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Regis University
College for Professional Studies Graduate Programs
Final Project/Thesis

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EFFECTIVE PAROLE SUPERVISOR TRAITS
OBSERVED BY TEXAS PAROLE OFFICERS

By

David H Bolding II

A Research Project Proposal Presented in Partial Fulfillment
of the Requirements for the Degree
Masters in Criminology

REGIS UNIVERSITY
August, 2012

EFFECTIVE PAROLE SUPERVISOR TRAITS
OBSERVED BY TEXAS PAROLE OFFICERS

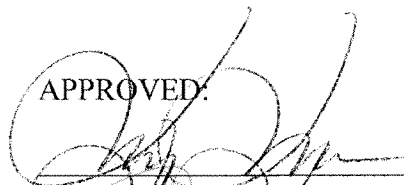


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August, 2012

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Abstract

This research study uses a quantitative method to identify the traits that Texas Parole Officers observe make an effective leader. This study adds to what seems to be a void in research on parole supervisors. Prior literature has identified that numerous individual traits and observable traits play an active role in effective leaders. This study uses “Survey Monkey” to employ the use of surveys across Texas, and to ensure confidentiality. By utilizing the method in this study, effective traits can be identified and used as a tool to increase present supervisory capabilities and allow others to have a guide on what can help them be an effective leader in their career.

Keywords: Leadership, Texas, Parole Officers, Quantitative Study, Effective Traits

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Chapter 1

Introduction

Statement of Problem

When businesses notice a lack of production from employees, a thorough examination may reveal a lack of effective leadership. This ineffectiveness could be from a lack of support, inter-personal skills, or other items that are identified as leadership traits. If the ineffectiveness is not corrected the business has the potential to loose capital due to continued production issues and possible employee retention. Effective leaders can cut these effects from the start if they understand how their employees feel and understand those traits that are seen in effective leaders, especially in their individual industries.

Leadership is seen in any industry that is examined. What all industries have in common is the strive to mold and retain effective leaders. This is not always the case. Schafer (2010) conducted open-ended surveys of 304 police supervisors that were attending a training program put on by the Federal Bureau of Investigations. Their study looked at the prevalence of effective leadership being seen in the participants agency. The results found that only one third of respondents observed effective leaders on a regular bases. That means that those entrusted to protect civilians' safety observe their own agency have ineffective leaders two thirds of the time.

Overview of Problem

Witt (2011) provided an article for the World Press which determined that poor leadership is costing companies an average of 7% of their annual revenue. Witt (2011) found that there were three main areas effected by poor leadership and costing companies: employee turnover, customer turnover, and employee productivity. According to exit interviews conducted by The Saratoga Institute, Witt (2011) found that up to 30% of the reason people leave their job

was due to poor leadership. He also references research conducted by Blanchard that revealed that productivity can be improved 5-12% with the use of better management processes.

Galton (1869) defined leadership as a unique characteristic of extraordinary individuals and that these traits were inherited or were a part of a person's genetic makeup. Though the second point has been debunked through the ages due to people's ability to adapt and learn, the definition of leadership is one that continues to evolve. When proper leadership isn't present numerous problems have the potential to occur. An example of this occurred with a United Kingdom's Probation Department. Crawford (2011) reviewed probation departments in Manchester, UK and found that if leadership is not carefully developed and studied it can cause numerous business interruptions and cost increases. Crawford (2011) found that productivity can decrease when successful leaders are not present. This decrease in the UK led to government agencies stepping in and interviewing officers and studying cases to see why problems were occurring. The intervention of the government led to employees not being able to complete cases in a timely manner and required some officers to take on additional work during and after the investigations were done. Those actions led to officers being overworked, decreasing production quality and leading to turnover, all because of ineffective leadership.

Purpose of Study

The purpose of this study is to conduct a Client Applied Research Study involving Texas Parole Officers. This study can provide a basis for a current understanding of what employees see as effective leadership traits for supervisors. The results gained through this study will be useful to any employee who strives to move up through leadership roles. It will do this by allowing them to understand and begin to implement those traits that can help them succeed when they begin their own leadership roles. Though this study is industry specific, the method is

created in a way that it can be applied to other industries. There are three questions that this study seeks to answer: 1. What does the study group feel are the consequences of ineffective leaders? 2. What consequences are currently observed in their work environment? 3. What traits are thought to create an effective leader?

Definitions

Parole Officers in every state differ in their job descriptions and qualifications. In order to gain an understanding of what is being studied in this research, certain definitions need to be given.

Leadership.

In general terms, leadership is the act of leading people/organizations, or having the ability to do so. Rosh and Kusel (2010) add that leadership can be demonstrated through a variety of skills including, but not limited to, understanding one's values, strengths, and weaknesses; possessing broad interpersonal competence and communication styles; and/or having the capacity for effectiveness in organizational, project, and task management (p. 30). When trying to precisely define the word leadership, Kotterman (2006) brings up the point that leadership can have many definitions. As time passes and new studies are created, the precise definition of leadership is refined.

