantageous to the organization (Senge et al., 2010). Stacey (2011) asserted that the systems thinking principle pertains to the needs of the business to substantiate the process flows and enhance improvements through training and development. Smith (2013) asserted that education is an important element to enhance employee skill development. Epstein and Buhovac (2014) affirmed the need for organizations to implement managed measurable business practices during economic uncertainty to employ sustainability on a broader scale. The criteria for understanding the past performance of an organization, enables administrators to look beyond the 'symptoms approach' of how systems thinking enhances the operation eliminating any stagnation (Senge et al., 2010). Management has a committed purpose with a mission to reposition itself with proactive efforts to acknowledge former procedures to progress forward.

The history of business now has an influence on modern establishments. Slavin (2014) purported that during the former economic times of industrial growth affected and increase the unemployment rates majorly affecting the future. Slavin (2014) evaluated the historical events that affected the economy changing the way organizations did business. The onset of the great recession in 2007 reflected how economic scarcity affected the poverty conditions (Slavin, 2014). Lacity et al. (2014) argued that the economically disadvantaged populations include the released prisoner population. Slavin (2014)

affirmed that government authorities and constituents alike continued to struggle causing various issues in economic growth and prosperity.

Cho et al. (2013) concluded that organizational failure or decline is a concern of negligence for having social responsibility. Every business entity whether non-profit or for-profit has a social responsibility in that managers should exhibit a conscience for operating the organization, taking into consideration the decisions and actions influence employees, communities, and society (Thompson et al., 2014). Hossaina et al. (2012) affirmed that socially irresponsible businesses may cause a decrease in the business process flow. The economy is affected when organizations undergoes a lack in business performance, knowledge, and operation. Calabrese et al. (2013) affirmed that opportunities exist for managers to practice social responsibility with the rewards for gaining a marketing presence. The existence of the prisoner-release intervention programs provided avenues to improve families, communities, and society. Choi and La (2013) and Starik and Kanashiro (2013) affirmed that it is all about service performance and trust. According to Ulrich et al. (2014) opportunities for social responsibility entail networking prospects including sponsorships.

Griffin and Prakash (2014) affirmed that organizations have a duty to take on the role of social responsibility, accountability, and to become proactive by staying abreast to the ever-changing times regardless of their representing industry. Ghobadian et al. (2015) and Bolton and Mattila (2014) asserted that managers employing corporate social responsibility demonstrate accountability in that it becomes ongoing to preserve the industry served. Gupta and Kumar (2013) affirmed that sustainability and corporate

social responsibility goes hand in hand to measure progress. Baldarelli and Gigli (2014) and Valentinov (2013) asserted that management efforts stimulate other areas of social responsibility. As for the prisoner-release intervention programs, a potential social responsibility might be to identify strategies to improve social readiness for prisoners to avoid recidivism. Bansal and Desjardine (2014), Fleming et al. (2013) affirmed that corporate social responsibility is necessary. Taking on the task to administer prisoner-release intervention programs is a public-spirited service of social responsibility for the communities that will potentially benefit.

For-profits and non-profits infrastructural differences

According to Yukl (2012), what is applicable for the for-profit organizations also applies to the non-profits' management and leadership styles. George and Jones (2012) asserted that management's efficient leadership and transparency style cultivates employee understanding concerning the vision, mission, and performance of the organization. Keskes (2013) asserted that the concepts of leadership knowledge and visionary thinking work within the policies of a business regardless of the organizational culture or product affirmed. Northouse (2013) asserted that the relevance of having the right leadership perspective within any organization equates to the fundamental exercising principles of management influence on the organizational culture. For-profits and non-profits need managers to exemplify the principles of business management leadership and intelligence while demonstrating transparency, building trust, knowledge sharing, and developing a cohesive business culture of diversified visionaries.

Ghillyer (2012) asserted that diversity within the organization covers an important part of its operational performance. George and Jones (2012) affirmed that although cultural differences happen with differing leadership roles and worker groups, visionary strategies remain obtainable but the emotional realism ensues. According to Griffin (2013), a responsible managing leader recognizes employee emotional reactions and strategically defuses any issues that may negatively affect the organization and work performance. Community service work requires close contact with the ex-offenders at the prisoner-release intervention programs. According to Rapp and Poertner (2007), the frontline workers assisting clientele often experience emotional or at times, physical issues. The constant close encounters affected client-worker relationships, and if left unchecked, often staff may experience stress and problems (Rapp & Poertner, 2007). The key factor is to provide managers with the necessary skill sets to transform the organizational culture that is experiencing relationship differences that may affect the infrastructural operational strategies.

The use of the leadership-member exchange theory enabled administrators to explore the types of preferential treatment in the relationships between employee groups to management (Le Blanc & Gonzalez-Roma, 2012). The effective tool used in business measured how low-quality management engagement with staff implicated low-quality worker performance, giving less commitment to the organization resulting in job dissatisfaction (Le Blanc & Gonzalez-Roma, 2012). George and Jones (2012) affirmed the same concept but extended the research discussion to include the continuous downside of worker dissatisfaction such as harm to the organizational property,

resources, procedures, theft, and sabotage. The use of social awareness encompasses the managements' talent making employees aware of the feelings and views of clients and other workers. Ultimately, social awareness used establishes a team spirit, inclusiveness.

Infrastructural Operational Strategies

The increase of inmate release requires careful preparation of an operational program design. Harding et al. (2014) asserted how non-profits plan to adapt to the emerging and changing times of increased prison release and associated costs. The small-sized prisoner-release intervention programs in Columbus, Ohio experience a lack of funding that affects their service performance. Some small-sized prisoner–release intervention programs did not qualify to receive grants, as their program evaluation criterion was not acceptable for receiving Ohio grant program funding (ORDC, 2015).

According to Yukl (2012), leadership has no limited boundaries even with the complexities for overseeing the various aspects of the organization. Drescher et al. (2014) affirmed that management sharing the role of leadership has the potentiality to build trust and respect that entrenches throughout the organization. Yang (2012) asserted that management's ethical practices necessitate integrity throughout the organization that creates worker job satisfaction. Anitha (2014) affirmed that management should include in their operational strategies an open door for employee engagement to improve employee performance and morale.

Organizational managers have the aptitude for administering techniques to reach the desired quality skilled worker performances and committed levels (McCleskey, 2014). The operational phases of infrastructural strategies require ongoing evaluations

addressing what works for service procedures or meaningful outcomes (Aziz et al., 2014). Prisoner-release intervention program managers specializing in a service delivery for societal readiness should evaluate the complications and consequences for not meeting the internal or external social conditions. If the assessment does not occur and the unobserved complications and consequences occur, this may place the organization at a disadvantage and target for vulnerability. Regardless, the operational aspects of the organization consist of quality and professional standards of employee relationship performance that accentuates social responsibility with ethical practices at work (You-De et al., 2013).

Organizational Ethical Principles at Work

No doubt, ethical practices applied to an organization enhance the image of the company. Ethical practices are a part of every organization, including the small-sized prisoner-release intervention programs; and this establishes the core of their image and makeup to society. Griffin (2014) asserted that employees have a choice to perform ethically or unethically that stems from either their work culture or to other environments. Schminke et al. (2014) evaluated unethical worker behaviors in the workplace to interpret the aspects of unethical practices from the perspectives of employees. Schminke et al. (2014) choose the quantitative research method with the quasi-experimental test to determine how unethical practices affect the organization's image. The implications of the study reflected a disruption in business, financial loss, and a lack of employee respect toward management and commitment to the entity. Although the study did not provide in-depth information relating to specific ethical conduct, its strength and contribution to

the study advances the research for understanding the ramifications to the organization if unethical behavioral occurs within the small-sized prisoner-release intervention programs. Taylor and Pattie (2014) affirmed that the ethical aspects of a work culture have a significant effect on employee behavior, the morale, and worker attitudes. Assessing the types of unethical organizational practices helps to establish policies and procedures for the prisoner-release intervention programs.

Ethics amalgamated with business practices, service delivery, and performance defines the decorum of the organizational culture (Abrhiem, 2012). According to Northouse (2013), the theory of ethics serves a key purpose for the organization's image and reputation. Bello (2012) asserted that a system of ethical guidelines directs the management teams' decision-making process from every aspect and the resources. Employees and clients alike can observe individual progress including the implications of progressive performance measurements to guide the leadership style contributing to the success of the organization (Grant, 2012). The leadership strategies administered by management creates an organizational culture that embraces employee development, while building worker confidence to support the mission and vision of the organization, affirmed Yukl (2012). Applying ethical practices and leadership principles heightens and builds worker performance in ways that sustain the organization to promote quality organizational performance and worker behavior standards.

Janssens et al.'s (2014) study consisted of a mixed method research design called *Moral Case Deliberation* (MCD) to evaluate the moral standard ethnic for the caregivers' approach for the elderly. Janssens et al.'s (2014) scores from items using the five-point

Likert scale and descriptive analysis reflected 61 meetings at 16 facilities, and the ratings of care results demonstrated a respectable report. However, the instrumentation approach considered for future studies requires modifications to fit each organizational dynamic and need to relate to the service performance. The prisoner-release intervention program managers could develop supportive systems engaging staff to improve and diffuse organizational crises from a personal and professional perspective.

Organizational Behavior and Worker Performance

Prisoner-release intervention programs managers choosing to implement appropriate and meaningful organizational updates including skill enhancement must conceptualize the initial impact at the point of change. George and Jones (2012) asserted that organizational procedures, policies, employee engagement, and staff training necessitate the ingredients for building a cohesive organizational culture. Nielsen (2013) asserted that the prisoner-release intervention program operations assessed, reflected the deficiencies in procedural practices to decipher what did not work to develop potential means for problem solving. Nielsen (2013) evaluated the health and well-being of employees and affirmed that one of the roles of management is to evaluate the current organizational business flow processes while understanding how to problem solve. According to Nicosia et al. (2013), management should have a sense of awareness and understanding regarding the course of action to take when exposed to ex-offender resistance. The function of the intervention program managers is to monitor and evaluate any potential ex-offender disruptions based on the policies that demonstrate deescalating disruption tactics.

As the initial point of change is in progress, the prisoner-release intervention program managers' role is to employ strategies to assess and allow engagement with staff to generate feedback and improvement. Organizational managers that choose team approach strategies generate innovation and skills that lead to better decision-making and successful outcomes (George & Jones, 2012). Society for Human Resource Management (2015) affirmed that proactive managers consider the importance of matching the specialized or certified job skills sets to meet the job satisfaction and duties.

Positive management and leadership style concepts demonstrated emerges into expected results that initiates and supports employee worth through improved policies, training, and development (Northouse, 2013). Ghillyer (2012) affirmed that the approach from manager's may vary in personality, discipline, or rigid structures having spoken or unspoken belief systems, even though personal intent agendas result into good, bad, or just different. How managers choose to function or flow within the scope of the organization's expected goals, objectives, or employee expectations, determines the outcome of efficient service delivery (Ghillyer, 2013). Management is the core authority of the prisoner-release intervention programs having the skill to demonstrate progressive measurements for ex-offender societal readiness.

Employee Loyalty

Janke et al. (2014) asserted that several functions of management include assessing the organizational resources, procedural operations, and specialized worker skill levels. Keskes (2014) evaluated employee loyalty to leadership, management, and to the organization; and the findings from the study demonstrated management-leadership

practice that influences employee engagement, job commitment, and satisfaction.

According to Carmeli et al. (2013), managers assess organizational problems involving the onset of circumstances that impede employee progress. Dinh et al. (2014) affirmed that employees demonstrating a lack of commitment to the leadership, reflects no commitment to the organization. Another of the prisoner-release intervention programs is to evaluate and oversee the maturity levels of growth of ex-offenders. Employees have expectations; the hired contract stages the engagement of what is required or expected on both sides, if clearly interpreted.

A Multifactor Leadership Questionnaire (MLQ) with 71 new hires assessed by Grant (2012) illustrated the dynamics of leadership strategies and the interventions to evaluate leadership performance. The findings from the study demonstrated the ability employees had to judge their progress and the results that guided the transformational leadership style (Grant, 2012). Grant (2012) specified additional avenues for further research on the development of training programs that will help individuals acquire leadership skills. Therefore, clear and open lines of communication between managers and staff helps to avoid misunderstandings.

According to Thompson et al. (2014), the operational and solidity of organizational survival have become topic of discussion for some scholars. Newman (2012) evaluated the need for leadership and change to reflect today's conditions of organizational development. Rapp and Poertner (2007) affirmed that organizational non-profit leaders must recognize the signs of successful operational performance to failure, and therefore must establish resources to support the long-term growth. According to

Rapp and Poertner (2007), organizational managers are longer able to afford allowing employee or client dysfunctions based on the associated costs for handling disciplines, lawsuits, and disabilities, considering the economic uncertainties that could stifle organizational growth.

Worker Performance and Stress Factors

Prisoner-release intervention service staff working with ex-offenders often experience stress. Spurgeon et al. (2012) asserted that aside from the stress factors of life, it is a part of every worker's place of employment; therefore, employees encounter challenges working with job-related stress factors. Mondy (2014) asserted that constant stress might lead to health problems. According to Rapp & Poertner (2007), if the differing encounters relate to employee or clientele stress increases either may withdraw or become isolated. Harris & Ogbonna (2012) affirmed that service workers are likely to perform at a low-performance level based depending on the type of job-related stress factors. Employee job stress is a financial hardship to organizations; and the quality of worker performance and morale decreases (Spurgeon et al., 2012). The U.S. has an estimated 15% of work-related ailments; 60% attributes to health-related absences; approximately two million people have health-related illnesses including mental disorders (Spurgeon et al., 2012). Reducing job-related stress is significant for organizational managers operating the prisoner-release intervention programs; this might be a key point to reduce any potential risks of disrupting the business process.

Abstein and Spieth (2014) asserted that problems with worker performance and personal their life issues may influence the quality of job performance. Rolison, et al.

