

**DISTRICT OF COLUMBIA  
COURT SERVICES AND OFFENDER SUPERVISION AGENCY &  
PRETRIAL SERVICES AGENCY  
RESEARCH REVIEW COMMITTEE**

**REVIEW RECOMMENDATION STATEMENT**

**DATE:** January 27, 2011

**I. RESEARCH PROPOSAL SUMMARY**

**Principal Researcher:** Michael Johnson, currently enrolled as a graduate student at Nyack College (DC Campus), pursuing a Master's Degree in Organizational Leadership (MSOL); also currently an employee of CSOSA.

**Title:** Influence of Leader-Member Exchange (LMX) on Organizational Commitment in a Probation/parole Agency

**Institution:** Nyack College, DC Campus

**Description:** The purpose of this study is to examine if there is a relationship between LMX and organizational commitment in a probation/parole agency. This study also will seek support the hypothesis that there is a relationship between the independent variable-LMX and dependent variable-organizational commitment.

LMX refers to the unique relationship-based social exchange between leaders and members and is an essential component of the driving force toward a healthy work environment. This study seeks to compare and contrast agencies in the criminal justice system with other organizations.

This study applies to CSOSA only.

**Type of Data and Analysis:** The research intend to measure the impact of the influence of LMX on organizational commitment in a probation/parole agency through conducting a simple random sample survey by offering the opportunity to all employees at two selected CSOSA field sites to participate in the survey. The survey would utilize the LMX scale developed by Scandura and Graen, which is a 7-item survey that assesses different styles of leadership, skill set, decision making, path goal leadership, relationship between leaders and members, leadership trait, and least preference-co-worker.

The sample type and size required for this study would be from 50-150 participants. All participation is voluntary and data collection will take place for a period of thirty days.

**CSOSA/PSA RESEARCH REVIEW COMMITTEE  
EXPEDITED REVIEW RECOMMENDATION STATEMENT**

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The researcher requests that data be collected at 25 K Street and 1230 Taylor Street.

The researcher has included a consent form to be presented to each subject and a signature obtained prior to being interviewed.

**II. RECOMMENDATION**

The RRC recommendation for this study:

Support                       **Support with Conditions**                       Do Not Support

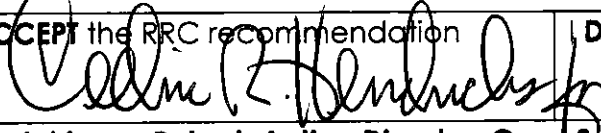
The RRC recommends support of this request as described in the researchers' proposal.

The RRC finds that the proposed project is considered non-agency research as defined in Research and Evaluation Policy Statement 1201. Mr. Johnson currently is a CSOSA employee; however, he submits this proposal as an independent student at Nyack College. This proposal was reviewed without any regard for Mr. Johnson's Agency affiliation.

The RRC recommends support for this study with the condition that the schedule and conditions for interviewing CSOs be submitted and approved in advance by the Associate Director of Community Supervision Services, or his designee.

**III. SUPPORTING INFORMATION**

- The proposed research shows no evidence of non-compliance with Agency policies pertaining to research.
- The researcher requests only non-identifiable data and the resources required to compile these data are minimal.
- This proposal has been reviewed by the CSOSA Office of Employment Labor Relations to determine if advance notice to the union is required.

I <b>ACCEPT</b> the RRC recommendation	I <b>DO NOT ACCEPT</b> the RRC recommendation
	
<b>Adrienne Poteat, Acting Director, Court Services and Offender Supervision Agency</b>	
Comments:	

A request for approval to conduct research study

The Influence of Leader-Member Exchange (LMX) on Organizational Commitment in a  
Probation/Parole Agency.

A thesis proposal submitted in partial fulfillment of the requirements for the degree of Master of  
Science in Organizational Leadership

Nyack College 2010

Michael Johnson

MSOL Cohort 812

September 16, 2010

1. Summary statement containing the following information items in the order in which they are listed below:
  - a) My name is Michael Johnson and I am currently enrolled as a student at Nyack College (DC Campus), pursuing a Master's Degree in Organizational Leadership (MSOL). This program is an intensive twelve month curriculum. One of the requirements in this academic program is to prepare a thesis, conducting research on a topic relating to leadership styles in an organization.
  - b) The topic of my thesis is the influence of leader-member exchange (LMX) on organizational commitment in a probation/parole agency.
  - c) The purpose of this study is to conduct research to support if there is a relationship between LMX that there is a relationship between leader and subordinate and organizational commitment in a probation/parole agency. This study will also support the hypothesis if there is a relationship between the independent variable-LMX and dependent variable-organizational commitment.
  - d) I respectfully request to conduct this study at CSOSA field sites: 25 K Street and 1230 Taylor Street.
  - e) Once approval is granted for the commencement of this study, it will occur for a period of thirty days.
  - f) The research methods to be employed are as follows: (1) to measure the impact of the influence of leader-member exchange (LMX) has on organizational commitment in a probation/parole agency; (2) conduct a simple random sample giving everyone the

opportunity at each of the two selected field sites to participate to choose to do so; (3) utilizing the (7 item) LMX scale developed by Scandura & Graen (1984). The LMX scale is a 7-item survey that assesses different styles of leadership, assesses skill set, decision making, path goal leadership, relationship between leaders and members, leadership trait, and least preference-co-worker.