Leaderless Group Discussions.

Ensari, Riggio, Christian, and Carslaw (2011) explain that a leaderless group discussion involves a group coming together for a general discussion or a problem-solving task. As the name indicates, when these groups are formed, there is no specific leader selected. Having no leader in the beginning, allows researchers to examine those qualities that lead to a person being

seen as a group leader. It also allows researchers to discuss and study why group members believe that a particular person has leadership traits.

Need for Cognition.

Cacioppo, Petty, and Chuan (1984) identify that 'need for cognition' refers to a person's tendency to engage and enjoy effortful cognitive activities. Carnevale, Inbat, and Lerner (2011) explain that people high in need for cognition engage in cognitively challenging activities without external motivation, while those low in need for cognition only engage in cognitive tasks when they have a good reason to do so.

Communication Styles.

Heffner (n.d.) discusses three main communication styles: passive, assertive, and aggressive. Heffner (n.d.) describes passive being the style which a person puts rights of others before themselves, assertive style as when a person sticks up for their rights while considering others, and aggressive style as occurring when a person stands up for their own rights while ignoring or violating the rights of others. Many people do not utilize a single style, but a combination of styles such as passive-aggressive, which is commonly observed.

Texas Parole Officer.

The State of Texas has two types of parole officers, institutional and district. The Texas Department of Criminal Justice (2012) indicates that Institutional Parole Officers interview offenders prior to release and prepare offender case summaries for review by the Board of Pardons and Parole to determine if an offender receives early release. Offenders that are released into their community to serve the rest of their sentence are supervised by District Parole Officers.

Limitations

As with any study, there are limitations that will exist for this research, the first being that the study is quantitative. Hicks (1962) identifies that a quantitative study is limited by the mathematical formulas set in result analysis. A quantitative study relies on grouping or numerical information that has a specific purpose. Unlike qualitative studies, quantitative studies do not have open ended questions that allow for creation of new theories or possibilities. A second limitation to this study is the geographic location of participants. With officers being spread throughout Texas, this study will be depending on participants to follow specific instructions in completing the research survey. Related to participant limitation is that the research includes only officers in Texas. Though the research method could be generalized to other states, the results could differ. Studies in other states should be done to see if differences in training, organizational structure, or requirements to be an officer cause the results to differ between states.

Chapter Summary

As was found in the literature, a lack of effective leaders can cause internal problems within an agency and it can have an effect on operating costs for organizations. The lack of research in parole supervisor traits provide a basis for this study. Proper trait studies can improve present supervisors abilities and those striving to be leaders in the future. This study seeks to find those traits that Parole Officers believe make an effective leader. Limitations can be found with any research study; however, proper methods and implementations can help the results provide valuable information in regards to the purpose of the study, whether it answers the questions directly or provides alternative answers.

Chapter 2

Review of Literature

This literature review was accomplished by using the Regis University online library resource and various Criminal Justice related journals. Databases and journals used include: Academic Search Premier, EBSCOhost, Journal of Business and Psychology, and The Journal of Criminal Justice. In order to find relevant information in the above resources, various keywords were searched including; “leadership traits”, “parole leaders”, “community supervision traits”, “parole”, and “law enforcement leaders”. After careful consideration and review of literature, information pertinent to this research was gathered and included for presentation. It should be noted that though there are numerous sources that study leadership qualities, studies of traits seen in successful parole supervisors does not appear to exist.

The following literature review uncovered many studies that examined those traits that make a successful leader, including law enforcement leaders. The closest study that can be comparable with parole supervisors was done by Crawford (2011) in an examination of probation. Both probation and parole deal with community supervision; however, parole supervisors exist in both the community settings and prison settings. The absent of literature pertaining to parole supervisor traits gives credence for this study. The literature reviewed has pertinence to this study due to its review of general leadership qualities. Knowing what traits can lead to being a successful leader can help those already in leadership roles and can provide guidance to those individuals striving to become leaders. Though general leadership trait studies can provide useful information, industry specific studies can provide a more substantial basis for guidance in that industry. The literature reviewed provided numerous traits that were found to

create positive or successful leaders, as well as traits that were specific for those that work as public servants.

Importance of Successful Leaders

Leaders are responsible for the success and failures of their employees. By understanding their own traits and the traits the majority of the employees feel a leader should have, can help decrease possible failures in their respective industry. Failures can be seen as a lack of proper communication, internal stress or negative work environment, job satisfaction, employee turnover, or lack of production. Lee, Joo, and Johnson (2009) discussed that high employee turnover created problems for those in correctional industries. Lee, et. al. (2009) indicated that low morale and poor job-related productivity were related to high turnover rates. In a review of past literature, Lee, et. al. (2009) discovered that proper participatory management was one of the largest ways to increase job satisfaction and decrease turnover. The researchers used 209 returned mail surveys that were sent to probation officers to find results pertaining to turnover. The results found that the leading factors in turnover were job satisfaction ($r = -.50$), internal stress ($r = .43$), participatory climate ($r = -.38$), and tenure ($r = .23$). All four factors had a relationship to employees and supervisors. Although tenure was the least connected of the four, it involved the promotion of other employees as a person gains more tenure.

