

Criminal Justice and Behavior

<http://cjb.sagepub.com/>

The Positive Effects of Participative Decision Making for Midlevel Correctional Management

David W. Reeves, Benjamin M. Walsh, Michael D. Tuller and Vicki J. Magley

Criminal Justice and Behavior 2012 39: 1361

DOI: 10.1177/0093854812453127

The online version of this article can be found at:

<http://cjb.sagepub.com/content/39/10/1361>

Published by:



<http://www.sagepublications.com>

On behalf of:



[International Association for Correctional and Forensic Psychology](#)

Additional services and information for *Criminal Justice and Behavior* can be found at:

Email Alerts: <http://cjb.sagepub.com/cgi/alerts>

Subscriptions: <http://cjb.sagepub.com/subscriptions>

Reprints: <http://www.sagepub.com/journalsReprints.nav>

Permissions: <http://www.sagepub.com/journalsPermissions.nav>

>> [Version of Record](#) - Sep 20, 2012

[What is This?](#)

THE POSITIVE EFFECTS OF PARTICIPATIVE DECISION MAKING FOR MIDDLE LEVEL CORRECTIONAL MANAGEMENT

DAVID W. REEVES
BENJAMIN M. WALSH
MICHAEL D. TULLER
VICKI J. MAGLEY

University of Connecticut

This study examined the effects of increased participation in decision making on perceived supervisory and organizational support among middle managers within corrections. Using data collected from 146 middle managers and structural equation modeling, the authors found that increases in participation in decision making were associated with increases in both perceived supervisor support and perceived organizational support. Furthermore, the relationship between participation in decision making and perceived organizational support was partially mediated by perceived supervisor support. The present study extends the literature by being the first examination of the relationships between participation in decision making and perceived supervisor and organizational support within corrections. It also extends the corrections literature by focusing on key individuals within corrections, middle managers, who for the most part have been ignored in the published literature. Suggestions for enhancing the involvement of middle management in decisions are discussed as well as limitations and opportunities for future research.

Keywords: decision making; corrections; middle management; organizational support

In the United States, work within a correctional facility is top down and quasimilitary, where shared decision making is the exception rather than the norm. Decision making is often restricted to top administrators despite the fact that such personnel are often physically absent from the facility itself (Slate & Vogel, 1997). This reality persists despite the nearly 40-year-old recommendations from the National Advisory Commission on Criminal Justice Standards and Goals (1973) for increased shared decision making within correctional facilities.

This inaction could be attributed in part to limited awareness of the positive effects of increased employee involvement in decision making, which has received little empirical attention, particularly within correctional facilities. In other employment contexts, greater participation in decision making is associated with increased job satisfaction (Witt, Andrews, & Kacmar, 2000), organizational commitment (VanYperen, van den Berg, & Willering, 1999), and reduced job stress (Michie & Williams, 2003). Although there is emerging research on the positive effects of participative decision making within corrections (Dowden & Tellier, 2004; Lasky, Gordon, & Srebalus, 1986), the unique nature of the

AUTHORS' NOTE: *This article was supported in part by Grant 1 U19 OH008857 from the National Institute for Occupational Safety and Health (NIOSH). Its contents are solely the responsibility of the authors and do not necessarily represent the official views of NIOSH. Correspondence concerning this article should be addressed to David Reeves, Sirota, The Centre at Purchase, 1 Manhattanville Rd. 2nd Floor, Purchase, NY 10577-2128; e-mail: DReeves@Sirota.com.*

CRIMINAL JUSTICE AND BEHAVIOR, Vol. 39 No. 10, October 2012 1361-1372
DOI: 10.1177/0093854812453127
© 2012 International Association for Correctional and Forensic Psychology

context truly warrants greater exploration (e.g., Armstrong & Griffin, 2004). In particular, we argue that there is added value to studying the effects of participative decision making from the perspective of corrections' middle management. After briefly justifying our rationale underlying the importance of this group, we outline the explicit model that we studied.

THE ROLE OF MIDDLE MANAGERS IN CORRECTIONS

In the broader literature on organizational behavior, middle management is recognized as playing a critical role in organizational effectiveness (Floyd & Wooldridge, 1997; Mair, 2005; Wooldridge & Floyd, 1990). During strategy implementation, middle management is often the first to recognize strategic problems and opportunities (Pascale, 1984), and uncommitted middle managers may purposefully slow the implementation and sabotage the process (Guth & MacMillan, 1986). Wooldridge and Floyd (1990) found that middle managers' involvement in strategy development produced more effective strategies and resulted in higher organizational performance.