- g) The sample type and size required for this study would be from 50-150 participants. All participation is voluntary and for a period of thirty days is needed prior collecting the completed surveys for data collection.
- h) Agency staff in the Taylor Street and 25 K Street field sites will be selected for participation in this study. No other resources will be needed to support this study. All agency staff at these two field sites, specifically community supervision officers and supervisory community supervision officers will be focus to participate in this study. All staff will be informed that his/her participation is voluntary and there will be no penalty to terminate their participation. All responses will be kept confidential and not forwarded to their co-workers or supervisors.
- i) There is no risk to agency staff who participates in this study as the entire participant responses will remain anonymous and kept confidential. This researcher will be the sole caretaker of all completed surveys. I think that some staff may initially feel uncomfortable but as I explain the purpose of this study, most staff will have a better understanding of the purpose of this study that this study is independent outside of CSOSA for my academic research. More people will become comfortable and participate in this study.

j) This researcher is unsure as to the outcome at this time but is very excited about conducting the study, and receiving the results hoping it will support my hypothesis that there is a relationship between LMX and organizational commitment.

k) Below are the list of deliverables

<b>Process</b>	<b>Tasks (outcomes)</b>	<b>Deliverables</b>
(1) Determine the relationship between the influence of LMX and Organizational commitment.	(1) Measure the influence of LMX on employee's commitment to the organization.	(1)To enhance the influence of LMX to obtain employee's commitment to the organization.
(2) Level of commitment depending employee's belief in the organization	(2)LMX's influence on employee's belief of the organization's strategies, goals to meet its mission.	(2)To determine the employee's strengths to be exploited to develop as a skill set to assist the agency meet its mission.
(3) The desire to maintain membership in the organization depending on the LMX.	(3)The potential of upward mobility and support from one's supervisor.	(3)The potential of promotion, having more of a voice to implement new strategies, being a part of improving morale and leadership. Promote professional

		development.
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2. A detailed statement, which includes the following information items in the order in which they are listed below:

- a) This study will examine the influence of LMX on organizational commitment in a probation/parole agency. Organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al., 1982). According to Hussey & Duffee (1980), the complexity of organizational concerns of the agencies in the criminal justice system, it would be helpful to have some way of comparing and contrasting these agencies with other organizations. To this end, it would be good if we could see where they fall in a typology of organizations. Probation/parole agency is a human service agency with different functions each with a mission to reduce recidivism, support the fair administration of justice, and increase public safety in the community it serves. Leader-member exchange (LMX) theory is a phenomena that has been studied within the past thirty years. Increased attention by researchers is being given to organizations to examine the quality of the interpersonal exchange between an employee and his or her supervisor (Graen & Uhl-Bien, 1995). Leader-member exchange (LMX) is defined as the unique relationship-based social exchange between leaders and members (Graen & Uhl-Bien, 1995). The essence of this relationship is the driving force toward a healthy work environment. In the organizational culture, the structure of leadership also known as chain of command is a hierarchical structure, meaning

there are layers of management in a pyramid format. Noe, Hollenbeck, Gerhart, & Wright (2005) reported that one of the primary sets of people in an organization who effect job satisfaction is supervisors. A person may be satisfied with his or her supervisor for one of two reasons. The person may have many of the same values, attitudes, and philosophies of the supervisor. The person may be satisfied with his or her supervisor because he/she provides social support, the degree to which the person is surrounded by other people who are sympathetic and caring (Noe et al., 2005). Because of the powerful role played by supervision in terms of support, the organizations are going to great lengths to develop the mentoring skills of their managers and other highly experienced workers. LMX quality refers to the quality of the interpersonal exchange relationship between an employee and his or her supervisor (Graen & Uhl-Bien, 1995).

- b) There will be no risks to any of the participants in this study as the information collected will be retained by this researcher. All participants will provide their responses anonymously to not reveal the identity of any of the participants in this study. The only discomfort that participants may have would probably be how the data collected will be safeguarded and disseminated. The participants would probably have anxiety at least initially prior to completing the survey. Once this researcher explains the purpose of this study, most, if not all of the feelings of anxiety will disappear. Participants will be informed that data/responses collected will not be shared with co-workers, supervisors and all participants will not be identified to anyone. This researcher's focus is on the data collected and what it represents to either support or null the hypothesis in this study.