Carlson and Thomas (2008) conducted a study on turnover in correctional officers and case workers in two prisons. The major differences between case workers and correctional officers in the study was that the majority of case workers (71.4%) had at least a college degree. Both employees had the same training except for firearms training which only correctional officers had. Case workers were asked what three reasons other case workers had left. The results found that 98% left for more money, 60% were due to lack of support from management,

and 24% were due to stress and burnout. Lambert, Hogan, Jiang, Elechi, Benjamin, Morris, Laux, and Dupuy (2010) also conducted a study of 200 correctional staff and their reasons for turnover intent. Their study found that a decrease in perception of fairness was positively correlated with burnout and turnover intent. Lambert, et. al. (2010) also found that tenure was a factor in burnout and turnover intent ($B = -.09$); however, it was found that the younger the employee, the higher the chance for burnout and turnover ($B = -.19$). Some of the above reasons give credence to why leadership is such an integral part of an organization.

General Traits

Ensari, Riggio, Christian, and Carslaw (2011) conducted a meta-analytic research study on the traits that lead a person to be perceived as a leader. They reviewed prior databases and research journals, specifically those that used leaderless group discussions. The researchers included those traits that are personal in nature. Their results showed that authoritarianism, creativity, extraversion, masculinity, and intelligence were the strongest predictors of a person emerging as a leader. When it came to specifying traits based on sexes, attributes such as self-esteem and self-efficacy were stronger leadership predictors in males than females. A limitation that was discovered, and can relate to other studies, is that the type of participants in the study could change the outcomes. The study found that the relationship between authoritarianism and leadership was greatest with students ($d = 0.42$) than for working participants ($d = -0.01$). Other limitations for their study were: it did not account for other moderator variables such as type of discussion, type of evaluator, size of study group, and that the sex of the participants could have the ability to affect the outcome.

Carnevale, Inbar, and Lerner (2010) conducted a quantitative study that looked at the cognition and decision-making competence of leaders. It was discussed that history showed

that decision-making leaders who make decisions tend to stray away from their traditional models, and that their past experiences become a large factor in their decision making ability. Researchers used 178 high level leaders who were attending executive education programs at Harvard Kennedy School of Government. They used three different scales to produce results along with demographic information. In return participants received feedback on their decision making performance. Results found that leaders who were high in need for cognition were less affected by task framing and sunk cost. It also determined that those who concentrated more on reasoning their choices in a decision caused that person to be more confident that they made the right decision. With the help of prior research, they were able to determine that differences in decision making between the high level leaders and those in the community may be due to specific education or training, but more research is needed. Another area that can be researched further is a comparison on how the type of participants could affect the outcomes.

De Vries, Baker-Pieper, and Oostenveld (2009) conducted a quantitative study on the relations between leaders' communication styles and charismatic leadership, human-oriented leadership, task-oriented leadership, and leadership outcomes. The researchers implemented the use of 279 government employee surveys that had six main communication styles operationalized. Regression analyses was then employed to test their hypotheses. Their results showed that charismatic and human oriented leadership are mainly communicative compared with task oriented leaders. One important result they found was that communication styles were strongly and differentially related to knowledge sharing behaviors, perceived leader performance, satisfaction with the leader, and subordinate's team commitment. One limitation to this study is that it presented very little past research that used charismatic attributes that their

study employed. Further research could be done using other methods and participants, while continuing to use the attributes that were used in the original study.

Hoffman, Woehr, Maldagen-Youngjohn, and Lyons (2011) conducted a quantitative study on individual differences and leadership effectiveness. Hoffman, et. al. (2011) used prior research to conduct a meta-analysis study. Researchers took information from articles that discussed leaders, leadership, and 25 individual difference constructs. Results showed that trait-like individual differences most strongly correlated with leader effectiveness include: achievement motivation ($p=.28$), energy ($p=.29$), dominance ($p=.35$), honesty/integrity ($p=.29$), self-confidence ($p=.31$), creativity ($p=.31$), and charisma ($p=.57$). Of the state-like individual differences, those that correlated most strongly with leader effectiveness included: interpersonal skills ($p = .30$), oral communication ($p = .25$), written communication ($p = .24$), management skills ($p = .40$), problem solving skills ($p = .39$), and decision making ($p = .52$). The limitation in the researchers work is that it needs to go from a literature based study to real world examination, which could provide real world application in creating guidelines in hiring leaders and what qualities people should develop to be an effective leader.