The middle managers in corrections—lieutenants, captains, and counselor supervisors—act as an important interface between often disconnected constituencies of correctional officers, deputy wardens, and wardens (Wooldridge, Schmid, & Floyd, 2008) and play an important role in maintaining security and order within the correctional environment (Jacobs & Olitsky, 2004). However, there is a lack of research on this sample of corrections employees (Jacobs & Olitsky, 2004), and within extant research, the responses from middle management are often classified within the broader “correctional staff” group (Armstrong & Griffin, 2004; Brough & Williams, 2007). When there has been focus on correctional employees with supervisory responsibilities, it has been done in a comparative manner, contrasting those with higher and lower levels of supervisory status. In particular, supervisory status was related to greater organizational citizenship behaviors, organizational commitment, job involvement, and job satisfaction and decreased intentions to leave the job (Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010; Lambert, 2010). The present study, however, looks beyond the effects of supervisory status. The primary contribution of this study lies in its focus on the value of enhanced participation in decision making within this key occupational group of corrections middle managers.

PARTICIPATION IN DECISION MAKING

Participation in decision making is the level of influence employees have on decisions that affect them or their work (Steel & Mento, 1987). It includes opportunities for employees to make decisions about their own jobs as well as supervisors' actively seeking out their employees' contributions to meaningful decisions. Participation in decision making has received widespread attention in the existing peer-reviewed literature. In two extensive reviews (Michie & Williams, 2003; Miller & Monge, 1986), increased participation in decision making was related to increased satisfaction, productivity, and decreased psychological ill health and sickness absence. Research into the positive effects of participation in decision making in correctional settings, albeit limited, has produced similar results, such as decreased work and psychological stress (Dowden & Tellier, 2004; Lambert, Hogan &

Tucker, 2009; Lasky et al., 1986), decreased intention to leave the job (Slate & Vogel, 1997), and increased organizational commitment (Wright, Saylor, Gilman, & Camp, 1997).

Two theoretical perspectives can be used to understand these positive effects of participation in decision making. First, norms of reciprocity (Gouldner, 1960) suggest that a social norm exists such that individuals want to reciprocate in kind for positive things done for them. Hence, according to norms of reciprocity, as a supervisor grants employees greater participation in decisions that affect them or their job, the employees reciprocate by ascribing greater support to their supervisor. In the current focus on corrections middle management, this relationship is observed when upper management (i.e., a warden or deputy warden) allows middle managers to be involved in decisions that are made, and in turn, the middle managers have stronger beliefs that their supervisor truly values them and cares about their well-being. VanYperen et al. (1999) found support for this link in a sample of white-collar workers and professionals from an industrial population. Not only was participation in decision making positively associated with perceived supervisor support, but this was, in turn, associated with increased organizational citizenship behaviors (i.e., altruism, conscientiousness, sportsmanship, courtesy, and civic virtue; Organ, 1988). Additionally, within a correctional setting, Stohr, Lovrich, Menke, and Zupan (1994) found that correctional facilities using a more employee-focused management style with greater shared decision making had officers who were also more satisfied with their supervision than those using a traditional "control" model of management. In a more recent study, Lambert (2006) found that having input into decision making was positively related to perceptions of supervisor support in a sample of correctional staff. Other recent studies of correctional and probation officers have found input in decision making to be related to reductions in job stress and increases in job satisfaction and commitment to the organization (Lambert & Paoline, 2008; Slate, Wells, & Johnson, 2003)

Hence, we hypothesized the following:

Hypothesis 1: Participation in decision making will be positively related to perceived supervisor support.

Organizational support theory is the second relevant theoretical frame for the present study. Specifically, organizational support theory posits that employees develop global beliefs concerning the extent to which their organization values their contributions and their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). These beliefs are based not only on the actions of the organization in general but also on the behavior of personnel, such as supervisors, who are seen as agents of the organization (Levinson, 1965). Although no studies of the effect of participation in decision making on an individual's perceived organizational support have been conducted using a correctional sample, this link is supported in other research. Allen, Shore, and Griffeth (2003) found strong positive relationships between these two constructs in a sample of salespeople and insurance agents. Similar positive relationships were observed by Allen (1992) and Hutchinson (1997) in two separate samples of university staff and by Allen (1995) in a sample of employees in two engineering organizations. Therefore, we hypothesized the following:

Hypothesis 2: Participation in decision making will be positively related to perceived organizational support.