(2013) inferred that former inmates participating in the prisoner-release intervention programs experience the ongoing challenges of coping with their past and prison life experience. Knowing which life experience dominates worker performance reflects management's knowledge of the influence of worker performance to client service (Abstein & Spieth, 2014). Abstein and Spieth (2014) conducted a human resource management and qualitative research case study to compare the meaning of employee performance to personal-life issues. Abstein and Spieth (2014) garnered data from the employee interviews; the findings from the study reflected the chances of having a negative encounter with ex-offenders might exist if workers bring their personal-life problems of stress to work. The focus of this study is to explore the decline of paroled offender and ex-offenders' retention and completion within the small-sized prisoner-release intervention programs. Every aspect of the organization reflects the quality of performance and output.

Job-related stress factors extend from more than one source, the prison-release intervention program workers encounter a unique type of stress working with the ex-offenders. However, ex-offenders experience stress from their life choices and outcomes that causes drug relapses and withdraws (Fox et al., 2015). George and Jones (2012) asserted how the conditions underlining the organizational leadership capability for motivating staff to unify for the common goal reflects a cohesive management team. Spurgeon et al. (2012) evaluated the sources of employee stress alluding to the types of management styles, work duties, and the work environment. Developing techniques to combat work stress facilitates the need for coping behavior strategies with the help of

staff training (Spurgeon et al., 2012). The same need exists to develop strategies assisting ex-offenders with coping skills. If organizational stress factors of employees escalate without the proper skill training or programs in place, organizations will experience deterioration in image, growth, and profits (George & Jones, 2012). Personal coping behaviors fall within the employee's responsibility (Emre & Elci, 2015), as the larger prisoner-release intervention programs have procedures in place. Therefore, managers exercise their rights to diffuse any encounters to avoid the intensification of disruptions that leads to organizational waste, decay, or failure.

Robbins et al. (2013) asserted the root causes of stress factor symptoms related to the workplace; for example, individuals may develop physical, psychological behavioral changes. Chiang et al. (2013) asserted that multiple work assignments, high expectations, role overload, or unclear direction of staff duties may cause job dissatisfaction, stress, and low morale. Chiang et al.'s (2013) quantitative and qualitative research of 302 employees from three randomly selected major hotels in Hong Kong affirmed that excessive strains and numerous tasks ascribed to worker dissatisfaction and low morale directly links to the findings from the study. Pre-tests, surveys, and measuring scales including interviews during the study validated the reliability of the research (Chiang et al., 2013).

Improving Intervention and Staffing Performance

Improving program service performance and staffing skills are two primary goals for the prisoner-release intervention programs. Health services have become a priority factor of concern for ex-offenders leaving prison; some of the prisoner-release intervention programs are in the early stages of development when it comes to health

services (Kinner et al., 2013). Constituents and advocates provided social awareness platforms concerning the need to assist ex-offenders through the transitional process (Kinner et al., 2013).

A lack of feedback from employees (and clientele) may establish obstacles of communication limitations. Rapp and Poertner (2007) asserted that the creative trial exercise within the realm of learning from real-world encounters with management's role to support intervention programs as well as worker performance efforts foster the innovative techniques through experiments. Dow et al. (2012) evaluated the improvement of worker performance levels by micro tasking to illustrate a variety of ways to motivate and elevate 207 staff performances based on employee responses. The assessment of micro- tasking established a sense of employee self-improvement, worth, motivation, organizational financial stability, and improvement of worker performance (Dow et al., 2012). Employees see the progress of assignments from the beginning to the end that supported a long-term commitment to the organization (Dow et al., 2012). Peng et al. (2014) evaluated the effects of the core self-evaluations to job burnout. The self-evaluating procedures work to enhance employee awareness, worth and performance that benefits the organization in many ways.

Dow et al. (2012) asserted that the purpose of employing self-evaluations was to facilitate the development of employee morale, improve work performance using micro tasks for understanding individual capabilities, and monitor progress through completion. The self-assessment strategy may be a contribution to this topic of study to assess practical business concepts for prison-release intervention program managers to develop

self-evaluations for staff and ex-offenders. If the former inmates do not see progress, personal development, the hopelessness of successful societal reentry becomes awry igniting a reason for incompleteness of the intervention programs and recidivism. Aziz et al. (2014) affirmed the ability to identifying the offenders desire to improve educationally despite incarceration and concluded that prisoners wanted to improve their well-being to prepare for societal reentry.

Technology

Information technology has become the norm for the future with ongoing rapid advancements. Organizational administrators utilize software applications that provide the operational functionality and support for managing and storing data in a systematized matter (Bartlett, 2012). The data retrieval and arrangement supports the assessment process using various queries for making sound business decisions (Bartlett, 2012). Epstein and Buhovac (2014) affirmed that the use of data support systems facilitates the business process and operational performance. Piva et al. (2012) concluded that small business managers have successfully used internet software for meeting their business needs; the tailored open source software (OSS) has proven to be innovative supporting their business process. Customized and integrated business applications have specialized features for improving business procedures and practice (Bartlett, 2012).

Technological custom designed software programs necessitate a function even to support business model designs including functionalities that detect, analyze, and resolve complications or harm that may lead to setbacks (Bartlett, 2012). Wild et al. (2013) affirmed that over the years, data systems became the core brain for organizational

decisions, planning, and operational structures regardless of the entity's size. Specially designed data systems provide a means to support and prompt processes for decisions; additional custom-made features provided practical support to accommodate the varying levels of the organization's dynamics (Bartlett, 2012). Prisoner-release intervention program managers may want to consider staying abreast with the latest trends and uses of technology developments without becoming obsolete. The use of technology in business is one of the core components (Bartlett, 2012). The use of updated computerized software applications will enable the prison intervention program managers with the technological facilitation to evaluate their organizational performance.

The prisoner-release intervention managers will experience internal and external challenges if their efforts do not support any change initiatives to improve their internal operations. Staying abreast with the ever-changing societal system structures using advanced software programs provide the basis for finding solutions for the business model design (Bartlett, 2012). Grant (2013) asserted that the dynamics of technology is the catalyst that causes businesses to assess and reposition for stability. Based on the existing societal problematic issues, the need for advanced community-business design models exists (Rapp & Poertner, 2007), even for the prisoner-release intervention programs. Emerging times of social services demand the need for technological adjustments for managers to focus on the core of the organization improving their management decision-making processes and implementations (Bartlett, 2012). The lack of technology is one of the key factors why some prisoner-release intervention program managers experience operational performance challenges. If the three current intervention

programs had updated technology, data extracted might provide an understanding regarding the operational issues.

Rapp and Poertner (2007) concluded that intervention program manager's primary mission is with the operational standards, but the real focus is to remain faithful to the core aid, the client. Every paroled offender and ex-offender has a profile that is different; therefore, their required needs should be fully identified, personalized, and assessed. Thompson et al. (2014) affirmed that organizational administrators at times lose sight of the core component supporting other alternative strategies. Business data analytics used by companies simplify decision processes to develop strategies that comprise yearly projections, goals, and performance measures (Bartlett, 2012). Rapp and Poertner asserted the clients are the core of the business that enables it to remain viable and functional. However, the amalgamation of software programs and applications supports the business flow. Prisoner-release intervention programs managers may feel the size of the organization matters whether to introduce software applications into the scheme of service delivery, but the use of technology continues to advance.

Bartlett (2012) asserted that whether the organization is small, medium, or large, custom designed analytical software applications enhance the current operational needs with the potentiality to expand when the need arises. Managers could create a model design that provides a link between technology, improvement, and organized strategies (Bartlett, 2012). The practice of management is to consider the current operational flows avoiding the abrupt risks of downtime, glitches, or data loss (Bartlett, 2012). Advanced studies regarding technological advancements require knowledge of customized software

packages with network capability features (Bartlett, 2012).

Technological advancements have become a part of today's business service needs. New technology adversely affects old technology, and if not implemented correctly, problems occur with data transfer or in other pertinent areas within the organization (Bartlett, 2012). The computerized systems used today support varying business process flows. The small-sized prisoner-release intervention program managers may want to consider the best type or updated computerized (program) systems that will sustain the prisoner-release intervention program operations. One small-sized intervention program manager did not have any computerized application systems; their program had stacks of ex-offender paper work stored in boxes. Most companies seek reliable technological supportive software applications based on the ongoing technological advancements.

Montague et al. (2012) evaluated the potential technological advancements needed for other prisoner-release intervention program services including health services for ex-offenders, as part of the service. Focusing on the social issue as high priority, data retrieved from the correctional entities provided meaningful data for a conceivable system integrating the functionality from various entity programs including community health centers and agencies (Montague et al., 2012). The use of technology is to provide timely and adequate service care to ex-offenders. Montague et al. affirmed how technological advancements used improved the data tracking of ex-offender HIV conditions, which provided immediate critical care. Dooren et al. (2013) asserted that the difficulty is tracking ex-offender profiles after release. Montague et al.'s (2012)

assessment only applied to ex-prisoners with known HIV diseases. Montague et al.'s (2012) evaluation contribute to this topic of study to analyze the prisoner-release intervention programs and the use of computerized programs to develop and track ex-offender profiles during their participation in the prisoner-release intervention programs.

Organizational Financial Performance

Changing times demand new strategies for improving the organizational financial performance for the prisoner-release intervention programs. Implementing organizational change necessitates funding; therefore, organizational managers must consider their financial position and operational service performance. Thompson et al. (2014), inferred that downsizing presents another solution for staying operable. Gitman and Zutter (2012) affirmed that financial performance planning is a part of the organization's groundwork for exceeding attainable goals. Therefore, organizational survival depicts the financial performance measurements; and budget planning requires managers to have established short and long-term goals for sustainability, profitability, and growth (Gitman & Zutter, 2012). Any activity involving financial performance ignites the process for measuring and justifying all resources linked to the operational input for successful output (Gitman & Zutter, 2012). Organizations such as the prisoner-release intervention programs using technology to generate performance practice measurements have a better opportunity to budget, predict, and strategically plan to use real-time data.

Wild et al. (2013) inferred that having knowledge about the organization's financial performance is an important principle for obtaining resources without incurring financial loss. Gitman and Zutter (2012) affirmed that organizational managers make

better decisions when resources are readily available to strategically plan for the best practical financial outcomes desired. Gitman and Zutter (2012) used the advice of university professors encapsulating the financial concepts used for today's organizational managers by assessing the financial systems that apply to current business processes.

Grant (2013) asserted that not-for-profit organization goals are complex in that every part of its infrastructure requires strategic alignment. Weikart et al. (2013) affirmed that for non-profit managers to remain financially stable, organizational planning must align with the funding to drive the operational performance and goals. Weikart et al. (2013) concluded that if the Board of Directors lack in knowledge resource management, the non-profit organizations will eventually experience failure.

Organizational administrators experiencing funding reductions from the government and other sources must come to terms with the realities that financial reductions potentially lead to failure, if not appropriately administered (Rapp & Poertner, 2007). Poister et al. (2014) affirmed that some non-profits have experienced decreases in funding; and the aftereffect of operational service performance declines but if management does not have a backup plan, the organization will potentially fail. Operating as a non-profit entity, the prisoner-release intervention programs require efficient organizational strategies to avoid financial risks with consideration to the type of social community service. Intervention service organizations may consider other options if funding is unattainable (Poister et al., 2014).

Dow et al. (2012) inferred that implemented management strategies such as pilot testing or research development, institute learning environments for creative micro

projects to improve the business process and funding resources. Dill et al. (2015) affirmed that prisoner-release intervention program staff should have skills of reintegration. Not having enough planning time to support ex-offenders is a problem for advocates; and therefore, some of the small-sized prisoner-release intervention programs may not have the capability to stay operable or accommodate the increased release of ex-offenders. Among other social barriers encompassing prison release, a lack of funding is a concerned business practicality that may be a factor causing ex-offenders not to complete the prisoner-release intervention programs (Harding et al., 2014). The triggering effect may cause ex-offenders to relapse and potentially lead to recidivism (Harding et al., 2014). Regardless, the ultimate choice for rehabilitation and intervention first falls on the individual whether or not the individual is capable of surviving in a difficult predicament (Harding et al., 2014).

Dealing with Organizational Crises

Rapp and Poertner (2007) asserted that when social programs encounter a crisis, public trust is important if the program is to survive. Thompson et al. (2014) concluded that if organizations making handling crises top priority, this reflects a social responsibility; therefore, the effort of management demonstrates accountability. Xu et al. (2014) inferred that the reality of business decline and failure is not easily studied by scholars. Bernstein (2014) asserted that losing sight of organizational commitment compromises the purpose, main objective, and existence for establishing an organization. Thompson et al. (2014) affirmed that based on the uncontrollable and economic issues threatening society today, a need for immediate business resolution ensues. If or when

program managers experience organizational crises in the areas of funding or service, the timing of redevelopment becomes a priority. George and Jones (2012) inferred that it is equally important to design various strategies of the organization's plans reach and achieve obtainable goals. Thompson et al. (2014) confirmed that creating business strategies using a time analysis for a given period enables management to foresee potential risks as well as avoid pitfalls before execution.

Updated Business Model Designs

The research question addressed in this study reflects the issues affecting ex-offender retention and completion in the intervention programs. Rapp and Poertner (2007) asserted that community intervention organizations operate in a management infrastructure capacity specializing in client-orientated services. Newman (2012) affirmed the relevance of service type extends far beyond the individual but to management and the organization as a whole to provide a purposeful driven societal mission. Thompson et al. (2014) inferred that developing and implementing long-term organizational strategies should involve a concern for viability, sustainability, and survival. Newman (2014) affirmed that the commitment to refine a business model design would enable a constant review of the goals through preparedness and vigilance with a committed occurrence for change. Every organization starts with a business model design or plan that requires updates, which is important, given the ongoing technological advancements. The purpose of making changes to organizational business models is to not only maintain viability, but also identify what is appropriate for the entity during changing times.

Ghillyer (2012) asserted that organizations have to develop updated business models that reflect evidence of needed change. Business model designs include leadership and management qualities (Ghillyer, 2012; Northouse, 2013; Yukl, 2012). Leadership and management function as the foundation for the entire operation from finance, service, marketing, fundraising, to research and development, amalgamating all attributes in a unified operative and readiness flow (Ghillyer, 2012). Aside from having the core concepts making the organizational operation functional, the internal management and leadership drives have a core presence (Ghillyer, 2012). The leadership style of management contributes to the organization's viability of accomplishments supporting employee development and commitment to the business framework (Thompson et al., 2014). The effective factors allude to staying abreast to the updates to improve the business model framework balancing the quality of leadership, to employee commitment, and society (Katz & Green, 2014). The business model is the established foundation and structural design for effective program implementation to create a culture of cohesiveness and value regardless of the type of organization.