- c) The benefits for each of the participants who voluntarily elect to participate in this study would avail themselves to providing his/her thoughts/feelings of leadership styles within the organization. For those who elect to participate in this study would provide information on his/her view, and experiences toward co-worker(s) and manager(s).
- d) This study is focused on the influence of leader-member exchange (LMX) on organizational commitment in a probation/parole agency. With that said, this researcher will utilize the data collected to illustrate whether there is a relationship LMX and organizational commitment.
- e) The risks in conducting this study would be to trust all participants not share their results with any one nor make copies of the survey tool. If copies were made and results shared, this would jeopardize the confidentiality and integrity of the information collected.
- f) In an effort to minimize any potential risks or discomforts, this researcher will visit each selected field office site weekly, request that all participants place completed surveys in an envelope (pre-paid) to be mailed directly to this researcher. On a weekly basis for a period of four weeks, this researcher will visit each of the selected field office sites to collect the completed surveys. This researcher will attempt to accommodate all participants in this study, plus there will be no penalty if any of the participants do not complete the survey. All of the participants will be personally thanked in-person with a token of appreciation for having chosen to take the time to complete the survey. The purpose of this study is to collect responses from the

participants' answering of questions related to leadership styles, organizational communication, and ability to lead. There will be no data collected from the selected agency's databases/warehouse for offender information. This researcher will secure all completed surveys off-site and will not be shared with anyone. All participants completing a survey will not have to reveal their identity.

- g) There should be no anticipated effects on agency programs and operations. This study is strictly for my academic research and to determine if there is a relationship between LMX and organizational commitment.
- h) This study would help the researcher understand this relationship-based social phenomena within the workplace, and how essential and critical for effective communication, leadership for staff input to develop strategies and initiatives. This is to identify needs and streamline appropriate services to meet the mission of the agency.
- i) Attached to the memorandum request to the research review committee are the consent forms from the P.S. 1201 and Nyack College's student handbook to be utilized during the period this study has commenced to the date it ends in a specified time period of thirty days. A copy of the survey tool is attached for the committee's review and approval. It should be noted that this researcher hasn't scheduled any interviews until the committee has reviewed and approved this request.
- j) A copy of all deliverables will be provided to CSOSA as well as a copy of the questionnaire results will be provided to CSOSA.

3. Employee and non-employee researcher's (for agency and agency research involving human subjects) must also provide verification that the proposed research has been approved by an independent institutional review board (IRB), including:

- a) Attached for the committee's review is a completed IRB form.
- b) It should be noted that my thesis proposal has been completed and submitted to my graduate advisor to submit to the IRB at Nyack College's main campus, in Nyack, N.Y.

## Appendix C

### Participant Consent Page

To: Study Participants

From: Michael Johnson

Date: January 7, 2011

Dear Participants:

My name is Michael Johnson. I am completing a Master's of Science program in Organizational Leadership at the Washington, DC campus of Nyack College, in the School of Business and Leadership.

I am currently working on my thesis, which focuses on "the influence of Leader-Member Exchange on Organizational Commitment in a probation/parole agency." Your participation in this research is voluntary. Your feedback is very important as it will provide the leadership of this agency with an assessment of your perspective about the influence of leader-member exchange (LMX) on organizational commitment. The Research and Review Committee of this agency have granted their permission for me to conduct this study at the following sites: 25 K Street, NE, and 1230 Taylor Street, NW.

Your participation in this research study is entirely voluntary, anonymous and confidential. No identifying information will be used throughout the study. There is no risk or cost to participate in this study. Nor will incentives be provided for your participation. You have been identified as being at 18 years of age. As a voluntary participant in this study, you may withdraw at anytime

during the survey process. Your decision whether or not to participate will not involve a penalty or loss to you in anyway.

Each survey instrument will take approximately ten minutes to complete. If you are willing to participate in this study, please click on the attached link to complete the electronic survey. By clicking the instrument links you are granting permission for us to use the data from your responses for purposes of the study and acknowledging that you are at least 18 years of age. The surveys are linked to my email address through survey monkey ([www.surveymonkey.com](http://www.surveymonkey.com)). Your responses will be assigned a number through the survey monkey software that will not reveal your personal e-mail address to your response, thus keeping all responses anonymous, even to me.

Please assist me by completing the surveys within two business days of receipt of this letter. The proposed deadline for the return of the surveys is February 24, 2011.

If you have any questions about the study you may contact me at \_\_\_\_\_

Again, please take a moment to complete the surveys now or within two business days from receipt of this letter.

The links for the surveys are: \_\_\_\_\_

Thank you for taking the time to participate in this research project. Your participation, feedback, and time are greatly appreciated.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_