THE CRITICAL ROLE OF SUPERVISORY SUPPORT

As much as organizational support theory suggests the possibility of a relationship between participation in decision making and perceived organizational support, it also provides information on the relationship between perceived supervisor support and perceived organizational support. As correctional middle managers perceive their proximal supervisors within their facility (i.e., deputy wardens and warden) as being supportive and acting as an agent of the more distal organization, they also perceive the Department of Corrections (DOC) to be supportive as a whole. Support for the connection between these two constructs can be found in a meta-analysis conducted by Rhoades and Eisenberger (2002), who found that perceived supervisor support was one of the strongest predictors of the more distal perceived organizational support. Additionally, Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002) examined the relationship between perceived supervisor support and perceived organizational support using a cross-lagged panel design. Results provided clear evidence of the direction of causality, as perceived supervisor support measured at Time 1 was a significant predictor of perceived organizational support at Time 2, but the reverse was not supported. On the basis of this research and organizational support theory, we hypothesized the following:

Hypothesis 3: Perceived supervisor support will be positively related to perceived organizational support.

In sum, existing literature supports the direct connections between participation in decision making and both perceived supervisory and organizational support as well as the relationship between the latter two support-oriented constructs. None of these studies, however, has examined all three constructs simultaneously—let alone within the context of correctional middle managers. We expected that although enhanced participation in decision making will have an impact on perceptions of organizational support, this effect will be driven by perceptions of supervisor support. When deputy wardens and the warden provide greater opportunity for middle management to share in decision-making activities, the resulting enhanced sense of supervisory support must occur before the sense of support generalizes to the larger organizational level. In other words, we argue that shared decision making will enhance middle managers' belief that their organization values them and cares for their well-being only if it first affects their belief in the support from their warden and deputy wardens. The above argument leads us to propose the following mediation hypothesis:

Hypothesis 4: Perceived supervisor support will fully mediate the relationship between participation in decision making and perceived organizational support.

METHOD

PARTICIPANTS AND PROCEDURE

A total of 542 surveys were distributed to the lieutenants, captains, and counselor supervisors throughout all 18 correctional facilities that compose a single state's network in the northeastern United States. Although all supervisory individuals within the correctional facilities were considered for inclusion in the study, lieutenants, captains, and counselor

supervisors were chosen to represent middle management for the current study because of their (a) direct supervision of employees who have prolonged contact with inmates in either custody or program roles and (b) their focus on the day-to-day operations of the facility, such as shift coverage, while directly reporting to senior-level administrators (i.e., deputy wardens, warden, deputy commissioner, and commissioner) who are responsible for more long-term responsibilities, such as budgetary issues and selection practices. Hence, other supervisory roles within this state's correctional facilities were excluded (e.g., food service supervisors), as were the deputy wardens and wardens, given their separation from direct inmate contact.

With the assistance of the DOC administration, we identified the number of middle managers at each facility in the state and distributed an exact number of surveys to each facility to allow each middle manager to participate. Each survey was distributed in an envelope with a cover letter from the research team describing the study, a letter from the supervisor's union supporting the research, and a stamped envelope to return the survey directly back to the research team. No incentives were offered for participation in this study, and participation was anonymous and voluntary. Because of confidentiality issues and to ensure the greatest possible response rate, the survey was kept brief, with no demographic information collected except the respondent's rank in the organization.

Of the 542 surveys that were distributed, the research team received 146 surveys, for a response rate of 27%. Responses from 133 individuals who provided complete data on the relevant constructs were used to test the hypothesized model. Of the 133 participants, 12.8% were counselor supervisors, 55.6% were lieutenants, 24.8% were captains, and 9 respondents did not report their rank. This sample was representative of the organization as a whole, with a chi-square test of independence indicating that the rank distributions of the organization and sample were not statistically different from each other, $\chi^2(2) = 3.35$, $p = .19$. Although there was at least one completed survey received from each of the 18 facilities, two facilities were underrepresented with facility-level response rates of only 3% to 4%.