Nonprofit Organizational Management

Although few differences exist between for-profits and nonprofits, difficulties will occur regardless. Nonprofit community organizations often experience uncertainties regarding government support from one administration to the next (Rapp & Poertner, 2007). Regardless of the organizational life and complexity, management still has the responsibility for administering the resources that make up the entity's foundational structure (Rapp & Poertner, 2007; Yukl, 2012). Managers in nonprofit organizations

operating in the social sectors specializing in client-oriented services, experience decision-making encounters of what leadership style or strategy is appropriate in each situation (Rapp & Poertner, 2007).

Harding et al. (2014) asserted that inmate prison release has been an avenue for letting go of the government's financial burden of the costs incurred for keeping prisoners, placing the responsibility on society, private industry, and the community. Prisoner-release intervention programs fall within the category of special client-oriented services that require leadership, funding, direction, and public awareness (Harding et al., 2014). The financial burden for supporting inmate release programs often fall not on government but on taxpayers or the private sector. As for the prisoner-release intervention programs, the leaders of management must become the catalysts for societal support, awareness, and social change.

Inmate Educational and Employment Opportunities

In one aspect, educational assistance is a problem-solving component. Educating inmates during incarceration has proven to be an effective way to support inmates before release (Aziz et al., 2014). Kouyoumdjian et al. (2015) argued that medical referrals to community doctors could be an extended support for their education and after-prison jobs in a collaborated effort with the prisoner-released intervention programs. Beck (1992) affirmed that the social systems developed variable levels of structure influencing constraints on individuals to formulate into the changes within modern societal culture. Aziz et al. (2014) asserted that educating prison inmates improves character, value, and potential worth, regardless of the exclusion from society; and inmates have needs despite

the crime committed and the time in prison for the punishment. Educational programs alter the prison's cultural dynamics creating an environment conducive to learning and opportunity while preparing inmates for employment after release (Aziz et al., 2014). Some prisoners want to prepare for societal reentry; this is what educational programs do, as the learning process supports feelings of hope (Dill et al., 2015). The educational opportunities provided to prisoners ease their transition back into society by increasing their chances for employment.

Nally et al. (2014) asserted that employment options for ex-offenders are primarily construction, auto repair, working in warehouse work, or manufacturing. If former inmates lack basic educational requirements or necessary skill sets, employment simply becomes one more obstacle to encounter (Nally et al., 2014). Harding et al. (2014) interviewed ex-offenders over the course of two-to-three years regarding their employment experiences and asserted that the struggle to survive ensues and worsens depending on the current health or mental conditions of ex-offenders. Nally et al. affirmed that during the five-year period after release, at least one inmate returned to prison but no indication of released inmates attending interventions programs. Correctional institutions with educational programs that provided the necessary skillsets for prisoners after release supported the return to society as well as a better opportunity for employment (Nally et al., 2014). Ex-offenders that have trouble securing employment may return to crime as a means of providing self-sufficiency (Nally et al., 2014).

Lacity, et al. (2014) evaluated data retrieved from the U.S. Federal Correctional Institution database to determine if trained and skilled inmates would receive jobs at a

higher rate than individuals not so trained and skilled. The U.S. government's prison-sourcing program employed 140 inmates with an estimated 2 million prisoners (Lacity et al., 2014). The training and prison employment data reflected a positive motivational tool on inmate self-worth, hope with a vision during incarceration (Lacity et al., 2014). The ability to provide prisoners with a trade or skill created an aura of positivity, confidence, and increased self-esteem, with a brighter outlook of employment after prison. Lacity et al (2014) concluded that released inmates have a better chance for adjusting in society if employed. Richmond (2012) purported the benefits of prison-skill training and employment for women in prison. Although prisons provide job opportunities for women, very little information exists regarding whether this makes a difference in employment after release (Richmond, 2012). The purpose of the prison job-training programs is to reduce recidivism (Richmond, 2012). Equipping ex-offenders with job skills increases employment opportunities after prison (Richmond, 2012). The need for strong prisoner-release intervention programs serves as an initial step to societal reentry.

Social Reentry Opportunities

Prisoner-release intervention programs aid the transition of ex-offenders back into society. Approximately 700,000 prisoners leave prison yearly (Dill et al., 2015). Nicosia et al. (2013) affirmed that the number of inmates released from prison is continually increasing in America as the prisons remain overcrowded. Released inmates that served several years will need a special form of intervention especially if family members will not assist during their transition back into society. According to Dill et al., (2015), ex-

offenders look to regain family connection to establish a means of financial support. Additionally, Cepeda et al. (2015) affirmed that ex-offenders experience temptation of drug abuse leaving prison; and this requires immediate assistance to combat the habit of drug abuse.

Dill et al. (2015) evaluated 16 African American male ex-offenders with children. Four themes transpired from their study namely the need for health care, employment opportunities, community support, and returning to society (Dill et al., 2015). Richmond (2012) asserted that to date, no data has been collected to confirm one strategy as the most effective way to reduce recidivism. The Morehouse School of Medicine and the Foreverfamily, Inc. and various community advocates support the societal reentry programs for ex-offenders (Dill et al., 2015). Kirk (2013) asserted that the after-prison life timeframe and other factors predict the use of drugs, crime, and recidivism.

What is Known and Unknown

The lack of current research information is due solely to the difficulty of collecting sufficient data from prisoner-release intervention programs (Harding et al., 2014; Dooren et al., 2013). Quantitative research data retrieved on prison system reformation, paroled offenders, and probation outcomes reflect only ex-offender prisoner-release intervention program participation instead of completion (MacKenzie & Farrington, 2015). According to Harding et al. (2014) affirmed that prisoner-release intervention programs operate as a socially-specialized management program to transition ex-offenders back into society.

Prisoner-release intervention programs may have the ability to conduct necessary rehabilitation services but may not be able to stay operable based on a lack of funding and current operations (Harding et al., 2014). According to Rapp and Poertner (2007), intervention program managers must develop organizational change strategies to improve their current operations. Improving program operations require strategic planning according to the type of crisis (Yukl, 2012). The small prisoner-released intervention programs that operate in a small capacity may not be able to fully function as the larger non-profit intervention organizations.

Gap in the Literature

The gap in literature reflects insufficient data in relevance to the retention and completion numbers of ex-offender participation in the small-sized prisoner-release intervention programs (MacKenzie & Farrington, 2015). Researchers have been unsuccessful collecting this data from the small prisoner-release intervention programs that caused a limitation for future research (Harding et al., 2014). The significance of this gap relates to other issues occurring within the prisoner-release intervention operations; for example, the situational crisis is that some prisoner-release intervention programs have limited capacity (Nicosia et al., 2013).

The identified gap in literature represents an opportunity to advance the research knowledge for the prison intervention industry stakeholders, scholars, political advocates, and government officials. Therefore, the current limited number of prisoner-release intervention programs are unable to accommodate the increased number of release inmates (Harding et al., 2014; Dooren et al., 2013). The gap in the literature is a social

change opportunity to advance the research knowledge by interviewing industry-expert stakeholders that will voluntarily participate in this study that may lead to ongoing future research.

Summary and Conclusions

Chapter 2 of this exploratory multiple case study covered the aspects of the literature research to support the scope of the study. I covered the literature search strategy, conceptual framework, and the gap in the literature. The conceptual framework for this study is Hirschi's (as cited by Alston et al., 1995) theory social control theory that will be influential to this topic of study concerning the causes and effects for the conditional state of paroled and ex-offenders and their readjustments to society. Hirschi (as cited by Alston et al., 1995) described this theory of a social control need when individual recourse to criminal activity is based on their detached bonding from their family, acquaintances, community or institutional involvements.

I provided literature research of every aspect of prisoner-release intervention operations during times of crises and uncertainty. The development of change management strategies within organizational infrastructures concerning what is happening externally determines the success or failure of any business or program model design (George & Jones, 2012). The use of technology facilitates the structure of organizational design models (Bartlett, 2012; Thompson et al., 2014). Dill et al. (2015) affirmed that non-profit prisoner-release intervention program managers must always be cognizant of the social changes. Chapter 3 is a description of this exploratory multiple case study for this topic of study.

Chapter 3: Research Method

In Chapter 3 I describe the selected methodology and purpose for using the exploratory multiple case study. I explored the decline of paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs in Columbus, Ohio. I interviewed 18 prison industry stakeholders who had professional experience in the criminal justice system, the prisoner-release intervention programs, the community, and the drug and alcohol rehabilitation centers. I obtained respondent feedback to gather data for analysis and interpretation. Other quantitative research concluded that restorative methods and skill training work effectively; but these program methods may not be a part of every prison-intervention programs (MacKenzie, Farrington, 2015).

Chapter 3 of this study included descriptions of the research design and rationale, the researcher's role, the instrumentation used, and the process of participant selection, data collection, and analysis. This exploratory multiple case study advances scholarly knowledge of small-sized prisoner intervention programs. I followed ethical guidelines in this study that consisted of standard principles and practices to ensure the study's validity and reliability.

Research Design and Rationale

I used a qualitative research design for this study. The central research question for this exploratory multiple case study was: What can program managers do to facilitate paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs? In this study, I used in-depth, open-ended interview

questions that generated responses, which uncovered important themes, categories, and subcategories. I used these interview questions (see Appendix B) interviewing 18 prison-intervention industry stakeholders.

I adapted Hirschi's (as cited by Alston et al., 1995), social control theory for this study's conceptual framework. Hirschi's theory explained the outcomes of the conditional state of paroled offenders and ex-offenders' return to society. According to Hirschi (as cited by Alston et al., 1995) social control is needed when individuals take recourse to criminal activity because of disrupted bonding with their families, acquaintances, communities, or institutional involvements. Hirschi (as cited by Alston et al., 1995) described the choices individuals make that may determine their life journey; if individuals are involved in wholesome friendships and family relationships, or have educational, career, or community interests, then they are more likely to have positive life outcomes. If paroled offenders or ex-offenders do not have a positive outlook on life, without key supporters, their chances for disorderliness will likely increase, according to Hirschi (as cited by Alston et al., 1995).

Case studies began in the mid-1900s in various academic disciplines to apply research knowledge to real world situations (Ragin & Becker, 1992). Researchers have continued to refine case study designs and concepts, and scholars today widely use this technique to conduct research (Ragin & Becker, 1992). The case study's uniqueness facilitates respondent feedback so that researchers can gather insights from data to facilitate the advancement of research knowledge (Gee et al., 2013).

Qualitative research methodology has various approaches: ethnography, phenomenology, grounded theory, narrative, and case study (Yin, 2014). The ethnographic approach is designed to study cultural groups in their natural setting (Van Maanen, 2015); this did not meet my need to gather data from professional experts and stakeholders in the field of prisoner re-entry. Researchers used the phenomenological approach and garnered individual lived experiences over a prolonged time (Kupers et al., 2012). I did not use a phenomenological approach because it and does facilitate the use of subject-matter knowledge. The grounded theory approach requires new theory development; therefore, it did not fit my goals given my use of existing theories to guide the study (see Gambetti et al., 2012). Researchers use the narrative approach to focus on individual lived experiences (Manning & Kunkel, 2014); however, this approach would not have led to meaningful data from industry experts concerning the decline of paroled offenders and ex-offenders' participation and retention in the small-sized prisoner-release intervention programs.

My rationale for using a qualitative case study was that it has several advantages and is used across various academic disciplines. There are several case study methods including illustrative, exploratory (or pilot), cumulative, and critical (Marshall & Rossman, 2014). Researchers collecting data from more than one source facilitate the validation of the study, and a multiple case study bolsters the strength, validity, and reliability of the findings (Yin, 2014). The selected exploratory multiple case study enabled me to garner insights from participants for analysis and interpretation that may provide additional knowledge for future studies.

Role of the Researcher

In this study, I served as the observer to establish and maintain an appropriate professional relationship with the interviewees (Collins & Cooper, 2014). The observer has the advantage to gain knowledge from both perspectives, rather than just participating (Frankfort-Nachmias & Nachmias, 2007). As the researcher, I was responsible for establishing and maintaining an objective role as the observer to ensure complete impartiality and neutrality.

As part of the ethical practices required by the Walden University Institutional Board of Review (IRB), I did not use individuals with personal relationships, family members, or persons that I have or had authority over in a business or educational capacity. Marshall and Rossman (2014) asserted that diffusing any potential problems that could jeopardize the outcome of a study requires the researcher to develop a plan of action. I used published sources to research professionals who worked in the prison-intervention industry and communities.

Any potential biases that influenced the outcome of the study required the researcher to develop a strategy for handling issues and power-struggles employing positive de-escalation techniques (Yin, 2014). Yin (2014) affirmed that handling participants' negative attitudes during the interview process is vital for ensuring positive outcomes. Participant were not biased, as I established the guidelines for conducting the interviews (Foley & O'Connor, 2013). The researcher must safeguard the confidentiality and rights of the participants without allowing personal opinions to influence interviewee perspectives, or vice versa (Tufford & Newman, 2012). I became accountable and

responsible for upholding a professional standard that diffused any potential biases, attitudes, or disruptive behaviors throughout the entire study. The researcher's responsibility requires reporting any conflicts of interests, biases, or unethical activities involving the research topic (Yin, 2014). The plan of action that I used necessitated reviewing all ethical guidelines and procedures that must be reported.

Other ethical concerns involving any legalities and procedural requirements are the responsibility of the researcher (Tufford & Newman, 2012), as not upholding this standard may jeopardize the outcome of the study as well as the researcher's degree. Integrity and transparency characterize the researcher's role (Abrhiem, 2012). I gave each interviewee instructions regarding participant rights, ethical considerations, and the informed consent agreement in which I acknowledged the confidentiality and security of the data collection and interviewing procedures. According to the ethical guidelines, the researcher should not be opinionated or biased (Myers, 2013). Throughout the entire study, I maintained transparency, trustworthiness, and integrity.