Public Servant Traits

Fallesen, Keller-Glaze, and Curnow (2011) conducted an analytical research study on the conceptualization and measurement of military leadership, as well as leader development and situational leadership. In order to conduct their study, they reviewed various past and present manuals that military leaders are to implement and what leaders should represent as leaders. An important finding noted was that leadership had evolved from a job-analytic approach to a more competency based approach. The information obtained allowed researchers to deduce that competency based approaches (CBA) usually yielded broader descriptions of leader behaviors

and traits; whereas job-analytical approaches were more appropriate for specific job items or technical job holders. Researchers reported that CBA allowed organizations to describe what they expected leaders to do and the capabilities they should have presently and in the future. An important difference in the development and selection of military leaders is that the military members move up in the system and leaders are not hired from outside sources. Their research revealed that to be a successful leader they had to exhibit the following qualities: resilience, adaptability, critical thinking, cross-cultural skills, have self-developing tools, and the ability to accept coaching systems and feedback. Additional studies need to assess the area of situational leadership in determining successful leadership qualities.

Baker and Hyde (2011) conducted a study on public perception of law enforcement. The purpose of their study was to show that the public acts as a customer for police and therefore police should seek direction from the community on how services are delivered. Their study revealed that public perception of their respective law enforcement agencies would dictate how the public felt services should be delivered. Baker and Hyde (2011) reviewed policies for the State of South Australia and their public's perceptions. The results revealed qualities important for organizations and their leaders to have is that they are customer-centered, use prior research, show bias toward market segmentation, define competition broadly, and implement strategies that focused on design, cost reduction, distribution, promotion, and communication. Results also identified that officers who sought and sustained community support were more successful than those who did not. Baker and Hyde (2011) also concluded that, "If police are to retain their relevance to community well-being, it is imperative they remain in touch with their operating environment and are responsive to change."

The study conducted by Schafer (2010) found certain traits in law enforcement were observed in ineffective leaders. 15% of the respondents expressed that ineffective leaders tended to overly manage, or micromanage. One third of respondents indicated ineffective leaders tended to exhibit the “self-first” philosophy, or ensuring they always look appropriate to upper management, without observing the effect on their employees. Over 15% of the study group indicated that ineffective leaders tended to be close minded and seemed unwilling or unable to listen to other peoples suggestions. Ineffective communication (33%) and a lack of interpersonal skills (25%) were also found to be traits of ineffective leaders.

Examined Theories

This study will add to the current information that pertains to Behavioral Theories of Leadership, particularly Behaviorism and Transformational Leadership. Cherry (2011) identified past research that claimed behaviors can be measured, trained, and changed. This study will measure traits which can be trained to others and adapted over time. Results from a study conducted by Tekleab, Sims, Henry, Seokwa, and Tesluk (2008) found transformational leadership is related to leader effectiveness and followers’ supervisory satisfaction. If employees are not satisfied with leadership, then certain transformations can be implemented in order to gain approval. Grant (2012) brought to light that when a leader is successful with transformational leadership theory they engaged in inspirational behavior such as articulating visions or goals, expressing confidence, optimism, and various core values and ideals. Many traits this study referenced related to those values and items leaders may present to employees. Both theories are based on the idea traits, values, and behaviors that produce effective leaders can be taught to a person. This study is produced to also help provide a guide to those who wish

to lead in the future. Though this study relates to leadership theories, it can have a minor connection with a criminology theory, when parole officers are discussed.

Pratt, Holtfeter, and Reisig (2010) discussed how Routine Activity Theory predicts that changes in opportunity structures can increase the convergence of motivated offenders and suitable targets in the absence of capable guardianship. Cullen and Agnew (2002) added that the daily activity of a person affect the likelihood of people becoming an attractive target when they encounter an offender in a situation where no effective guardianship exists. With ineffective leaders in parole, areas such as productivity, time needed for new hire training, and possible increases in workloads due to turnover or layoffs due to budgetary issues can cause relevance in Routine Activity Theory. Those issues can cause a decrease in proper time spent on guardianship of offenders, whether that is direct supervision or proper parole votes. Lack of guardianship or voting improperly on parole releases can give offenders more opportunities to observe and take advantage of daily activities of the public.

Chapter Summary

As the literature review reveals, it appears there is an absence of studies related to parole and leadership qualities. The available literature does provide various traits that have been found to contribute to effective leaders in general and those in law enforcement or other public services. Both perception of an agency and their leaders can affect how effective a leader is. Leadership theories presents that traits can be taught. By first knowing effective traits, transformational leaders can then be created and success can be achieved. Schafer (2010) identified that micromanaging, close mindedness, and ineffective communication can caused employees to believe their leaders were ineffective. Understanding the research on what traits can be connected to ineffective leaders can allow current leaders to change their approaches so

that offenders have proper guardianship. Having proper guardianship can decrease the ability of offenders to take advantage of the public, altering a portion of the definition of Routine Activity Theory.

De Vries, Baker-Pieper, and Oostenveld (2009) and Hoffman, Woehr, Maldagen-Youngjohn, and Lyons (2011) found that charisma was a trait which had the ability to contribute to effective leaders. Other qualities found to be important in an effective leader were to understand their target customers, proper communication and interpersonal skills, motivation, honesty, management skills, need for cognition, and employee support. Research also supported that some items that could be connected to leaders, though not completely, was an employee's overall job satisfaction, burnout, and stress level. The more those items are understood by present or future supervisors, the better prepared they can be to lead effectively. The literature gathered provides guidance for the creation of a and the type of information this study seeks to find.