MEASURES

Participation in decision making. Participation in decision making was measured using three items from a five-item measure developed by Steel and Mento (1987). This measure assesses the level of input an individual has in the decisions that are made that affect his or her work or job. The selection of the three items for this study was based on their referent to the individual's being involved in decision making, and the two items removed from this measure used a referent of the workgroup instead of the individual. An example item from this measure is "I am allowed a significant degree of influence in decisions regarding my work." Respondents indicated their level of agreement with these statements on a 5-point Likert-type scale (1 = *strongly disagree* to 5 = *strongly agree*), with higher scores indicating higher levels of participation in decision making. The measure showed acceptable internal consistency reliability, with an alpha coefficient of .90 (see Table 1).

Perceived supervisor and organizational support. Perceived supervisor and perceived organizational support were each measured with three items developed by Eisenberger et al. (2002). In the present study, perceived supervisor support measures the degree to which corrections middle managers feel their own supervisors (i.e., deputy wardens and

TABLE 1: Descriptive Statistics and Zero-Order Correlations

| Variable | M | SD | 1 | 2 | 3 |
|-------------------------------------|------|------|-------|-------|-------|
| 1. Participation in decision making | 3.08 | 1.13 | (.90) | | |
| 2. Perceived supervisor support | 5.11 | 1.52 | .60 | (.89) | |
| 3. Perceived organizational support | 3.69 | 1.70 | .56 | .58 | (.91) |

Note. All correlations are significant at $p < .001$. Cronbach's alpha internal consistency estimates are presented along the diagonal.

wardens) value their well-being and contribution to the organization. A sample item from this measure is "My supervisor takes pride in my accomplishments at work." Perceived organizational support measures the extent to which the middle managers feel their organization as a whole values their contributions and cares about their well-being. A sample item from this measure is "My organization really cares about my well-being." Respondents indicated their level of agreement on all items using a 7-point Likert-type scale (1 = *strongly disagree* to 7 = *strongly agree*), with higher scores indicating a higher level of perceived support. Both measures showed acceptable internal consistency reliability, with alpha coefficients of .89 (perceived supervisor support) and .91 (perceived organizational support).

RESULTS

ANALYSIS STRATEGY

We used the structural equation modeling package AMOS 5.0 to conduct model testing. All constructs were modeled as latent variables using scale items as indicators. For each latent variable, the loading of a single indicator was set to 1, and the factor variances were freely estimated. Furthermore, we specified several measurement models to examine the discriminant validity of the measures used in the current study prior to testing the hypothesized structural model. One- (i.e., all items loading on a single factor), two- (i.e., all support items loading on a single factor and decision-making participation items loading on the second), and three-factor measurement models were tested, and their fit was compared to assure that the measures were assessing empirically distinct constructs. We then proceeded to test the saturated structural model (consistent with partial mediation) followed by the hypothesized structural model, in which the relationship between participation in decision making and perceived organizational support was specified as being fully mediated by perceived supervisor support.

The fit of the measurement and structural models was evaluated using multiple fit indices in addition to the model χ^2 , including the χ^2 - df ratio, the comparative fit index (CFI), and the standardized root mean square residual (SRMR). We regarded a χ^2 - df ratio < 3.0 (Klein, 1998), a CFI of .95 or higher, and a SRMR value of .08 or lower as indication of acceptable fit of the model to the data (Hu & Bentler, 1999). Finally, we tested the significance of the indirect effect of participation in decision making on perceived

TABLE 2: Fit Indices for Measurement and Structural Models

| <i>Model</i> | $\chi^2(df)$ | <i>p</i> | χ^2/df | <i>CFI</i> | <i>SRMR</i> |
|----------------------------------|--------------|----------|-------------|------------|-------------|
| One-factor measurement model | 360.19(27) | <.001 | 13.34 | .65 | .11 |
| Two-factor measurement model | 205.51(26) | <.001 | 7.90 | .81 | .11 |
| Three-factor measurement model | 68.56(24) | <.001 | 2.86 | .95 | .06 |
| Fully saturated structural model | 68.56(24) | <.001 | 2.86 | .95 | .06 |
| Constrained structural model | 80.08(25) | <.001 | 3.20 | .94 | .09 |

Note. CFI = comparative fit index; SRMR = standardized root mean square residual.

organizational support using bias-corrected bootstrapping (Cheung & Lau, 2008). We drew 2,000 bootstrapped samples to estimate the indirect effect.