The validity and reliability of the study is an indicator of truthful and sound researcher (Myers, 2013; Marshall & Rossman, 2014). The concept of validity is multifaceted and includes content validity, face validity, sample validity, and empirical validity (Bernard, 2013; Yin, 2014). I worked to ensure that the research findings were reliable and that the data collection was true without any defects (see Rubin & Rubin, 2012). As the researcher, I upheld the standard of accountability and responsibility for adhering to ethical practices, thereby ensuring validity and reliability throughout this entire study.

Methodology

I selected the exploratory multiple case study grounded in Hirschi's social control theory. Using this methodology, I collected data from 18 industry stakeholders (at least 5 from each industry sector), and developed codes and themes based on their responses (see Myers, 2013). My goal was to explore the decline of paroled offenders and ex-offenders' retention and completion within the small-sized prison-intervention programs. The research method entailed data collection, interpretation, and analysis. I developed the central research question and open-ended interview questions as a strategy that generated meaningful knowledge. The advantage of using the qualitative research methodology was that I served as the data collection instrument during the interview procedures (Myers, 2013). Additionally, the qualitative research method I selected required the use of multiple data sources from 18 prison-intervention interviewees to strengthen and validate the study (Yin, 2014). I selected the exploratory multiple case study as a technique to establish transferability that entailed applicable procedures for the selected research method and case study to contribute to the common understanding (Hyett et al., 2014) of the findings that will transcend into other genres.

The quantitative method requires descriptive statistics, hypothesis testing, and variable relationships (Frankfort-Nachmias & Nachmias, 2007). Quantitative research is deductive, using various testing instruments and experimental or nonexperimental designs (Frankfort-Nachmias & Nachmias, 2007). The quantitative research method does not support my goals for this study based on the need to generate meaningful knowledge from the prisoner-release intervention industry professionals concerning the current

operational conditions of the non-profit prisoner-release intervention programs.

Participant Selection Logic

The purpose of the participant selection logic is to ensure the criterion for expert qualifications. I collected data from the interviewees that contributed to the common understanding (Hyett et al., 2014) of the findings to enable ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs. I used published public lists and the Internet and interviewed 18 stakeholders that had professional experience in the criminal justice system, prison release intervention programs, community advocacy organizations, and the drug and alcohol rehabilitation centers. The participants considered for this study entailed an age group of 18 years or older that resided in the State of Ohio with at least five or more years of prison intervention or career-related experience. The script (see Appendix A) entailed the invitation, purpose of the study, a five-year career-related experience that supported the topic of study, and the request for participation. The interviewees had an option to meet at a public location or do a telephone conference call. The interviewees received a written explanation of the ethical procedures entailing their rights, protection, and security of data in the Consent Agreement Form.

The strategies implemented established the credibility, triangulation, the use of an audio recorder, member checking, and the literature research in the study. I collected data from the interviewees that contributed to the common understanding (Hyett et al., 2014) of the findings from the data collection used to develop themes. The justification for the selected 18 respondents was based on the results after running an analysis on the first 12

interviewees that generated 10 themes. I ran another analysis after conducting three additional interviews that generated one more theme. As a result, I conducted three more interviews but did not generate any new themes; therefore, I reached the point of saturation. The objective of the data analysis was to obtain the best results using open-ended interview questions. O'Reilly and Parker (2013) and Abrhiem (2012) asserted that the relationship between saturation and sample size is when the collected data from interviewing participants reaches a point of sufficiency, saturating at full capacity, making the sample size suitable with no additional information to gain. I audio recorded, hand coded, as well as provided the interviewees a transcript giving them an opportunity to review their transcripts for accuracy prior to doing the analysis for interpretation.

Instrumentation

I used an audio recorder for the one-on-one interview sessions giving the interviewees an opportunity to accept or decline the use of the audio recorder. I hand coded during the interviews to support the accuracy and validation of the data collection process (Bernard, 2013). I followed up with the interviewees for a second time to member check and confirm the data collection in transcription form before doing the analysis and interpretation (Yin, 2014). The purpose of member checking is to establish validity (Harvey, 2015). As for the second round, I met with some interviewees in person and talked with others via a telephone conference call. Using their personal e-mails, I sent their transcripts before the conference call began. This procedure was an opportunity for clarification to their original responses. I did not use the Dragon Naturally Speaking Premium (Version 13) software as the selected recording device based on the newly

purchased laptop that does not have a DVD component. I purchased two additional audio recording devices to ensure accurate functionality. All participants received a form with the research question and interview questions for clarity, correction, and additional feedback. Each coded form will be linked to a specific anonymous participant.

Qualitative research case studies necessitate the use of various computerized research software applications namely Computer-assisted Qualitative Data Analysis Software (CAQDAS), Non-numerical Unstructured Data Indexing Searching and Theorizing (NUD*IST), NVivo, ATLAS.ti, MAXqda, and N6 (Hahn, 2008; Ose, 2016). However, scholars justified the use of Microsoft Word and Excel that is also comparable to using other research software applications (Saldaña, 2016). Based on the built-in features of Microsoft Word and Excel, I used both applications to conduct the field work, coding, systematic archival, retrieval of data, sorting, sticky notes, tables, charts, and the functionality to explore queries, based on NVivo (Saldaña, 2016; Yin, 2014). Therefore, researchers have the capability to use Microsoft Word and Excel to develop a qualitative analysis having accessibility, organization, arrangement, structure, and the categorization of field work to analyze and interpret data (Saldaña, 2016). The use of both software applications supported the data analysis and interpretation (Ose, 2016). Regardless of the computer research software product or computer applications, any software application cannot analyze qualitative data (Ose, 2016; Saldaña, 2016).

The responsibility of the researcher is to employ interview techniques that yield the best results and strategies for obtaining accurate data (Rubin & Rubin, 2012). Harris and Ogbonna (2012) used the qualitative research, case study method to explore the

negativity of low quality workers by interviewing 70 staff members from three business entities. Harris and Ogbonna (2012) discovered that workers' low performance levels possibly attributed to dissatisfaction. The researchers revealed the time restraints placed on workers, inappropriate skill sets, and organizational inequity all contributed to low quality worker performance.

The central research question and interview questions provided (see Appendix C) guided the interview process for the study. The central research question and interview questions are open-ended, as participants provided feedback (Rowley, 2012). Requesting additional explanations for research questions to the interviewees ensured efficient flow for the data collection including the use of space and time between the questions for the audio sound recorder and notetaking (Myers, 2013). The research question, interview questions, and the interview protocol sheet used guided the data collection process for both sessions ensuring the preparation of the study conducive to an organized plan. The interview protocol used in this study necessitates both face-to-face and telephone contact. As part of the interview process, I issued emails and made telephone calls to schedule the interviews for dates and times with the participants. The interviewees had the opportunity to select a convenient and comfortable location setting (Marshall & Rossman, 2014). Organizing and preparing for every step prior to the initial data collection ensured the elimination of any potential difficulties regarding miscommunication or confusion on part of participants.

I assumed the responsibility to follow the research protocol and ethical requirements in an organized and professional manner. Hyett et al. (2014) asserted the

importance for respecting the participants in the study. The interviewees received an anonymous identification letter to assure the privacy and confidentiality of this study. The email sent to the interviewees entailed the Scrip (see Appendix A) and the Consent Agreement Form concerning the purpose of the study and their permission to use the audio sound recorder during the interview process.

Procedures for Recruitment, Participation, and Data Collection

According to Ragin and Becker (1992), every study should have a plan to recruit and collect data from the participants. Therefore, the procedures for recruitment, participation, and data collection consist of IRB approval from Walden University, a script to make the initial introduction and invitation of the study to the potential participants (see Appendix A). Additionally, I provided the participants with the Consent Form entailing the topic of study, the research questions and interview questions, interview procedures, voluntary nature of the study, risks, benefits, privacy and confidentiality, including the dates for location and times.

The purpose of the recruitment process is to ensure the criterion of expert knowledge and qualifications namely five years of experience working in the prisoner-intervention or related career fields. I utilized public lists, the Internet, and telephone book for the selected sources. I notified 85 participants via email and or telephone using the procedures. I recruited 18 qualified intervention industry stakeholders from the following given career fields.

- the criminal justice system
- intervention program managers (or specialists)

- drug, and alcohol rehabilitation counselors
- community advocacy organizations

The participants met the criterion of 18 years or older and resided in the State of Ohio; the script (see Appendix A) entailed the purpose of the study, the career experience required to support the topic of study, and the request for participation. The interviewees had the option to meet at a public location or do a telephone conference call. The interviewees received given a written explanation of the ethical procedures entailing their rights, protection, and security of data on the Consent Agreement Form.

The researcher has the responsibility to collect, store, and secure the data (Rubin & Rubin, 2012). I purchased two additional audio recorders since the Dragon Naturally Speaking Premium (Version 13) required a laptop with a DVD. I took notes as a backup technique. I scheduled 12 interviews during the first week, including weekends to accommodate participant work schedules and the remainder during the second week that included the weekend. The intent is to increase the construct validity (Yin, 2014) by having a backup plan to secure a set number of participants. Before the participants exited the interview session, I gave them the opportunity to answer any questions as well as schedule a follow-up interview session to review their responses (Rubin & Rubin, 2012). Additionally, I reviewed the ethical procedures with the participants concerning their volunteering, confidentiality, and procedures for the first and second interviews. I thanked the participants for their time when exiting the interview (Yin, 2014). The purpose of the second interview is to validate the transcribed data using the exploratory multiple case study for data collection, as this will be explained to the participants.

After I transcribed the interviewees' responses, based on their initial schedules for a second interview to member check, few requested transcripts. However, two asked for a copy of the entire study, upon completion. Additionally, I avoided the decline in interviewee participation for the selected number of industry stakeholders, by emailing 80 participants from the public and Internet resources, as I met the 20-participant required count.

I maintained a data log consisting of interviewees with their assigned anonymous codes (Ragin & Becker, 1992). I discussed and placed a note on the interview transcripts to indicate where participants should place their comment for additional clarity, explanation, or changes (Yin, 2014). If participants request a copy of their own transcripts after the second interview, I provided a summary copy; however, other transcripts were not shared. Some participants requested a copy of the final copy.

Data Analysis Plan

I selected a general analysis strategy (Yin, 2014) that aligned with the collected data, problem statement, purpose of study, central research question, and the interview questions to generate meaningful knowledge. The data analysis I used for this topic of study consists of data interpretation from the central research question and interview questions that generate meaningful knowledge for this exploratory multiple case study (Yin, 2014). The data collected contributed to the common understanding (Hyett et al., 2014) of the findings to enable ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs.

Directed by Hirschi's (as cited by Alston et al., 1995) social control theory, the analysis of orientation for the collected data aligned to the selected theory proposition strategy employed (Yin, 2014). Coding techniques used in studies provide a means to organize the data to make comparisons and identification of any like patterns for additional analysis (Myers, 2013). I provided codes to generate themes, specific topics, and potential concepts from the research question and interview questions (Myers, 2013). The coding of the data is an essential technique for organizing using software applications (Myers, 2013). The objective for code development from the research question and interview questions facilitated the identification and categorical process for meaningful notions and concepts that may extend the research knowledge (Abrhiem, 2012).

Data relating to specific codes require appropriate labelling (Yin, 2014). The process of coding, associating labels to the collected data requires close inspection of the audio recorder and transcript follow-up with the interviewees (Rubin & Rubin, 2012). If themes emerged from the data that did not quite fit an existing code, I developed a new code (Rubin & Rubin, 2012). The procedure entailed the review of data for emerging codes, themes, and categories (Rubin & Rubin, 2012; Yin, 2014). I developed codes and themes using the research question and interview questions, as saturation started with the first 12 interviews.

The list of codes developed in this study facilitated the identification of category development based on respondent feedback provided in the data (Rubin & Rubin, 2012; Yin, 2014). The exploratory multiple case study reflected an organized setup for the data

collection that started the data analysis plan. The data analysis strategy entailed a systematic process from the research question and interview questions (Yin, 2014). The verified collected data reflected the searched to identify emerging themes, categories and sub-categories, to identify patterns, and utilize charts and tables to analyse the data (Rubin & Rubin, 2012).

Scholars have used various software for qualitative research case studies that necessitated the use of computerized software applications namely Computer-assisted Qualitative Data Analysis Software (CAQDAS), Non-numerical Unstructured Data Indexing Searching and Theorizing (NUD*IST), NVivo, ATLAS.ti, MAXqda, and N6 (Hahn, 2008; Ose, 2016). However, scholars justified the use of Microsoft Word and Excel (Saldaña, 2016). Based on the built-in features of Microsoft Word and Excel, I used it for coding, data retrieval, sticky notes, tables, figures. The use of both software applications supported the data analysis and interpretation (Ose, 2016). Regardless of the computer research software product or computer applications, any software application cannot analyze qualitative data (Ose, 2016; Saldaña, 2016). I substituted two audio recorders to replace the Dragon Naturally Speaking Premium (Version 13), a speech-recognition software that could not be downloaded on my new laptop, to facilitate the accuracy for transcribing respondent feedback during the interviews.

The plan for any discrepant cases for this study included member checking to establish validity (Harvey, 2015). As for the second meeting time with the interviewees, I confirmed their responses using the transcripts; I provided a hard copy to validate, clarify, or provide additional questions based on their responses to establish the reliability

of the data (Yin, 2014). Consistent checking for reliability, validity, and accuracy of the data ensured the study has been checked for missed data, inconsistencies, and discrepancies. The use of two audio recorders for the interviews facilitated the validation and confirmation of the data collection, as some participants requested not to be interviewed.

Issues of Trustworthiness

Credibility

Credibility is important for every qualitative research undertaking.

The strategies used to ensure credibility require the use of varying techniques to help manage the findings from a research study (Berger, 2013). The researcher will conduct follow-up interviews with the participants and may extend the meeting times to generate more feedback (Berger, 2013; Hesse-Bieber, & Leavy, 2006). Professional advice regarding the interview process will be sought using an extensive literature research (Berger, 2013). I verified and validated the responses of participants that accentuated their credibility of this study.