Chapter 3

Method

Research Questions

There are three questions that this study seeks to answer: 1. What does the study group feel are the consequences of ineffective leaders? 2. What consequences are currently observed in their work environment? 3. What traits are thought to create an effective leader?

Research Design

This research project will employ a quantitative research design. Zaccaro (2007) pointed out that quantitative analysis of leadership can be tracked as far back as 1869 with the writing of Galton's *Hereditary Genius*. This type of design uses closed ended questions to find answers to proposed research questions or hypotheses. By using a quantitative method this study can have participants answer specific questions by ranking them. Once all surveys have been completed, or the time frame to complete has passed, the results can be compiled. The results for a quantitative method will use specific mathematical formulas to determine items such as answer ranges, percentages, and averages between the items.

This study looks at the phenomenon of leadership at the time the survey is taken. It seeks to know what is currently observed in the work place and the participants thoughts. The study seeks to find out the what in what makes an effective leader. Due to the specific time and answers sought, this research study is a descriptive cross-sectional study. The type of quantitative research used is survey. This allows participants to complete the survey at their own speed, allows the study to seek a large amount of participants, and allows specific variables to be studied.

Sample, Timeline, and Distribution

The unit of analysis for this study is individuals, specifically Texas Parole Officers. Though the participants are from a certain group, this study is interested in observations and thoughts of the individual officers. This study utilized a purposive/judgmental sampling because the researcher chose the participants on the basis that they would be most useful. Their usefulness is because of the basis that this is a Client Applied study and needed participants that fit that label.

A total of 50 people were asked to participate in the study, with 20 actually responding in the time frame given. This equated to a return of 40%. Participants varied in age, employee type, and job tenure. The survey was distributed electronically to officers and they were given one week to complete the short survey. The data was then compiled, studied, and discussed. The scheduled completion date for the written portion of the project was 8/19/12, with the presentation of the study occurring the week after.

Measurement Method

The tool that was used to gather information was a survey (Appendix I). The survey contained closed-ended questions. The survey questions included those traits that prior research found to be most effective in leaders. Schafer's (2010) study provided guidance for the survey question that asked what participants currently observed in their work place. The survey gathered general demographic information and used a ranking scale to gauge what officers believed are effective supervisor traits. One concern for a research study is confidentiality.

The survey was distributed by word of mouth. Word of mouth allowed the researcher to avoid any complications with participants' employment agency, and any possible loss of time due to the approval process. The survey was created through the use of "Survey Monkey". Using a resource such as an independent survey site like "Survey Monkey" allowed no personal

identification markers to be seen. Parole participants were asked to go to <https://www.surveymonkey.com/s/TexasParole> which automatically produced the survey for them to complete. The method used to collect data ensured confidentiality by the researcher not being able to tie a survey to specific people. Demographic questions had multiple choice answers that provided a range, instead of specifics. The format helped to decrease the possibility of identification. The first page of the survey, included the confidentiality statement. The statement indicated that all measures had been taken to ensure confidentiality and that by completing the survey, the consent to participation had been given.

In order to compile the results various measurement were indicated. Results showed the percentages for each item selected by the participants along with their ranges. This allowed a discussion on those traits that had the highest connection and least connection with effective leadership traits. Any results that stood out were also discussed.

Prior to the survey being distributed to participants, an application for exempt review was submitted to the Regis University Institutional Review Board. Based on 45CFR46.101(b)(B), exempt status was requested due to the use of a survey document that did not identify participants and did not allow participants to be linked though answers. The participants' answers did not place subjects at risk of "criminal or civil liabilities or be damaging to the subjects' financial standing, employability, or reputation." The study did not use individuals in sensitive or protected populations and did not collect sensitive information. Though a consent form was not required if exempt status was obtained, the survey still began with a statement of consent. Regis University Institutional Review Board approved this study for exempt status on 7/31/12 (Appendix II).

Chapter Summary

This research study looked to identify those traits that officers believe make an effective or ineffective leader. The questions for the survey were created to make them easy to understand and include the traits that prior research has identified. By using a quantitative method, this study was able to concentrate on specific survey questions in order to answer the research questions posed. The sample population was Parole Officers. At completion the result were compiled and the highest and least connected traits to effective leaders were discussed.