MODEL TESTING

Fit statistics for all measurement and structural models are presented in Table 2. With respect to the measurement models, neither the one- nor the two-factor model provided adequate fit to the data. The three-factor measurement model fit the data well, and comparisons of the model chi-squares indicated that the three-factor model provided significantly better fit to the data compared to the one-factor model, $\Delta\chi^2(3) = 291.63$, $p < .001$, and the two-factor model, $\Delta\chi^2(2) = 136.95$, $p < .001$. These analyses offered evidence in support of the discriminant validity of the measures and indicated that we were justified in proceeding to test the structural models.

The fully saturated structural model, as shown in Figure 1, proved to be a good fit to the data. When the model was constrained by removing the direct effect of participation in decision making on perceived organization support from the model—that is, to examine whether perceived supervisory support fully mediates the above relationship—model fit to the data was less than adequate and provided significantly worse fit as compared to the fully saturated model, $\Delta\chi^2(1) = 11.52$, $p < .001$. This suggested that the effect of participation in decision making on perceived organizational support was partially mediated by perceived supervisor support, and as such, we retained the partially mediated model to interpret our hypotheses.

As indicated with the path coefficients shown in Figure 1, Hypothesis 1 was supported, as the standardized effect of participation in decision making on perceived supervisor support was positive and statistically significant. Hypothesis 2 was also supported, as participation in decision making was significantly related to perceived organizational support. Hypothesis 3 was supported, as perceived supervisor support was positively associated with perceived organizational support. Finally, partial support was found for Hypothesis 4, given the support for the partially mediated model rather than the hypothesized fully mediated model. The standardized bias-corrected bootstrapped indirect effect of participation in decision making on perceived organizational support via perceived supervisor support was positive and significantly different from zero ($\beta = .27$, $p < .01$, 95% confidence interval [.14, .46]). Finally, the hypothesized structural model accounted for a substantial proportion of the variance in perceived supervisor support ($R^2 = .35$) and perceived organizational support ($R^2 = .49$).

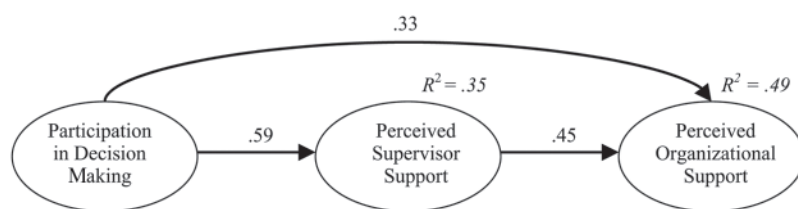


Figure 1: Results From the Fully Saturated Structural Model

Note. Standardized coefficients reported. All effects are significant at $p < .001$. Proportions of variance accounted for are presented in italics above the endogenous variables.

DISCUSSION

This study examined the relationships between participation in decision making, perceived supervisor support, and perceived organizational support in a sample of middle managers in the DOC. Similar to prior research (e.g., D. Allen et al., 2003; VanYperen et al., 1999), we found positive relationships between participation in decision making and both perceived supervisor support and perceived organizational support. Building on previous research, we posit that heightened perceived support, from both the supervisor and the organization, should relate to a wide range of positive effects on employee well-being and performance (e.g., increased job satisfaction and job involvement and decreased intentions to leave the job; Rhoades & Eisenberger, 2002).

Our research extends the existing literature by explicitly testing the relationships between participative decision making and perceived supervisory and organizational support simultaneously within a mediation model. In particular, perceived supervisor support partially explained the relationship between participative decision making and perceived organizational support. This mediated relationship corresponds with organizational support theory (Eisenberger et al., 1986), which suggests that attitudes directed toward one's supervisor also have implications for attitudes toward the larger organization. In this case, middle managers who reported that they were given greater opportunity to participate in the various decision making activities associated with their jobs also reported greater support from their organization, with a significant portion of that relationship explained by the intervening impact of enhanced decision making on participants' perceptions of support from their supervisors. In other words, midlevel managers who perceive greater supervisor support as a result of their enhanced decision-making opportunities see the supervisor as an agent for the larger organization, thus also reporting high organizational support.