Transferability

Qualitative research methods using a case studies should produce successful outcomes when appropriately administering transferability that applies to other studies (Marshall & Rossman, 2014). If the applied techniques used for the context of the study using expert representatives, the replication occurs, regardless of the number of times the study is repeated (Marshall & Rossman, 2014). Gibbs (2007) asserted that the techniques used to establish transferability include the potential applicable processes of the research

methods and designs alluding to the findings to transcend into other genres. I provided a detailed description on the procedures to produce insightful knowledge that may be transferred to non-profit community organizations. The qualitative research design used contributed to the common understanding (Hyett et al., 2014) of the findings from this study that applies to other prisoner-release intervention organizations as well as other non-profit organizations.

Dependability

To establish dependability for the topic of study, appropriate steps detailing the research procedures have been identified. If the same techniques used within similar context of stakeholders, replication occurred (Marshall & Rossman, 2014). Case studies used in research ensured the consistency, dependability, and trustworthiness of the research methodology (Hesse-Biber, & Leavy, 2006). Miles and Huberman (1994) asserted that researchers evaluating the qualitative data would be able to justify the procedures employed. I used repetitious viewing, member checking on the data collected from the respondents. I noticed the repeated responses that came from the respondents, as the saturation process began to unfold.

Confirmability

The appropriate strategies I used to establish confirmability for this topic of study was based on Marshall and Rossman's (2014) work on confirmability, reliability, and validity. I used a strategy to ensure credibility that required the use of varying techniques to help manage and contribute to the common understanding (Hyett et al., 2014) of the findings from this topic of study. I used reflexivity, the researcher's approach to this topic

of study to follow up with the respondents as needed to generate purposeful data. The various collection of data strategies used in this study, included the use of two audio recorders and hand coding that facilitated the required confirmability.

Ethical Procedures

The ethical research procedures require a standard of accountability and trust. I ensured that these standards were met and to ensure the care for the participants in this study. I followed the Institutional Review Board standards. Myers (2013) asserted the significance to establish a relationship of trust, respect, and privacy. Bernard (2013) affirmed that the researcher's role is to follow the ethical guidelines. Location choices from the interviewees to request a public site for data collection was important (Bernard, 2013). As required I followed the ethical guidelines and eliminated personal opinions and biasness. I reserved the Columbus Metropolitan Library's small conference room for the one-on-one interview sessions based on the interviewees' requests concerning their preference, and the majority requested a conference call.

The importance of participant confidentiality is the key factor that contributed to the common understanding (Hyett et al., 2014) of the findings from this study. I ensured the security of data, the participant privacy, and their professional associations (Yin, 2014). I demonstrated ethical respect, confidentiality, and trust toward the interviewees reflecting a professional image of integrity. I upheld Walden University's Institutional Review Board rules. After receiving IRB approval, I used a plan of action regarding the confidentiality and security of the research process and participant information. I used the

Consent Agreement Form. The IRB outlines the procedures, conditions, requirements, and guidelines for research ethics.

I took ethics courses at Walden University in addition to receiving the Certificate of Completion (see Appendix C) through The National Institutes of Health (NIH) Office of Extramural Research. This certificate confirms that I successfully completed the NIH web-based training course, “Protecting Human Research Participants” (date of completion 03/13/2013, Certification Number: 1142201). The information obtained from the NIH web-based training entailed the regulatory ethical requirements that addressed the Belmont Report (1979). The Belmont Report encompassed the treatment and protection of participants used in studies to enable the researcher to maximize benefits and minimize any danger to individuals during the research. The Consent Agreement Form disseminated to the participants before the interviews began included the script (see Appendix A) to initiate the process in an organized way via email. The Consent Agreement Form explained the rights of the interviewees cancel, withdraw and/or decline the use of the audio sound recorder.

After data collection, I stored data of 18 respondents on a newly purchased laptop using a secured password for protection along with a USB drive for backup locked in a safe. I assumed the responsibility of following the Institutional Review Board ethical standards concerning the security and confidentiality of the collected data (Houghton et al., 2013). As the researcher, I stored the data in a secured location that will be accessed by me. The data will remain archived for 5-to-10 years in accordance to the Walden University IRB guidelines. The data from studies in progress require protection from

various types of threats (Houghton et. al, 2013).

Ethical issues necessitate the use of questionable research practices. It is important to develop the required writing style that is appropriate for research as well as to the targeted populace (Bernard, 2013). Ethical concerns should cover every aspect of the study (Abrhiem, 2012). Therefore, as the researcher, I used appropriate language. A researcher's negative emotions and experience may potentially influence the research findings (Bernard, 2013; Yin, 2014). I remained impartial and demonstrated professionalism with the participants with a goal to maintain proficiency for the outcome of this study.

Walden University's Institutional Review Board established procedures and responsibilities that I adhered to as the researcher. If I used deception to get desired results or individual biases, I would adversely influence the findings from this study (Myers, 2013). As researcher, according to Myers (2013), my role was characterized by never suppressing or exaggerating any parts of the study. Scholars that practice the principles of ethical research, demonstrate integrity, proficiency, and expertise; therefore, in this study, I have demonstrated the research principles and practices that demonstrate integrity, proficiency, and quality expertise.

Summary

Chapter 3 entailed the description and approach I used to conduct the exploratory multiple case study. I used the research questions to explore the decline of the paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs. The chapter alluded to my role as the researcher, the

instrumentation used, process for participant selection, data collection, and analysis that led to the interpretation of this study. Procedures addressed in this chapter involved the ethical procedures, credibility, transferability, dependability, and confirmability. I explored the situational crises of three small-sized prisoner release intervention programs in Columbus, Ohio by interviewing 18 prison-intervention industry stakeholders to contribute to the common understanding (Hyett et al., 2014) of the findings. I used the Microsoft Word and Excel computer applications that had functionalities for data entry to archive, retrieve data, navigate, organize, develop codes, themes, categories that generated tables and charts, as with other research software applications (Hahn, 2008; Ose, 2016).

I demonstrated the ethical trustworthiness in Chapter 3 to ensure the validity and reliability that substantiate the required procedures. Walden University Institutional Review Board (IRB) guidelines were followed covering all aspects of researcher responsibility, and compliance to fulfill the requirements. In Chapter 4 I present the findings to this study.

Chapter 4: Results

In this chapter, I described the methodology used to analyze the data from participant responses to open-ended interview questions. I interviewed 18 industry stakeholders from the criminal justice system, prison intervention programs, community advocacy organizations, and the drug and alcohol rehabilitation centers or related career fields.

Chapter 4 includes an overview of the purpose, and discussions of the design and implementation of the study, the research setting, demographics, data collection and analysis procedures, and the general analysis strategy I used for this study. I illustrated the data collection and coding procedures used and provided the themes that emerged from 18 respondents. I have reported the respondents' professional judgments on the causes and remedies for high turnover of the paroled offenders and ex-offenders who initially came to the programs.

Purpose

The purpose of this study using the exploratory multiple case study contributed to the common understanding (Hyett et al., 2014) of the findings concerning the decline of the paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs. Prior quantitative research on prison system reformation, parole, and probation has not included sufficient data on paroled offenders and ex-offenders' retention and completion in small-sized prisoner-release intervention programs (MacKenzie & Farrington, 2015). Other quantitative researchers have shown the efficacy of restorative techniques involving training to build skills, but the program

methods may not be a part of every prisoner-release intervention program (MacKenzie & Farrington, 2015). I conducted this study to generate a positive social change initiative for the small-sized prisoner-release intervention programs that served as my study sites. I used nine open-ended interview questions to support the central research question: What can program managers do to facilitate paroled offenders and ex-offenders' retention and completion in the small-sized prison intervention programs?

Research Setting

I sent direct emails to 75 industry stakeholders using contact information I gathered from published lists and the Internet. In these emails, I disseminated the script (see Appendix A) that entailed the invitation, purpose of the study, a five-year career-related experience that supported the topic of study, and the request for participation. I worked to keep all participants anonymous, and used open-ended questions for this study. During the process of making follow-up calls, I was informed by some participants that they forwarded the information to others in their departments. I explained that I could not use participants who I did not contact directly as part of the Walden University IRB standards. Other participants misunderstood the purpose of the study. I explained the primary focus of the study concerning management strategies and intervention program readiness for paroled offenders and ex-offenders' and their declining rates of completion in the three small-sized prisoner-release intervention programs.

Some participants declined to be a part of the study based on their budgetary restraints, while others did not respond. Some were on vacation and had time constraints during the July 4th holiday. I was informed by other participants of their low staffing,

which did not allow time for an interview. I received notice of undeliverable emails, and when I made telephone calls, some no longer worked for the organization. Others did not have an email address; therefore, I contacted some of them using their published contact lists and learned that they either no longer worked at the entity or did not have the qualifications to participate. Based on these circumstances, I extended the contact list from 75 to 85 to get additional participants. As a result, I obtained the necessary number of participants and set up interviews over the course of 2 weeks. The interviews lasted 45 minutes to 1 hour. I sent the transcripts to the participants the day following their interviews to ensure immediate review to bolster the strength validity, and reliability of the study.

I interviewed 18 participants from the following categories: the criminal justice system, community advocacy organizations, prisoner-release intervention programs, and the drug and rehabilitation centers. I set up 16 conference calls and conducted two interviews outside of a local library during non-working hours. I received approval to record 12 interviewees, while 6 requested no recording for unspecified reasons. Only three participants asked for a copy of their final transcripts, and two requested a copy of the final dissertation. The strength of this study resulted from a mixture of interviewees' expertise, varying from criminal justice, prisoner-release intervention programs, drug and rehabilitation to members from the community advocacy organizations. Throughout the interview process, I worked to ensure participants' confidentiality, security, and safety, and none showed any signs of discomfort.

Demographics

Of the 18 participants, there were 13 men (72%) and 5 women (28%). All had 15 to 28 years of experience in the prison intervention industry. All interviewees came from the criminal justice system, some were advocates from the community advocacy organizations, others were from the prisoner-release intervention programs, and the drug and rehabilitation centers. I interviewed five from the criminal justice system, four community advocates, four from the prison-intervention programs, and five from the drug and rehabilitation centers. I initially interviewed 12 (67%) participants. Saturation occurred after three additional interviews, reaching the interview count of 15 (83%) participants. After that, I interviewed three more interviewees, increasing the total count of 18, but I did not obtain any new information from these interviews.

The participants held managerial and or administrative positions in the criminal justice system and the drug and rehabilitation centers. Others were owners or administrators working in the prisoner-release intervention programs. The community advocates were church leaders who supported prisoner release programs. All interviewees were from the Central Ohio region and had at least 4 years of college education.

Data Collection

I confirmed the findings from the data collection once saturation occurred. After running an analysis of the first 12 (66%) interviewees that generated 10 themes, I conducted another analysis of the data from all 18 respondents, which generated one more theme. This study entailed in-depth, open-ended interview questions (see Appendix

B) that generated responses from which I identified important themes, categories, and subcategories.

All interview questions aligned with the central research question, “What can program managers do to facilitate paroled offenders and ex-offenders’ retention and completion in the small-sized prisoner- release intervention programs?” Interview Questions 1 and 2 were related to program manager roles in improving their program operations. Interview Questions 4 and 8 addressed leadership and stewardship governance. Interview Questions 7 and 9 delved into prisoner-release program policies, procedures, and practices. Interview Questions 3, 5, and 6 related to management strategies--from the internal and external perspectives--to work with paroled offenders and ex-offenders. I began data collection procedures on June 24, 2017, and ended on July 15, 2017.

I served as the primary data collection instrumentation during interviews with the 18 participants. One of the interviewees started giving feedback on what the paroled offenders and ex-offenders needed to do. I had to read the interview question again to emphasize that my purpose for the study was to understand management strategies, perspectives, principles, and practices. Whether the interviews were conducted in person or by conference call, each lasted between 45 minutes to 1 hour. All 18 participants provided feedback that I used to answer the research question.

I used two audio recorders and hand coding during the data collection process. The hand-coding process was a key factor that supported the development of codes. I used this as a backup strategy to fully capture the data to understand the respondents’

feedback for analysis and transcript development. I had responses that needed clarification, and this procedure prepared me for the second interview follow up. Sending out 75 initial emails on the weekend paved the way to start making calls at the beginning of the week to schedule interviews during that week and weekend. The additional 10 emails I sent the next week ensured the needed number of participants from the various types of groups. The interviews took place off site and after participant work hours.

Sixteen participants (89%) resided in Columbus, Ohio. Two participants (11%) resided in the rural areas on the outskirts of the city, although their place of work is in Columbus, Ohio. I had to reschedule three participants who had out-of-town meetings. And I was unable to reach four prospective participants because of their scheduled holiday vacations.

I scheduled 16 interviews via a telephone conference call, according to participants' selected time slots after business hours. Two interviews occurred outside of the public library, as both interviewees preferred their interviews outside and in person. All but five interviewees accepted my use of the audio recorder; as a result, I immediately reviewed the typed hand coded data from those who did not to ensure the accuracy of their feedback. I instantaneously transcribed the typed data to receive their approval the same day. All participants accepted the hand coding and/or typing during the interviews. After each interview, I immediately scheduled the second interview follow up, per the interviewees' requests to member check the same day or within 48 hours.

I transcribed each interviewees' feedback once I completed an interview, and sent it to their personal emails for any additions, corrections, and approval. I had three

participants provide additional information; however, the data was redundant. I made ongoing field notes during each interview in preparation for member checking. I asked the participants if they wanted to receive the copy of their transcripts. Three of 18 (17%) requested their transcripts, and two requested a copy of the entire dissertation after completion. Two (11%) participants promised to have an interview but rescheduled three times. I was unable to reach the two participants within the allotted timeframe. Aside from the three that provided the same information during the first interview, I received 15 (83%) approvals for the transcripts initially sent.

Data Analysis

I managed the data analysis procedures from each interviewee using the interview questions. I setup a column consisting of assigned anonymous codes adjacent to each respondent. The data is a compilation on nine tabs to represent 18 interviewees. I made comparisons using the audio recorder, hand coding, and notes that facilitated with the identification of codes, themes, and like patterns (Myers, 2013). I used highlighted key words and or statements to identify the codes and themes, as part of the first initial phase. I made a second attempt to review the audio recorder, transcripts, hand coding, and notes to discover common patterns as part of the analysis process by organizing and arranging the data to record an emergence of codes, themes, and patterns for interpretation.