Chapter 4

Results

Demographics

Table A1					Table A2				
<i>Participants Age</i>					<i>Tenure</i>				
20-30	30-40	40-50	50-60	60+	2 to 5	6 to 10	11 to 15	16 to 20	20+
50%	20%	10%	20%	0%	55%	20%	15%	10%	0%

Results showed that 90% of the participants had a Bachelor's degree and 10% had a Masters. When they were asked what level of employee they were, 75% were basic level employees and 25% were a supervisor. Tables A1 and A2 represent the numerical representation of the results for the participants age and tenure. When looking at the results of the demographic information, we find that over 50% of the participants were between the ages of 20 and 30, have been working 2 to 5 years in the same industry, had at least a bachelor's degree, and were basic level employees. The mean for tenure the sample was 5.55, while the median was 2. When looking at age ranges, it is observed that no participant was at least 60 years old. The mean for age was 30 and the median was 25. A quarter of participants were supervisors. All participants had at least a Bachelor's degree, and only 10% when above that to a Master's degree.

Consequences of Ineffective Leaders

Table B <i>Officer Agreement</i>		Possible Consequences					
Level	Office Morale	Productivity	Commun- ication	Operating Costs	General Support	Turnover	Stress
Strongly Disagree	5%	5%	0%	0%	0%	10%	10%
Slightly Disagree	0%	0%	5%	0%	5%	0%	0%
Disagree	0%	0%	0%	5%	0%	0%	0%
No Effect	0%	0%	0%	5%	0%	10%	0%
Agree	0%	10%	5%	15%	10%	10%	10%
Slightly Agree	5%	15%	10%	10%	20%	5%	10%
Strongly Agree	90%	70%	80%	65%	65%	65%	70%
Total	100%	100%	100%	100%	100%	100%	100%

In order to set-up subsequent questions, the participants were asked to identify how much they agree or disagree with the given possible consequences of ineffective leaders. The possible consequences represented in Table 2 were gathered from previous literature. The results were in line with previous literature in that the majority of participants strongly agreed that each outcome was a consequence of ineffective leaders. Office Morale (90%) and Communication (80%) were two consequences participants strongly agree are effected most with ineffective leaders. Ten percent of the participants strongly disagreed that turnover and stress were consequences of ineffective leaders.

Consequences in Current Environment

Table C <i>Observed at Work</i>							
Level	Consequences						
	Low Morale	Low Productivity	Lack of Communication	Increase in Costs	Lack of Support	Turnover	Increase in Stress
Not at All	15%	15%	15%	20%	20%	15%	15%
Somewhat	10%	20%	25%	15%	20%	15%	15%
Often	10%	5%	10%	15%	5%	20%	5%
Very Often	20%	15%	0%	20%	15%	10%	10%
Constantly	40%	45%	50%	30%	40%	40%	55%
NA	5%	0%	0%	0%	0%	0%	0%
Total	100%	100%	100%	100%	100%	100%	100%

Participants were asked to think about their current situation in their work environment and observe if they noticed the given consequences. The participants then specified how often they observed particular consequences of ineffective leaders in their current environment. The results represented in Table 3 show that the majority of participants noticed an increase in stress (55%) in their current work environment. An increase in operating costs and lack of support were the two consequences participants found not (20%) observed in their current environment. 5% of the participants claimed that office morale was not applicable to them.

Effective Leadership Traits

Table D											
<i>Trait Selection</i>											
Traits	1	2	3	4	5	6	7	8	9	10	r
Creativity	0%	5%	0%	0%	0%	5%	20%	35%	10%	25%	6
Authoritarianism	10%	0%	10%	5%	10%	5%	15%	10%	5%	30%	5
Extroversion	0%	0%	5%	5%	25%	10%	5%	20%	20%	10%	4
General Intelligence	5%	0%	0%	0%	5%	5%	20%	10%	20%	35%	6
Job Related Intelligence	0%	5%	0%	5%	0%	0%	10%	10%	10%	60%	11
Ability to Reason	5%	0%	0%	0%	0%	5%	10%	0%	20%	60%	11
Charisma	5%	5%	0%	0%	5%	10%	15%	15%	25%	20%	4
Creativity	5%	0%	0%	0%	0%	5%	25%	40%	5%	20%	7
Self-Confidence	0%	0%	5%	0%	0%	5%	10%	10%	45%	25%	8
Interpersonal Skills	5%	0%	0%	5%	0%	5%	0%	15%	15%	55%	10
Micromanaging	15%	10%	15%	5%	0%	10%	5%	5%	10%	25%	4
Macromanaging	10%	5%	0%	5%	5%	15%	5%	30%	10%	15%	5
Adaptability	0%	0%	5%	0%	0%	0%	10%	25%	30%	30%	5
Problem Solving Skills	0%	5%	0%	0%	0%	0%	5%	10%	25%	55%	10
Support for Employees	5%	0%	0%	0%	0%	0%	5%	15%	25%	50%	9
Trustworthiness	5%	0%	0%	0%	0%	5%	0%	10%	10%	70%	13
Ability to Listen to Others	5%	0%	0%	0%	0%	0%	0%	15%	20%	60%	11
Ability to Motivate	5%	0%	0%	0%	0%	0%	10%	15%	20%	50%	9
Energy	5%	0%	5%	0%	0%	0%	15%	30%	20%	25%	5
<i>*Note:</i> Range of 1-10 is least effective to most											