There are several implications that can be drawn from these findings. First, increased decision making represents an actionable initiative that can build feelings of support among corrections middle managers, which is valuable given the beneficial outcomes associated with feelings of support. For example, Brough and Williams (2007) found that strong perceptions of supervisor support related to employee well-being and job satisfaction in a sample of correctional employees.

Although previous research has documented additional antecedents of perceived organizational support, such as job satisfaction and job stress (Rhoades & Eisenberger, 2002), such antecedents are not within the span of control of organizational leaders. In contrast, our findings of positive effects of participation in decision making provide commissioners, wardens, and deputy wardens with a clear path to increasing both perceived supervisor support and perceived organizational support among middle managers in corrections. For example, involving correctional middle management in decisions associated with line correctional staff promotions could be helpful, as these midlevel managers frequently work closely with the line staff. Therefore, middle management would have good insight into high-performing staff and those who show great potential for growth as a correctional leader. Another example of possible involvement of middle management is in decisions regarding inmate programs and the scheduling of these programs. As individuals who work the closest with line officers, middle managers are likely to know which programs and schedules are feasible; this could also enable the line-level officers to feel as though they have a voice through their direct supervisor.

We acknowledge that however positive the current findings may be, barriers remain within corrections that restrict applying more flexible and inclusive decision-making processes. However, we also emphasize not only that a growing body of literature points toward the reality that shared decision making can be accomplished in quasimilitary workplaces, such as corrections, but also that these changes can be brought about through grassroots efforts that can be instituted at the facility level. This enables increased participative decision making by middle management and line-level employees without the need for changes in institutional structure or governmental regulations.

One example of such a grassroots change effort was conducted within a police force, which represents a similar environment to corrections, given that both are dominated by quasimilitary, top-down management styles (Mastrofski, 1998; Sklansky, 2007). Steinheider and Wuestewald (2008) developed what they termed a "leadership team," which comprised individuals representing labor unions, management, and individuals representing most of the other units and ranks. This leadership team was tasked with working with senior management in running the force. The authors found that during the implementation period, feelings of attentiveness to needs, consideration of input, and motivation all improved. Most notably, performance criteria also improved, which included increases in arrests made, tickets issued, and cases cleared. Again, this project highlights not only the positive effects that participatory management can have but also how it can be implemented within a quasimilitary workforce without extensive changes to the existing hierarchical structure. Currently, the Center for the Promotion Health in the New England Workplace has worked with several correctional facilities to implement just such grassroots efforts to improve the health and well-being of the employee population (Henning et al., 2009). This grassroots process has now been developed and distributed into a toolkit and a train-the-trainer approach for more widespread testing. Because of the negligible effect on the current hierarchical structure, this effort has met minimal resistance and has given low-ranking employees an opportunity to affect change within their workplace to improve the health and well-being of themselves and their fellow officers.

LIMITATIONS

As is always the case, the current research is not without limitations. We first raise the generalizability of the current work. Even though the current sample included midlevel managers from every state-governed corrections facility within the particular state, these facilities are still nested within the regulations, budget, and policies set by the specific state and elected officials. Different correctional facilities in other states or countries would be governed by different administration and policies, which could affect the relationships that were examined in the current study. Future research could address this by replicating the current model with data from other states and countries, which would also allow for cross-administration and cross-cultural comparisons among these relationships. Given the solid basis on which the research was grounded, we are fairly confident that such a replication would be made.

Another concern with the present research is the low observed response rate. Twenty-seven percent of individuals in the study population successfully completed the survey, which raises questions about whether there were systemic factors across those individuals who chose to not complete the survey. Although we do know that the sample did not differ from the larger organization with respect to employee rank, we did not gather additional demographic data in an effort to protect respondent anonymity. Future efforts could be improved by collecting more data with which internal comparisons can be made.

The current research also used cross-sectional data, which does not allow for unequivocal testing of causal relationships. Although the mediation model and theoretical grounding suggest a potential causal relationship, future longitudinal studies could be helpful to support this assertion. To date, no research exists examining the longitudinal effects of participation in decision making on perceived supervisor and organizational support; hence, such an expansion would represent significant gains for both the general organizational literature and the corrections literature.