The list of emerging codes developed in this study facilitated the identification of thematic development and patterns after numerous reviews of the transcripts. I reviewed the transcripts six times each for each interviewee to ensure that the verified transcripts

reflected the appropriate categories and sub-categories, and identified patterns. The qualitative research case study used for this study necessitated the use of computerized software applications namely the Microsoft Word and Excel 2016 software. The use of both software applications supported the organization, arrangement, data analysis, and interpretation (Ose, 2016). The results of the thematic categories using this process for each interviewee facilitated the onset to analyze the data.

Coding

The coding of the data is an important procedure based on data organization using Microsoft Word and Excel. The process used provides a means to arrange data to make comparisons, the identification of patterns for analysis that links to the conceptual framework of the study (Myers, 2013). I provided codes that generated emerging thematic categories from the research question and interview questions (Myers). The interviewees in this study contributed to the common understanding (Hyett, Kenny, & Dickson-Swift, 2014) of the findings that enabled ongoing research and engender positive social change initiatives for the small-sized prisoner-release-intervention programs.

Directed by Hirschi's (as cited by Alston et al., 1995) social control theory, the analysis of orientation for the collected data aligned to the selected theory strategy employed (Yin, 2014). Hirschi's (as cited by Alston et al., 1995) social control theory used as the conceptual framework guided this topic of study that identified the reasons and after-effect conditions of paroled offenders and ex-offenders' readjustments to society. The theory entailed four components: attachment, commitment, involvement,

and belief. Hirschi's social control theory was part of the evolving and emerging codes and themes for this study.

The use of the hand coding, notes made on the transcripts, and audio records facilitated into the contributions of emerged themes. I used highlighted key words and or statements from the transcripts to identify the codes, themes, and patterns as part of the process. The key words that reappeared and emerged from the data collection included: *better living conditions, housing, training, skill development, and job opportunities*. Additional codes entailed *environmental change, networking, partnering, mentoring, resources, accountability, and profiles*. Bernard (2013) affirmed that when a theory is used in a study, it is a purposeful attribute in qualitative research. Inductive reasoning used in qualitative research is a staging factor of qualitative research through a 'theoretical lens', to provide questions in search for categories, patterns, and themes (Bernard, 2013).

As I continuously listened to the audio recorder, I gained an all-inclusive perspective from the interviewees and their expert advice. Yin (2014) asserted that philosophical and worldview perspectives remain influential in research studies. The continuous assessments of the transcripts, audio recordings, and notes enabled me to have an understanding concerning each interviewees' career paths, their contributions, and social change perspective. Each participant expressed their concerns of wanting to make a difference socially; therefore, their responses helped to formulate the emerging codes and themes.

Evidence of Trustworthiness

Using basic analytical processes helps to ensure the support of the evidence and trustworthiness from the data collected (Marshall & Rossman, 2014). Chapter 3 contains the same approach to confirm credibility, transferability, dependability, and confirmability that is provided in this chapter. I employed the same approach described in Chapter 3 that supported the results of this study to validate the evidence of trustworthiness. The strength of this evidence obtained and the methodology used has been demonstrated.

Credibility

I verified and validated the responses of participants numerous times to accentuate the credibility of this study. Credibility is important for every qualitative research undertaking, as the strategies used to ensure credible worth require techniques to facilitate the management findings from a study (Berger, 2013). Member checking, hand coding, note taking, continuous reviewing using the audio recorder and transcripts established the criteria for triangulation to support the authenticity and credibility. Some of the interviewees started giving feedback on what the paroled-offenders and ex-offenders needed to do. I had to read the questions again emphasizing the purpose of the study and the type of questions to consider for management strategies, perspectives, principles, and practices. After each interview, I immediately scheduled the second interview follow up, per the interviewees' requests to member check the same day or within 48 hours. I transcribed each interviewees' feedback once I completed an interview and sent it to their personal emails for any additions, corrections, and approval.

Transferability

The results of this study demonstrated the appropriate outcome to establish the strength of transferability. The purpose for having transferability is that a study's procedures may be applied to other genres (Marshall & Rossman, 2014). As stated in Chapter 3, I applied the same research processes that established transferability; for example, replication and saturation occurred based on the research method and case study design that alluded to the findings to transcend into other fields of study. The detailed or thick description of the procedures provided insightfulness and meaning that is transferable to other establishments (Yin, 2014). The understanding of the findings using the qualitative research may be applicable to other non-profit or for-profit organizations.

Dependability

Dependability is a component of trustworthiness used in research to demonstrate integrity (Hesse-Biber & Leavy, 2006). The appropriate detailed procedures were followed to identify the evidence of dependability. When I used the same techniques addressed in chapter 3, replication occurred. Miles and Huberman (1994) asserted that researchers evaluating the qualitative data would be able to justify the system followed. As for each interviewee, I followed the same procedures using the ethical guidelines that required repetitive reviewing throughout the entire study. I noticed the repeated responses that came from the respondents, and the formulation and unfolding of saturation. I used Microsoft Word and Excel applications to develop codes and thematic categories with the selected conceptual framework that guided this study, all of which established the consistency of strength in every aspect of this study.

Confirmability

Chapter 3 encapsulated the appropriate steps I used to ascertain confirmability for this topic of study. Confirmability is another component of a study's establishment of reliability and validity (Marshall and Rossman, 2014). I used a systematic strategy to ensure credibility that required the use of varying techniques to contribute to the common understanding (Hyett et al., 2014) of the findings from this topic of study. The use of reflexivity encapsulated the approach I used for this topic of study by following up with interviewees two or three times. I reviewed the audio recorder numerous times comparing it to the hand coding, transcripts, notes, and established codes and themes to ensure accuracy. Therefore, the meeting times generated meaningful data. I remained objective and unbiased. I followed the ethical standards, as the interviewees' responses supported the purpose of the study.

Study Results

The results of the study unveiled management strategies and intervention program readiness for paroled offenders and ex-offenders' retention and completion for three small-sized prisoner-release intervention programs in Columbus, Ohio. Influenced by Hirschi's (as cited by Alston et al., 1995) social control theory, using the research question and interview questions, I explored the paroled offenders and ex-offenders' retention and completion within the prisoner-release intervention programs. The participants gave their expert advice based on their professional backgrounds.

Thematic Findings

Emerging codes from the nine interview questions in this study facilitated the identification for theme development. I analyzed and interpreted the respondents' feedback concerning the decline of the small-sized prisoner-release intervention programs. I compared their responses to the literature reviews to understand the gap in research. All interview questions aligned to the central research question, "What can program managers do to facilitate paroled offenders and ex-offenders' retention and completion in the small-sized prisoner- release intervention programs?" Table 1 represents the connections for each interview question that generated themes.

Table 2

Interview Questions and Themes

Interview Questions	Themes
IQ1: What can the prison intervention program managers do to develop a social change strategy based on their type of service-oriented infrastructure for meeting the demands of the increased release of prisoners?	<ul style="list-style-type: none"> _ Community partnerships/networking _ Ongoing staff training development _ Adequate living arrangements _ Meet their needs
IQ2: What are the common factors that impede program managers from providing the successful transitional process of released prisoners for societal reentry?	<ul style="list-style-type: none"> _ Unskilled staffing _ Inadequate resources
IQ3: What might you do in order to gain additional information regarding the strategies management should consider for using data to advance research?	<ul style="list-style-type: none"> _ Individual computerized profiles _ Participation in networks
IQ4: What potential leadership strategies might be applicable to facilitate the paroled offender and ex-offenders' transition into society after release?	<ul style="list-style-type: none"> _ Program accountability and responsibility
IQ5: What potential management strategies might be applicable to assist paroled offenders and ex-offenders that might return to drug and/or alcohol abuse?	<ul style="list-style-type: none"> _ Develop strategies for offenders' environmental change
IQ6: What potential management strategies might be applicable to help ex-offenders find jobs?	<ul style="list-style-type: none"> _ Training to compete for jobs
IQ7: What ideas might you have to improve paroled offenders and ex-offenders' participation and retention in the small-sized prisoner-release intervention programs?	<ul style="list-style-type: none"> _ Identification of individual needs
IQ8: How can managers operating small-sized prisoner-release intervention programs improve their stewardship in the prisoner-release intervention programs?	<ul style="list-style-type: none"> _ Periodic program evaluations _ Making connections with inmates prior to release
IQ9: What managerial principles and practices generate purposeful and ideal outcomes for paroled offenders and ex-offenders participating in the small-sized prisoner-release intervention programs?	<ul style="list-style-type: none"> _ Program Enhancements

Prisoner-release intervention program infrastructures. Interview questions one and two reflected program manager roles for improving their program operations from a social change perspective. Management operational planning necessitates a required continuous evaluation to improve what is not effective when it comes to program results (Aziz et al., 2014). If assessments do not occur and the unobserved complications and consequences occur, this may position the entity into a failure and vulnerability.

Themes emerged from respondent feedback from the interview questions. All 18 participants explained the importance of infrastructure improvement to better assess the needs of paroled offenders and ex-offenders as well as having ongoing staff training. Participant A commented, “Understanding the mission statement of the prison intervention programs along with building relationships with other community partners prior to release is one way to be effective.”

Participant H indicated, “They would have to evaluate the population into different categories, develop subcategories, then assess to evaluate the needs of each group to determine what type of programs/activities they would like to develop based on the data”. Participant H indicated, “Society has stereotypes, and this hinders the offenders from being a part of these programs; create an atmosphere to offset the social barriers for these ex-offenders.” Participant I explained that the prisoner-release intervention program managers need to express the importance of the objectives using empowerment strategies when working with ex-offenders.

The ex-offenders have a responsibility, which should be made clear to them”.

Participant M, commented, “Change the rules and regulations for auditing the intervention programs. Once they get out, they need a place to go. The money they get is mismanaged; find a place for them to go”.

Participant K explained, “Programs are too rigid that may discourage them from participating.” Participant M, commented, “Ex-offenders are setup to fail anyway; regardless, there is only so much money given in a certain time, so they have to use it or lose it. Intervention programs do not have skilled and qualified staff; inexperienced staff cannot perform well.”

Leadership and Stewardship. Interview questions four and eight entailed the types of leadership and stewardship governance needed. Staying abreast to the latest trends helps to improve the organization, the leadership, worker commitment, and society (Katz & Green, 2014). Prison-intervention stakeholders working in various fields of the industry expressed their concerns for the current conditions for the increased release of paroled offenders and ex-offenders. All 18 participants commented that intervention programs must exemplify integrity, respect, and accountability for delivering a service that fosters opportunity.

Participant Q commented, “Leadership derives fundamentally from integrity. Strategies used as gimmicks may feel phony to them. A mentorship program before release teaching basic leadership skills is the right step.” Additionally, participant Q explained, “The effective agency therefore must operate at a high level of integrity, honesty, and earnestness.”

Participant I, explained, “The leadership strategies are to help these individuals prioritize the most important things in life of where they were and now to take programs for self- development and emotional management.” Participant L stated, “Staff should exemplify respect, integrity, and show diligence to lead by example”. Participant C explained, “We need to get their respect and be honest. Management needs proper training in psychology, to understand their personalities better”. Participant A, explained that routine audit checks enable management to find out what is not working, perhaps a designed plan for audit checks to support a quality standard of performance.

Data to advance research. Interview question three encompassed management strategies from the internal and external perspectives to work with paroled offenders and ex-offenders. Participant G, commented, “Expand the resources based on their initial intake profiles, develop and place them according to their level of need.” Prisoner-release intervention programs should consider evaluating the complications and consequences for not meeting the demands of social readiness (Kinner & Forsyth, 2013). All 18 participants addressed the need for the small-sized intervention programs to adapt to the latest technological trends of software developments for paroled offenders and ex-offender profiles.

Drug and alcohol abuse. Interview question five illustrated the need to provide alternative resources to keep inmates from returning to their habitual lifestyles prior to prison. All 18 (100%) participants explained the importance to strategically provide alternative resources including relocations for paroled offenders and ex-offenders not to return to the familiar.

Participant B stated, “The biggest one is a new location or someplace where they are not use to being. They will go back into what they have been doing and what is familiar.” Participant D, explained, “Provide adequate services and better living arrangements. Participant F commented, “The strategies these managers can put into practice is to make sure they have the latest knowledge and understanding about the newest trends that is taking place so they can adjust to the demands that will be required when dealing with this population of people. Intervention programs must have resources to meet the ex-offenders’ specific needs.”

Participant G, commented, “Have rescue resources available just in case a relapse or setback occurs including group-therapy and counseling to guide them through their circumstance.” Participant L expressed, “They need more mentoring, accountability (partner) where they can check in so they do not return to the same lifestyle.” Participant M suggested, “Give them something to do that is different. Find something to replace the negative lifestyle. If you do not give them something to do they will return back to the familiar.” Participant Q stated, “Many small and big-time drug dealers see no problem in selling drugs, other than getting caught. They view their activity as being the American apple pie that is necessary in order to survive in a system stacked against them.”

Participant K recommended, “The prisoner intervention programs should do a diagram decision tree where individuals are now and what will happen whether positive or negative. The decision tree will illustrate their mental strategies and self-development, basically before and after pictures of what things will take them if they decide what route to take”. Figure 1 demonstrates Participant K’s recommendation.

Figure 1. Decision Tree: Mental Strategies and Self Development

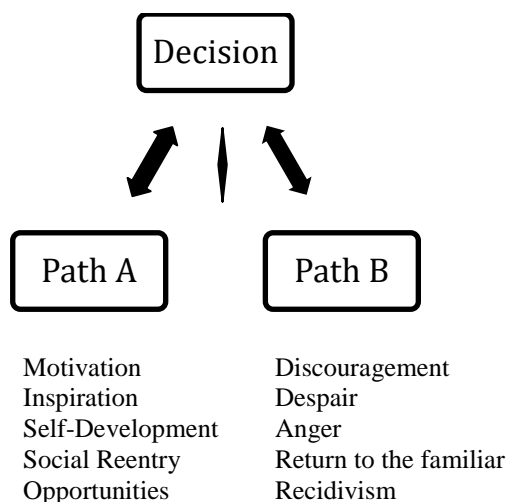


Figure 1. A description of participant K’s response alluding to designing a plan of action to support the mental strategies and self-development for paroled offenders and ex-offender’s positive decision-making.