Participants were given a list of the effective leadership traits that previous research identified. In order to properly measure a participants attitude or belief on what they think about each trait, a scale was utilized for ranking. Participants were asked to rate each trait effectiveness on being an effective leader on a scale of 1-10, 1 being less effective and 10 most. The results in Table 4 identified the trait that was most likely to be exhibited by an effective leader is trustworthiness (70%). In line with previous research, the trait that participants felt was ineffective in a leader was micromanaging (15%). The trait that had the largest range of ranking was authoritarianism. The top five most effective traits seen in leaders was Trustworthiness (70%), Ability to Listen to Others Input (60%), Ability to Reason (60%), Job Related

Intelligence (60%), and interpersonal skills (55%). Trustworthiness also represented the largest range ($r=13$), which means that more people agreed with the same effectiveness of the trait. The smallest range was extroversion, charisma, and micromanaging. This meant that there was a larger selection of numerous rankings for those characters than any other.

Chapter 5

Discussion

Communication styles not only include the way a person communicates, but also the way they manage. Micromanaging, interpersonal skills, and authoritarianism are related to how a leader can communicate. Table 4 shows that a higher number of participants believed those traits were most effective in a leader. Those results correlate with De Vries, Baker-Pieper, and Oostenveld (2009) identification of communication styles affecting performance of leaders and employee satisfaction. Schafer (2011) also found that 15% of their participants noticed that micromanaging was a trait held by ineffective leaders. That correlates with the respondents in this study that found that 15% thought that micromanaging was the largest trait that was most ineffective in a leader. Correlation also existed between the present study and the study of trait-like and state-like, such as knowledge and skills, individual differences.

The present study took traits found by Hoffman, Woehr, Maldagen-Youngjohn, and Lyons (2011) from literary to real world testing. Their study found that some items correlated most with effective leaders included: honesty/integrity, self-confidence, problem solving skills, decision making, energy, and motivation. Correlation with Hoffmans' et al (2011) study existed in the present study with 50% of participants believing that trustworthiness and problem solving skills were most effective in leaders.

Baker and Hyde (2011) discussed that leaders who sought community input were more successful in their job. Seeking community input means listening to others input that, which used in the present study. The results found that 60% of participants believed the ability to listen to others input was one of the most effective trait in a leader. If supervisors adjust their leadership tactics passed on trait studies, and those consequences seen in the work environment

were tested again, the initial results of observed consequences can be decreased. This would require a longitudinal study that would also provide possible correlation with the study of Cherry (2011) and that transformational leadership can effect effectiveness.

When observing the results, it can be noticed that there were no participants at least 60 years old. The age and tenure of the majority of the participants (20-30 an 2-5 years) can have a correlation with each other. Many students exiting college with a Bachelor's degree will be somewhere in their 20s, which means they would have started to work in the industry for a short period. According to the Texas Department of Criminal Justice (2012), those who apply to be a parole officer must have at least a Bachelor's degree, which explains why no participants had less than that.

Looking at the results for what the participants thought were consequences, the majority strongly agree on all of them, which is in line with previous research. What is interesting is that 10% felt that stress and turnover were not consequences. Those results seem to contradict previous research. It could be hypothesized that those results occurred due to a person's personality type, which other studies have identified. When asking participants what they observed in their own work environment, they were able to choose that the item was not applicable. 5% of the participants chose that low morale was not applicable. This could have been a result of a participant being at the top in their supervisory level. The majority of participants observed each consequence in their current work environment. The results in this study could indicate that further investigation needs to be done to determine other causes besides leadership. The results identify that issues are noticed by employees and it is possible to make changes. If it is indicated by further studies that one issue is the leadership in the department, the final question in the survey can be utilized to ensure that the most effective traits are being

implemented by leaders. The traits found can also be implemented into training for various positions.

The traits that were identified by participants to be most effective were in line with those that previous research had identified. Trustworthiness (70%) was the most effective trait identified. It could be possible that if an employee does not trust their leader then problems may arise. Micromanaging was identified as the trait most ineffective (15%), but it may be different in other industries. For this client applied study, we know that officers believe that supervisors who do not micromanage are more effective.

The survey also had a question asking about the distance a participant was from their current supervisor. Due to the number of surveys completed that did not have an answer for this question, the question was removed from analysis. For a study involving Parole Officers in Texas, studying if the distance from a supervisor affects how effective they are can add substance to the information. For this study, it could be that participants were not comfortable with indicating how far they were from their supervisors for fear of possible identification.

This study sought out to answer three questions: 1. What consequences does the study group feel are a result of ineffective leaders? 2. What consequences are currently observed in their work environment? 3. What traits are thought to create an effective leader? The results provided quantitative data that identified the answers to each question. This study was a Client Applied study, and therefore has a limitation in its generalization; however, the results were in line to previous studies that were conducted in different occupations. The two largest limitations to this study is that it is industry specific and had a limited number of participants. In order to create a much more solid study, it would warrant having further studies conducted on a higher number of participants. To add justification to this study, future research should use the same

method that was developed, including survey, in other occupations. Though this study was client applied, comparable results in other industries can substantiate the method of research.