CONCLUSION

Although almost 40 years have passed since the National Advisory Commission on Criminal Justice Standards and Goals (1973) recommended an increase in shared decision making among correctional personnel, the DOC has been slow to institute these changes. This stagnation within the applied setting also coincides with the relative lack of corrections studies focusing on the effects of increased shared decision making, with only a few exceptions (e.g., Dowden & Tellier, 2004). However, the few studies that have investigated participation in decision making have consistently found benefits by reducing work stress, which is of vital importance within DOC. Although some organizational researchers have argued that shared decision making within corrections is of less importance than in the broader realm of organizations, corrections researchers argue that the traditional command-and-control nature of leading a correctional facility will no longer be suitable for running today's correctional facilities and that employees must be empowered and encouraged to make appropriate decisions (Jacobs & Olitsky, 2004). Much of the research into corrections investigates the negative aspects and effects of the job, but by focusing on positives, such as participating in meaningful decisions and getting support from supervisors, researchers

can work to identify changes in the processes within corrections that can alleviate the daily stress faced by these workers. Middle management—who have been recognized as bridging upper management and line workers as well as being key personnel for organizational performance—remain understudied in the existing literature, suggesting that further investigations are warranted to discover the potential opportunities and risks this particular group faces.

REFERENCES

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99-118.
- Allen, M. W. (1992). Communication and organizational commitment: Perceived organizational support as a mediating factor. *Communication Quarterly*, 40, 357-367.
- Allen, M. W. (1995). Communication concepts related to perceived organizational support. *Western Journal of Communication*, 59, 326-346.
- Armstrong, G. S., & Griffin, M. L. (2004). Does the job matter? Comparing correlates of stress among treatment and correctional staff in prisons. *Journal of Criminal Justice*, 32, 577-592.
- Brough, P., & Williams, J. (2007). Managing occupational stress in a high-risk industry. *Criminal Justice and Behavior*, 34, 555-567.
- Cheung, G. W., & Lau, R. S. (2008). Testing mediation and suppression effects of latent variables: Bootstrapping with structural equation models. *Organizational Research Methods*, 11, 296-325.
- Dowden, C., & Tellier, C. (2004). Predicting work-related stress in correctional officers: A meta-analysis. *Journal of Criminal Justice*, 32, 31-47.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.
- Floyd, S. W., & Wooldridge, B. (1997). Middle management's strategic influence and organizational performance. *Journal of Management Studies*, 34, 465-485.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behavior*, 37, 239-255.
- Guth, W. D., & MacMillan, I. C. (1986). Strategy implementation versus middle management self-interest. *Strategic Management Journal*, 7, 313-327.
- Henning, R., Warren, N., Robertson, M., Faghri, P., Cherniack, M., & the CPH-NEW Research Team. (2009). Workplace health protection and promotion through participatory ergonomics: An integrated approach. *Public Health Reports*, 124, 26-35.
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6, 1-55.
- Hutchinson, S. (1997). A path model of perceived organizational support. *Journal of Social Behavior and Personality*, 12, 159-174.
- Jacobs, J. B., & Olitsky, E. (2004). Leadership and correctional reform. *Pace Law Review*, 24, 477-496.
- Klein, R. B. (1998). *Principles and practice of structural equation modeling*. New York, NY: Guilford Press.
- Lambert, E. G. (2006). I want to leave: A test of a model of turnover intent among correctional staff. *Applied Psychology in Criminal Justice*, 2, 57-83.
- Lambert, E. G. (2010). The relationship of organizational citizenship behavior with job satisfaction, turnover intent, life satisfaction, and burnout among correctional staff. *Criminal Justice Studies*, 23, 361-380.
- Lambert, E. G., Hogan, N. L., & Tucker, K. A. (2009). Problems at work: Exploring the correlates of role stress among correctional staff. *Prison Journal*, 89, 460-481.
- Lambert, E. G., & Paoline, E. A. (2008). The influence of individual, job, and organizational characteristics on correctional staff job stress, job satisfaction, and organizational commitment. *Criminal Justice Review*, 33, 541-564.
- Lasky, G. L., Gordon, B. C., & Srebalus, D. J. (1986). Occupational stressors among federal correctional officers working in different security levels. *Criminal Justice and Behavior*, 13, 317-327.
- Levinson, H. (1965). Reciprocity: The relationship between man and organization. *Administrative Science Quarterly*, 9, 370-390.
- Mair, J. (2005). Exploring the determinants of unit performance. *Group and Organization Management*, 30, 263-288.