Finding jobs. Interview question six alluded to the need to equip paroled offenders and ex-offenders for employment opportunities. Participant G, stated, “If it is a job, then have a career program or some nearby educational institution that can support their personal and professional development.”

Participation, retention, and completion. Interview question seven reflected prisoner-release program policies, procedures, and practices. Regulatory procedural operational standards help facilitate the functionality when policies, procedures, and practices are administered. Participant H stated, “They will have to get partnerships with other organizations that are already established like the business partnerships.”

Participant M explained, “Whatever you start, give them something they like and do not take it away. They will come back since they need a criterion in their life and right now they need someone to help them.” Participant J indicated, “The programs are tough but they have to realize that ex-offenders have problems. The programs have to demonstrate to the paroled offenders and ex-offenders, why do you want to do better; and at this point, it becomes an individual decision”.

Participant Q commented, “Since there are few programs equipped to find or create jobs for ex-offenders, such entities must be developed. To retain this population, these intervention programs must be doing something right so inmates can see and understand the results”. Participant F stated, “One idea that I have is to realize that it is not a one size to fit every offender; intense listening skills are recommended on case-by-case bases to reach them, present goals, possible rewards for opportunity.” Participant B explained, “The programs need to have repetitive training so they will not forget or lose interest.”

Principles, practices, and outcomes. Interview question 9 encompasses operational guidelines that organizational managers need to establish for standard performance and meaningful outcomes. Keskes (2014) asserted that whatever organizational managers consider, the appropriate leadership style should support the current business model design. The type of industry served ultimately reflects the principles, practices, procedures, and principles adopted (Keskes, 2014). Participant B explained, “Professionally trained individuals working in the prison intervention programs need to follow up on their caseloads and be honest and fair with their clients.”

Participant G suggested that, “One way is to include offenders that have successfully gone through the program; these individuals can provide a sense of program credibility showing the benefits and provide ideas of how to reenter society successfully.”

Participant Q explained that, “Inmates learn to manipulate systems because they are either inefficient, ineffective, or corrupt. An atmosphere of academia would be the kiss of death for any agency desiring to improve intervention outcomes of ex-inmates. Inmates will quickly disrespect and play along with such an agency.” Participant M commented, “Knowing that your team is on one accord. Give everyone the same evaluation”.

Summary

The research question used identified and contributed to the common understanding from the findings in the areas of ongoing strategic meetings from prison-intervention groups involving paroled offenders and ex-offenders. Prisoner-release intervention program managers engaging with paroled offenders and ex-offenders represents as a means of sharing the responsibility to assess their individual needs and concerns. Another finding reflected the facilitation of their personal development often to administer mentorship, self-development, motivation, inspiration, education, leadership, and skill development prior to leaving prison and during the after-prison life. Additional findings from this study entailed defining the appropriate way paroled offenders and ex-offenders should be valued and treated and employ the same style consistently throughout the organization. Regulatory guidelines set forth by state officials establishes a precedence for all prisoner-release intervention programs whether small or large. Chapter

5 reflects the findings from this study and considerations to support additional research knowledge.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this exploratory multiple case study was to contribute to the common understanding (Hyett et al., 2014) of the findings this study may provide. In this study, I focused on the continuing decline of the paroled offenders and ex-offenders' retention and completion rates in small-sized prisoner-release intervention programs in Columbus, Ohio. Although other quantitative research conducted on prison system reformation, parole, and probation have been provided, the small-sized prisoner-release intervention programs require new initiatives to better understand the social conditions affecting their programs (Kinner et al., 2013). I used the interview responses from the participants to identify emerging themes, and to discover possible reasons and solutions for the high attrition rates.

The key findings in this study indicate the necessity to identify and make provisions for paroled offender and ex-offenders' specific needs. This population has a need for physical and mental health care. Health services have become a primary factor of concern for ex-offenders leaving prison, as some prisoner-release intervention programs are in the early stages of development when it comes to health services (Kinner et al., 2013). Housing assistance was another major finding, as was one-on-one mentoring, career training, education, and job opportunity. The small-sized prisoner-release intervention programs need funding (Harding et al., 2014). The use of government regulatory requirements may provide a systemic operational flow for standardized operation,. The paroled offenders and ex-offenders also need self-development workshops for character building. Aside from qualified trained staff, the

programs need to have ongoing internal operational training. Additionally, community partnerships, networking, and intervention strategies may help bridge activities of engagement to facilitate the social reentry of the paroled offenders and ex-offenders interest.

Interpretation of the Findings

Hirschi's (as cited by Alston et al., 1995) social control theory served as the conceptual framework for this study. Hirschi's (as cited by Alston et al., 1995) theory provided better understand of the conditional state of paroled offenders and ex-offenders' reentry to society. This conceptual framework informed the research question and interview questions that I used to explore the integrated concepts addressed in the scholarly literature. The participants explained that community service with mentoring consist of close contact with the paroled offenders and ex-offenders during their program development at the prisoner-release intervention. Hirschi's (as cited by Alston et al., 1995) social control is needed when individuals take recourse to criminal activity when bonding with their families, acquaintances, community, or institutional involvements is disrupted.

Hirschi (as cited by Alston et al., 1995) described the choices individuals make may determine their life journey. The theory entails four components: attachment, commitment, involvement, and belief. If individuals are involved in wholesome family relationships, have friends, or have educational, career, or community interests, then they are more likely to have a positive life outcome. According to Hirschi (as cited by Alston et al., 1995), if paroled offenders or ex-offenders do not have or desire for or a better

outlook on life, then without key supporters, their chances for disorderliness will most likely occur. Figure 2 serves as a visual representation of Hirschi's (as cited by Alston et al., 1995) social control theory.

Figure 2. Hirschi's Social Control Theory

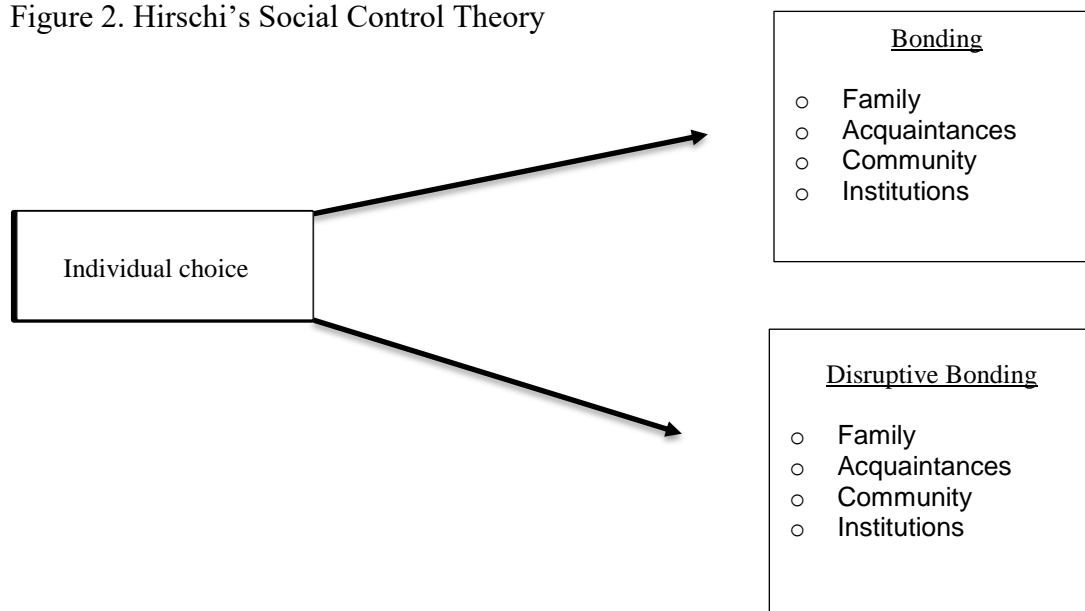


Figure 2. Hirschi's social control theory describes how individuals take a recourse to criminal activity when bonding with their families, acquaintances, community, or institutional involvements becomes disrupted.

Central Research Question

Three (17%) participants asserted that released inmates require an individualized intervention treatment that would involve family members. Ex-offenders hope to regain family connections and financial support (Dill et al., 2015). However, some family members, acquaintances, or other members of society may not assist during their

transition back into society. Cepeda et al. (2015) affirmed that paroled offenders and ex-offenders experience the temptation of drug abuse leaving prison, and this requires immediate assistance to combat the habit of drug abuse. The participants expressed their views that the prisoner-release intervention programs play an important role in society.

Passports, a brokerage intervention project for ex-offenders shortly before and after prison release, reduced the recidivism and crime rates; it provided the necessary services that ex-offenders would need after prison (Kinner et al., 2013). The ex-offenders used their passports based on their personal profiles; the passport services included health care, rehabilitation, food, clothing, the use of cell phones, housing, and more (Kinner et al.).

The results of Kinner et al.'s (2013) study showed the difficulty of contacting the participants during the first 3 or more weeks after prison release, as some had either sold or bartered their personal items, or refused to be contacted; therefore, it was a challenge to collect the necessary data to determine the effects of this type of prisoner-release intervention program (Kinner et al., 2013). Sarteschi (2013) asserted that in 2011, a U.S. court decision authorized the release of 33,000 inmates from California prisons due to overcrowding by a 200% capacity. The high rate of prisoner release triggered economic hardship in the health care system, resulting in denial of health care and mental health treatment for those who had been released, although U. S. government laws require health care for released inmates (Sarteschi, 2013).

Two participants (11%) suggested that prisoner-intervention program administrators should go into the prisons to conduct reentry seminars and establish early connections prior to inmate release. All participants (100%) understood the mindset of the paroled offenders and ex-offenders leaving a prison. This process of intervention proactiveness before prison release may potentially provide avenues for reducing recidivism, and would be a good topic for future research. This suggestion of intervention supports the gap in research concerning the small-size prisoner-release intervention programs for not having sufficient data profiles, and giving an avenue to build data profiles for paroled offenders and ex-offenders. Analysis of prisoner profile data 30 or more days prior to their release may prove helpful for strategic planning that may reduce recidivism.

According to Nielsen (2013), managers collaborate to improve their prisoner-release intervention program models from past practices and learn to identify what constitutes improvement. The use of government regulatory requirements may provide standardization for operational practices for all prisoner-release intervention programs (Harding et al., 2014; Nicosia et al., 2013). The social need continues for the government to have more effective program operations (Harding et al, 2014). Any non-profit service delivery program that works with at-risk vulnerable populations should consider government intervention for standard operations.

My findings indicated the need for ongoing research in the area of regulatory operational setup of and grant acceptance by the small prison-release intervention programs in support of the increased release of inmates. According to Minton and Zeng

(2015), the prison population took a decline from 259 for each 100,000 in 2007, to 234 for the same 100,000 during the midyear of 2014. Sarteschi (2013) asserted that the U.S. Government authorized the release of 33,000 prisoners in 2011, as a result of the overcrowded California penal system, having an over capacity by 200%.

The high number of released prisoners became a concern to the health care system causing denials of any type of health care, considering the federal authorities supported the treatment of released inmates (Sarteschi, 2013). The participants in this study agreed with Sarteschi's (2013) concept in that the prisoner-release intervention programs may need to reevaluate the external conditions to assess their internal performance operations and how they will handle the increased release of paroled offenders and ex-offenders.

Limitations of the Study

Some aspects of this study may have limited elements of trustworthiness. Denscombe (2013) asserted that some uncontrollable factors might influence and even weaken the outcome of a study. Time restraints, rescheduling, and cancellations were contributing factors that might have placed limitations on this study. Monette, Sullivan, and Dejong (2008) noted that the time needed to conduct exploratory research may limit the researcher's capacity to garner respondent feedback, which causes issues related to questions of trustworthiness. The onset of the data collection for this study occurred around a major holiday that prohibited the contact of most participants, causing an extension of time.

Other potential limitations associated with trustworthiness included a few misunderstandings coming from the interviewees concerning the meaning of the

interview questions. I repeated the interview questions to the participants for clarification and reminded the participants of the focus of this study. Two participants (11%) misunderstood the interview questions by alluding to the responsibility of paroled offenders and ex-offenders, and not management strategies.

I upheld a high standard of academic integrity and followed the procedures for the data collection and interview protocol. The responsibility of the researcher is to report any form of prejudices or unfairness pertaining to the topic of this study. I recruited prison-intervention industry stakeholders for the data collection process. I used member checking to establish the reliability and validity of this study (see Harvey, 2015). As for the second round of interviewees, I gave the participants transcript copies to confirm and establish data reliability (see Yin, 2014). The use of hand coding, note taking, and two audio recorders for the interviews facilitated the validation and confirmation of the data collection, as some participants requested no recording. Consistent checking for reliability, validity, and accuracy of the data ensured that the study did not have any missed data or inconsistencies.

Recommendations

The following is a compilation of recommendations based on the findings from this topic of study. The crises of three small-sized prisoner-release intervention programs in Columbus, Ohio, are proven by the ongoing decline of paroled offenders and ex-offenders' participation, retention, and completion. Defining the need that is appropriate during an organizational crisis for the small-sized prisoner-release intervention programs has become an important topic of this study.

Proactive Presence

The recommendation from this study's findings is for the small-sized prisoner-release intervention programs to have a proactive presence in the prison systems working with inmates in advance prior to their release. Early intervention prison programs should start with preparing paroled offenders and ex-offenders for pre-societal adjustments before their release. The prisoner-release intervention program administrators may want to consider strategically designing programs based on each prisoner's individual needs, prison records, current assessment activities, and their expectations before release. Inmates will be given health care assistance prior to leaving the prison and an individualized health care program. Wood et al. (2014) asserted that paroled offender and ex-offender intervention program managers should have knowledge of the prison life culture to enhance intervention before release.