Of greatest concern for this industry at the present time is that the results showed that a majority of participants observed each consequence in their work environment. To understand if these issues are specific to leadership, a study needs to be conducted to understand the traits officers observe in supervisors at the moment. The current study identified what officers believe are effective traits in supervisors, but did not indicate what was observed in their supervisors. Once ineffective traits currently observed in supervisors are identified, further training can occur to implement effective traits. However, the results could identify that the problem exists elsewhere.

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Appendix I Survey

Statement of Consent to Participate

My name is David Bolding II. I am a Candidate for Completion for a Masters of Criminology at Regis University in Denver, Colorado. My contact information is: Phone: 956-356-6329(Cell), 956-316-2383 ext 3213 (Work), 321 W. Kuhn St. Unit 4, Edinburg, TX, 78541. I am conducting a research study which seeks to understand which trait current Institutional Parole Officers and Supervisors believe contribute to an Effective Supervisor.

I am asking you to participate in this study because you are a current Institutional Parole Officer or Supervisor. Your participation is voluntary. Choosing not to participate will not affect your access to any goods or services. There are no direct benefits to participating in the study.

Participation in this study will take 10-15 minutes. The survey is a three part survey that explains each section and asks you to pick your choice. It also leaves you the opportunity to add any input you see fit.

I will not be collecting any data that can link you to the answers you provide. Your anonymity and the confidentiality of your responses will be protected as much as possible. If you are uncomfortable answering any question, you may choose to not answer that question or to stop your participation. To further protect the confidentiality of your responses, I will not be collecting a signed consent form but will instead consider your participation in the study as consent permitting me to collect the data you provide.

Should you have any questions or concerns about participation in this study, you may contact me using the information in the first paragraph, or my faculty Adviser Dr. Mary Muscari; email: musca485@regis.edu; phone: 570-685-9488.) You may also contact the Chair of the Regis University Institutional Review Board for human subjects participation by telephone at 303-346-4206; by mail at Regis University, Office of Academic Grants, 447 Main, Mail Code H-4, 3333 Regis Blvd., Denver, CO, 80221; or by e-mail at irb@regis.edu with questions or concerns, or if you feel that participation in this study has resulted in some harm.

Sincerely,

DAVID H BOLDING II

Non Identifiable Demographic Information

The following questions pertain to information regarding the participant. This will allow results to display if views on traits change according to the choices given. Questions were developed to ensure no participant can be identified. All individual surveys will only be accessible to the researcher.

1. Please select which range you fall under in AGE

- ☐ 20-30
- ☐ 30-40
- ☐ 40-50
- ☐ 50-60
- ☐ 60+

2. Please select which range of years you have been working for the current agency

- ☐ 2-5
- ☐ 6-10
- ☐ 11-15
- ☐ 16-20
- ☐ 21+

3. Please select which EDUCATION level you have achieved

- ☐ High School
- ☐ Bachelors
- ☐ Masters
- ☐ PhD

4. Please select the type of employee you are

- ☐ Parole Officer (I or II)
- ☐ Parole Supervisor (any level)

5. Please indicate the distance range (miles) you are from your present supervisor

- ☐ <50
- ☐ 51-100
- ☐ 101-200
- ☐ 200+

Items Effected by Ineffective Supervisors

The following asks you to choose how much you agree with the given consequences of ineffective leaders.

6. Based on the consequences of ineffective leaders given, please select you level of agreement

	strongly disagree	slightly disagree	disagree	no effect	agree	slightly agree	strongly agree
Office Moral							
Productivity							
Communication							
Operating Costs							
General Support							
Turnover							
Stress							

7. In your current organization what level do you believe the consequences currently exist

	not at all	somewhat	often	very often	constantly	NA
Low Office Moral	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low Productivity	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of Communication	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase in Operating Costs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
lack of Support	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase in Stress	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Effective Leader Traits

The following will be a list of Effective Leadership Traits that prior research has been identified in numerous fields.

8. Based on the traits given, from a scale of 1-10, 1 being less effective and 10 being most, rank each item based on the traits effectiveness in an Effective Leader

[illegible]

Appendix II

IRB – REGIS UNIVERSITY

August 6, 2012

David Bolding II
321 W Kuhn St.
Unit 4
Edinburg, TX 78541

RE: IRB #: 12-156

Dear David:

Your application to the Regis IRB for your project “Effective Leadership Traits” was approved as an exempt study on July 31, 2012.

The designation of “exempt,” means no further IRB review of this project, as it is currently designed, is needed.

If changes are made in the research plan that significantly alter the involvement of human subjects from that which was approved in the named application, the new research plan must be resubmitted to the Regis IRB for approval.

Sincerely,

Daniel Roysden, Ph.D.
Chair, Institutional Review Board

cc: Dr. Mary Muscari