- Mastrofski, S. D. (1998). Community policing and police organizational structure. In J. Brodeur (Ed.), *How to recognize good policing: Problems and issues* (pp. 161-189). Thousand Oaks, CA: Sage.
- Michie, S., & Williams, S. (2003). Reducing work related psychological ill health and sickness absence: A systematic literature review. *Journal of Occupational and Environmental Medicine*, 60, 3-9.
- Miller, K. I., & Monge, P. R. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal*, 29, 727-753.
- National Advisory Commission on Criminal Justice Standards and Goals. (1973). *Corrections*. Washington, DC: Government Printing Office.
- Organ, D. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Pascale, R. T. (1984). Perspective on strategy: The real story behind Honda's success. *California Management Review*, 26, 47-72.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698-714.
- Sklansky, D. (2007). Seeing blue: Police reform, occupational culture, and cognitive burn-in. In M. O'Neill & M. Marks (Eds.), *Police occupational culture: New debates and directions* (pp. 19-46). Oxford, UK: Elsevier Science.
- Slate, R. N., & Vogel, R. E. (1997). Participative management and correctional personnel: A study of perceived atmosphere for participation in correctional decision making and its impact on employee stress and thoughts about quitting. *Journal of Criminal Justice*, 25, 397-408.
- Slate, R. N., Wells, T. L., & Johnson, W. W. (2003). Opening the manager's door: State probation officer stress and perceptions of participation in workplace decision making. *Crime & Delinquency*, 49, 519-541.
- Steel, R. P., & Mento, A. J. (1987). The participation-performance controversy reconsidered. *Group and Organization Studies*, 12, 411-423.
- Steinheider, B., & Wuestewald, T. (2008). From the bottom-up: Sharing leadership in a police agency. *Police Practice and Research*, 9, 145-163.
- Stohr, M. K., Lovrich Jr., N. P., Menke, B. A., & Zupan, L. L. (1994). Staff management in correctional institutions: Comparing DiIulio's "control model" and "employee investment model" outcomes in five jails. *Justice Quarterly*, 11, 471-498.
- VanYperen, N. W., van den Berg, A. E., & Willering, M. C. (1999). Toward a better understanding of the link between participation in decision making and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology*, 72, 377-392.
- Witt, L. A., Andrews, M. C., & Kacmar, K. M. (2000). The role of participation in decision making in the organizational politics-job satisfaction relationship. *Human Relations*, 53, 341-358.
- Wooldridge, B., & Floyd, S. W. (1990). The strategy process, middle management involvement, and organizational performance. *Strategic Management Journal*, 11, 231-241.
- Wooldridge, B., Schmid, T., & Floyd, S. W. (2008). The middle management perspective on strategy process: Contributions, synthesis, and future research. *Journal of Management*, 34, 1190-1221.
- Wright, K. N., Saylor, W. G., Gilman, E., & Camp, S. (1997). Job control and occupational outcomes among prison workers. *Justice Quarterly*, 14, 525-546.

David W. Reeves is an associate consultant with Sirota Survey Intelligence. He is responsible for managing survey processes, survey content development, and advanced statistical analysis for large, multinational organizations to improve internal processes and procedures and drive employee engagement, satisfaction, and business performance. He holds an MA in industrial and organizational psychology from the University of Connecticut.

Benjamin M. Walsh is an assistant professor of management at the University of Illinois Springfield. He received his PhD in industrial and organizational psychology from the University of Connecticut, where he also completed graduate certificates in quantitative research methods and occupational health psychology. His research centers largely on the interpersonal work environment, with a particular focus on civility and mistreatment in the workplace.

Michael D. Tuller is a manager at PepsiCo with the enterprise Organization and Management Development team. He plays a key role in the execution and management of the organization's 360-degree feedback processes as well as several other organizational feedback processes, including the Manager Quality Performance Index, Hogan Personality Inventory, and a targeted development "check-in" tool. He received his PhD in industrial and organizational psychology from the University of Connecticut.

Vicki J. Magley is an associate professor in the Department of Psychology at the University of Connecticut in Storrs. She received her PhD from the University of Illinois in Urbana-Champaign in social and organizational psychology, with a particular emphasis on methodology. The main focus of her research lies within the domain of occupational health psychology and combines organizational and feminist perspectives in the study of the antecedents and consequences of sexual harassment in the workplace.