Self-development and Setting Goals

Self-development and goal setting is suggested; therefore, ongoing seminars with individual assessments in the areas of personal-development, character building, motivation, and inspiration may help to prepare inmates for release. Prisoners will have learning tools, resources, and knowledge concerning their positive or negative decision making for determining the best outcome for their future. Planning for early intervention prison programs starts with preparing paroled offenders and ex-offenders for pre-societal adjustments before and after their release. Angell et al. (2014) introduced strategies for developing prisoner-release intervention programs and need assessments to demonstrate an action research project to improve intervention programs. MacKenzie and Farrington

(2015) asserted that restorative methods and skill enhancements work effectively in some prisoner-release intervention programs.

It is suggested to have three administrators assigned to each paroled offender and ex-offender, as one being the mentor. Meetings will be held with all administrators and another one with the paroled offender and or ex-offenders to facilitate the process for reentry throughout every step of the program. Incentives and rewards for program participation while in prison may help to keep paroled offenders and ex-offenders motivated each week before prison release as well as after the prison life to assist with job opportunities. Recidivism rates continue to increase during the first year after prison release (Harding et al., 2014). Nicosia et al. (2013) asserted that prisoner-release intervention program managers endure challenges involving a lack of funding for the programs to operate at full capacity, affecting the needed activities including job training and career opportunity.

Leadership

If systemic approaches are used, then the paroled offenders and ex-offenders may not stay in the programs. The transactional leadership styles necessitate a focus on strategies to deal with the external changes and demands concerning the current socioeconomic trends (You-De et al., 2013). The prisoner-release intervention program managers should consider the proper leadership role for their current crisis. It is suggested that the small-sized prisoner-release intervention program administrators set the tone for the environment of leadership, trust, respect, and care to create a coaching atmosphere in place of ex-offender relatives that have been rejected by their families.

Health Care

A suggestion is that prisoner-release intervention programs should consider physical and mental health care for the paroled offenders and ex-offenders. Health care has become a key concern after prison life (Kinner et al., 2013). The mentally ill paroled offenders and ex-offenders need specialized treatment to transition back into society (Harding et al., 2014). Paroled offenders and ex-offenders may be considered for health care physicals prior to leaving the prison as part of an individualized health care program initiative.

Drug and Rehabilitation Services

The drug and rehabilitation services suggested by the participants in this study addressed a bridge of support between prison release and immediate rehab intervention to accommodate released prisoners. This recommendation may keep paroled offenders and ex-offenders from returning to their former lifestyles of drugs, alcohol, and assist with transportation to network with various community partnerships. Paroled offenders and ex-offenders interviewed for a study to examine the use of drugs two months following prison release; the findings revealed that returning to familiar drug environments caused a triggering effect that led to drug abuse and overdose (Harding et al., 2014). The prisoners will have immediate resources as well as an understanding concerning their positive or negative decision making for their future outcome. Williams et al. (2012) asserted that social networks facilitate health care needs for ex-offenders, involving ongoing rehabilitation counseling services.

Technological Advancements

Incorporating technological advancements for database systems will generate prisoner records to track future progress that may be used to support and advance the research knowledge before and after prison release, especially after the first year. Business data analytics used by organizations simplify decision processes to bolster stratagems that comprise yearly projections, goals, and performance measurements (Bartlett, 2012). Prison records may be useful to the prisoner-release intervention programs for the initial set-up before release (Nicosia et al., 2013). Intervention program managers may seek government assistance for considering the release of prisoner profiles prior to their release (Dooren et al., 2013). This suggested recommendation may assist with the reduction of recidivism and the associated cost.

Social Control

Hirschi's (as cited by Alston et al., 1995) social control theory used to guide this topic of study as the conceptual framework, identified the after-effect conditions of paroled offenders and ex-offenders' readjustments to society. The theory entails four components: attachment, commitment, involvement, and belief. When the paroled offenders and ex-offenders do not have supportive systems, a criminal activity most likely occurs. Hirschi (as cited by Alston et al., 1995) asserted that the choices determine the future of paroled offenders and e-offenders; however, it is important not to experience any negative or broken relationships. Counseling the relationships evaluated before prison release, helps to identify issues and solutions. This may be a positive step indicator as a potential assessment tool to avoid any detractions for the paroled offenders and ex-

offenders' reentry. Having counseling sessions with relatives and perhaps close friends before prison release establishes the paroled offenders and ex-offenders' goals with needed support after the prison life.

Implications

Positive Social Change

The findings addressed in this study may provide a positive social change course of action to improve the decline of the paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs and their operational infrastructure to influence positive social change strategies, lessen the economic burdens to society, and to the communities at large. The report from the ODRC (2015) reflected a 37.1% recidivism rate of male ex-offenders who entered the prisoner-release intervention programs without completing in comparison to ex-offenders completing the programs that exhibited lower recidivism rates between 35 to 45%. The findings from this study may provide an avenue to collect continuous data necessary to advance research knowledge using the small-sized prisoner-release intervention programs. An estimation of 700,000 prisoner releases occurs annually in the U.S. (Dill et al., 2015). The data reflects 6,561 prisoners released from 2005 to 2009 showed a 46.6% rate of recidivism (Nally et al., 2014).

Having the small-sized prisoner-release intervention programs establish a proactive presence in the prison systems before inmate release will facilitate the need for early intervention. Early intervention may enable the small-sized prisoner-release program managers time to gather prison records and integrate their reentry program plans

into their current database program profiles. The type of strategic planning for early intervention prison programs starts with preparing paroled offenders and ex-offenders for pre-societal adjustments before and after their release. Other coaching will involve self-development, leadership, character building, motivation, and inspiration to initiate specialized individual profiles and assessments on each topic before release. Feedback from the interviewees identified the need for funding to support the small-sized prisoner-release intervention programs. These programs lack the ability to provide the necessary program activities to operate at full capacity supporting the retention and completion of paroled offenders and ex-offenders. Participant feedback explained the need for government intervention to establish regulatory requirements and procedural standards for the small-sized prisoner release operational setup, like the same requirements for grant approval.

Methodological

The methodological approach selected for this study entailed the use the exploratory multiple case study that aligned to Hirschi's (as cited by Alston et al., 1995) social control theory as the conceptual framework. Hirschi's (as cited by Alston et al., 1995) theory encapsulated the after-effect conditions of paroled offenders and ex-offenders' issues for social reentry based on the four key elements: attachment, commitment, involvement, and belief. Quantitative research conducted on reforming the prison systems, parole and probation outcomes reflects no data concerning paroled offenders and ex-offenders completing the small-sized intervention programs (MacKenzie & Farrington, 2015). Other quantitative research exhibited training programs

and skill development, but it is not applicable to all prisoner-release intervention program (MacKenzie & Farrington, 2015). Recent research reflected a recidivism reduction when the prisoner-release intervention programs are operated effectively (Jonson & Cullen, 2015).

Recent research studies by scholars discovered that paroled offenders and ex-offenders often resume to their former lifestyles before prison release, an indicator of their poor choices that leads to recidivism (Jonson & Cullen, 2015). The recommendations from the participants are for the small-sized prisoner-release intervention programs to have a proactive and leadership presence in the prison systems working with inmates in advance before their release. Planning for early intervention prison programs starts with preparing paroled offenders and ex-offenders for pre-societal adjustments before and after their release to develop their specialized profiles integrated with the pre-existing prison records. If the small-sized prisoner intervention programs adopt these findings, this would advance the research knowledge to have sufficient data to track paroled offenders and ex-offenders after release. The use of government regulatory requirements on procedural standards helps to effectively operate prisoner release programs that may improve the performance in the areas of retention, completion, and the reduction of recidivism.

Theoretical

The social control theory introduced by Hirschi (as cited by Alston et al., 1995) purported that the paroled offenders and ex-offenders' release to a successful social reentry has four main elements: attachment, commitment, involvement, and belief. The

theory used in this study explained the conditional individual causes and norms that contribute to the paroled offenders and ex-offenders' decision making and understanding of what might happen if they lose their necessary support systems that might cause a return to prison. Criminology will most likely occur when released prisoners' relationships with family, friends, community support, or group involvement becomes damaged. Hirschi (as cited by Alston et al., 1995) affirmed that the choices made by the paroled offenders and ex-offenders are the determining factor that influences their fate.

The findings from this study substantiated the need for effective small-sized prisoner-release intervention programs. Determining the need that is appropriate during an organizational crisis for the small-sized prisoner-release intervention programs has been provided in this study. The findings from this study also entailed a leadership and proactive prisoner-intervention presence using information technology databases to develop specialized profiles integrated with existing prisoner records. Figure 1 alludes to the type of proactive and early prisoner-intervention readiness prior to release to support the paroled offenders and ex-offenders' decision making. Figure 2 reflected the theoretical perspectives of the social control theory and the influences of positive and negative support systems.

Practice

The reported findings from this topic of study may be used to offer an insightful approach to collect data during the first year of prison release. This data may be used to advance the research knowledge in practice for improving the operational standards of performance for the three small-sized prisoner-release intervention programs. Nielsen

(2013) asserted that strategic collaborated managerial decisions could improve the existing intervention models to tailor them to what is required for intervention program readiness to effectively operate based on what has occurred in the formal practices. Identifying a potential resolution for best practices may be the initial step for the small-sized prisoner-release intervention programs.

The prisoner-release intervention programs may require government intervention to exercise the practices of the regulatory laws for adequate operation. Government intervention is the focal point for political platforms, agendas, and policy reformation to push support social change initiatives concerning the service delivery to these vulnerable populations. Advocating to support paroled offenders and ex-offenders' reentry has become a topic of concern; some small-sized prisoner-release intervention programs may not have the capability to stay operable or accommodate the increased release of ex-offenders (Harding et al., 2014).

Among other findings from this study, the social barriers encompassing prison release alludes to a lack of funding, a practicality of concern that may be a factor causing ex-offenders not to complete the prisoner-release intervention programs (Harding et al., 2014). Therefore, the findings from this study may provide a triggering effect and may contribute to understanding why their relapse leads to recidivism (Harding et al., 2014). Prisoner-release intervention programs managers need an operational performance infrastructure to influence social change and lessen the socio-economic burdens on communities at large considering the increased release of ex-offenders. The common (Hyett et al., 2014) findings from this study may be significant and substantial to provide

new knowledge and allow scholars to remain informed about the societal conditions affecting small-sized prisoner-release intervention programs. The additional research knowledge may improve the socio-economic conditions for the paroled offenders and ex-offenders' lifestyles after prison release.

Conclusion

This topic of this study, 'Management Strategies and Intervention Program Readiness for Ex-offenders' retention and completion accentuated the current organizational crises of three small-sized prisoner-release intervention programs in Columbus, Ohio. Influenced by the social control theory, I obtained a common understanding (Hyett et al., 2014) from this study that came from the prisoner-intervention stakeholders who knowledge shared concerning the decline of the paroled offenders and ex-offenders' retention and completion.

The key findings from this study demonstrated the need for continuous research knowledge and positive social change initiatives to improve the operational performance of the small-sized prisoner-release intervention programs. Additionally, the findings from this study explain the need to garner prisoner records and integrate them with additional individualized profiles developed during the prison-intervention proactive presence. The use of these developed in-service programs during the last months of imprisonment may become the bridged avenue prior to release going into the small-sized prisoner-release intervention programs.

The data generated from these findings may be used to reduce recidivism if adequately operated according to individualized profiles. The small-sized prisoner-

release intervention programs might be able to gather sufficient data within the first year or more to track the progress and outcomes of the paroled-offenders and ex-offenders.

The assistance of government regulatory intervention requirements may help with adequate standardized procedures to support retention and completion of the small-sized prisoner-release intervention programs.

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Appendix A: Script Introducing the Researcher

Hello, my name is Sylvia Bell, and I am a candidate for the Doctor of Philosophy in Management (Ph. D.) degree at Walden University. I am conducting an exploratory multiple case study entitled, “Management Strategies and Intervention Program Readiness for Paroled offenders and Ex-offenders” in Columbus, Ohio. The intent of my study is to explore the decline of paroled and ex-offender retention and completion within the small-sized prison-intervention programs.

Based on your professional experience of five years or more, working in the prison-intervention industry, I am requesting your participation in this study as an interviewee; therefore, I welcome the opportunity to conduct this interview with you in a one-on-one setting. I certainly do appreciate a response or you may contact me no later than [DATE] if you are interested. The interview time requires at least 45 minutes to 1 hour, scheduled at your convenience at a public location of your choosing. After the interview, I welcome the opportunity to follow up with you to confirm the responses you provided, via telephone or e-mail. Your interview as well as your name will be highly confidential, as you will be assigned an identification letter. I will confirm this process with a letter of agreement.

Once we confirm the meeting time, should it present a problem, please let me know if there are other times and arrangements to conduct your interview; for example, a conference call. I sincerely thank you and look forward to your participation for this significant study that may contribute to making positive social change strategies and a difference to our communities. Do you have any questions, at this time?

I thank you for this opportunity.

Appendix B: Central Research Question and Interview Questions

RQ1: What can program managers do to facilitate paroled offenders and ex-offenders' retention and completion in the small-sized prisoner-release intervention programs?

IQ1: What can the prison intervention program managers do to develop a social change strategy based on their type of service-oriented infrastructure for meeting the demands of the increased release of prisoners?

IQ2: What are the common factors that impede program managers from providing the successful transitional process of released prisoners for societal reentry?

IQ3: What might you do in order to gain additional information regarding the strategies management should consider for using data to advance research?

IQ4: What potential leadership strategies might be applicable to facilitate the paroled offender and ex-offenders' transition into society after release?

IQ5: What potential management strategies might be applicable to assist paroled offenders and ex-offenders that might return to drug and/or alcohol abuse?

IQ6: What potential management strategies might be applicable to help ex-offenders find jobs?

IQ7: What ideas might you have to improve paroled offenders and ex-offenders' participation and retention in the small-sized prisoner-release intervention programs?

IQ8: How can managers operating small-sized prisoner-release intervention programs improve their stewardship in the prisoner-release intervention programs?

IQ9: What managerial principles and practices generate purposeful and ideal outcomes for paroled offenders and ex-offenders participating in the small-sized prisoner-release intervention programs?

Appendix C: NIH Web-based Training Certificate of Completion

