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Walden University
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Abstract

Jail Administrators' Compliance With the Prison Rape Elimination Act

by

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MA, Central Michigan University, 2010

BS, Saint Paul's College, 2005

Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of

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Public Policy Administration

Walden University

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Abstract

Correctional institutions across the United States continue to experience prisoner sexual assault despite the enactment of the Prison Rape Elimination Act of 2003 (PREA). The purpose of this correlational study was to examine the association between jail administrators' difficulty complying with the PREA and their transformational leadership styles. The theories of punctuated equilibrium theory and general strain theory formed the theoretical framework of the study. The data were collected through an Internet-based survey from 22 local and regional jail administrators from the East Coast. Data analysis using Pearson's correlation coefficient was performed on leadership scores to test the hypotheses. There were results showed no statistically significant correlations between 5 attributes of transformational leadership styles and PREA compliance. A multiple linear regression analysis was performed; however, this question could not be answered because 2 fundamental assumptions of multiple linear regressions were not satisfied. Social change implications of this study include using the study results to expand leadership development programs that could influence a full range of leadership skills essential for addressing the present and future policies of PREA affecting correctional facilities in the United States.

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Dedication

All glory goes to God! I dedicate this dissertation to my Husband, Willie Louis Lee, Jr, our children, Gregory and Crystal, our Grandsons, K'vey, Tristan, QueSean, Tony, and Sean, my parents, John and Naomi Brooks, my Sisters, Phyllis, Jennifer, Pernell, and my brother, James, the entire Brooks and Ellis Families, countless friends, church family, and my dog, Turbo, who kept me company on those long and lonely hours. The unconditional love, words of encouragement, support, and advice has aided me in remaining focused during my dissertation journey. I greatly appreciate and thank God for all they have done for me.

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Chapter 1: Introduction to the Study

Introduction

Presently, out of the 3,163 jails in the United States, an East Coast state has 66 locally and regionally operated jails and two jail farms in its 68 locations statewide (Justice Policy Institute, 2013, p. 6). An East Coast state was capable of confining 22,000 citizens in its 68 locations in 2016 (Wagner & Rabuy, 2016). Among these correctional facilities, locally elected sheriffs are administrators of 37 jails. The administrators in the remaining 25 facilities are appointed by a regional authority to manage jails at a regional level ("Senate of an East Coast State-Senate Finance Committee," 2016). Due to the high volume of prisoners, prison staff, juvenile inmates and incarcerated individuals, various issues surfaced in correctional facilities in this East Coast state. For instance, rape and sexual assault of inmates by inmates and staff were reported as early as the 1970s and continue to make headlines in media outlets (Arkles, 2014; Gonsalves, Walsh, & Scalora, 2012; International Association of Chiefs of Police, 2012; Iyama, 2012; Jenness & Smyth, 2011; Palacios, 2017; Reid, 2013; Struckman-Johnson & Struckman-Johnson, 2013). Evidence of these acts of inappropriate behaviors has been recognized as early as the 1600s, when jails were used to confine violators of the law ("An East Coast State's Peculiar Jails," 2010; Jenness & Smyth, 2011).

Although sexual assault in prisons was identified as a problem as early as the 1600s, it was only in the last decade that male jail rape and jail sexual assault has become recognized by the criminal justice system (Kubiak, Brenner, Bybee, Campbell, & Fedock, 2016). The executive and legislative branches of government took several decades to

endorse a law against rape and sexual assault in correctional institutions. President George Bush and the U.S. Congress enacted a regulation in this regard known as the Prison Rape Elimination Act (PREA) in 2003 to prosecute violators who victimized innocent inmates (PREA, 2003). The jail administrators' experience, skills, leadership, and mentoring capabilities were deemed critical for complying with PREA standards and making the legislation into a success. Jail administrators' knowledge of PREA guidelines is paramount to the eradication of jail rape and sexual assault and to combat the victimization of inmates ("Direct Supervision of Jails," 2007; PREA, 2003). Equally important is a large number of imprisonments that require superior and diverse leadership styles, managerial skills, and supervisory proficiencies in jail operations. Jail administrators have been responsible for managing correctional facilities, protecting inmates and staff, and ensuring that the communities remain free from unsafe situations (Bogard, Hutchinson, & Persons, 2010; "Direct Supervision of Jails," 2007; Martin & Katsampes, 2007).

According to the United States Department of Justice, prison rape and sexual misconduct have continued to occur with over 24,661 inmates alleging sexual victimization in 2015 as compared to 8,768 reported allegations in 2011 (Bureau of Justice Statistics, 2018, p. 1). Concerns regarding rape and sexual assault in the prison system have also increased as administrators attempt to follow the highly complex and challenging PREA guidelines to operate, serve, and protect offenders and the community (Arkles, 2014; Bopp, 2014).

The purpose of this study was to explore jail administrators' difficulty in complying with the PREA norms based on findings from an East Coast state. The successful implementation of the PREA standards in a jail setting to combat sexual abuse depended on the effectiveness of the jail administrators' leadership style, abilities, and establishment of a culture in a jail setting that prioritized all efforts to combat rape and sexual assault (Bass & Riggio, 2006; "Direct Supervision of Jails," 2007). The potential implications for positive social change from this correlational study could result in frequent and timely reporting of jail rape and sexual assaults incidents. The results of this study could also reveal inferences that allow jail administrators to obtain the knowledge necessary to reduce or eradicate rape and sexual assaults. Also, I might uncover policy changes and training methods that administrators might use to implement or enhance the PREA standards necessary to report, prevent, eliminate, detect, and punish violators and to provide a safe and secure environment for all inmates.

Chapter 1 provides an introduction of the correlational study and deliberation about the topic of the study, along with the motivation for conducting the investigation. Furthermore, this chapter includes a background of the study, summarizing research literature related to the topic and research gap in recent literature. Chapter 1 includes the problem statement by providing information associated with the current public policies and issues in prison management. It also provides a description of each element, namely, the purpose of the study, research questions, and hypotheses, theoretical framework, and its significance by connecting each element to the study. This chapter also contains a discussion about the nature of the study, definitions, assumptions, scope and

delimitations, and importance and potential contributions of the study to advance knowledge.

Background of the Study

There were some studies relating to the fundamental issues of a law enforcement administrators' difficulty complying with the PREA (Schuhmann & Wodahl, 2011; Struckman-Johnson & Struckman-Johnson, 2013; Struckman-Johnson, Struckman-Johnson, Kruse, Gross, & Sumners, 2013). After the enactment of PREA (2003), scholars addressed the occurrences of prison rape and sexual assault of inmates. The limited number of articles on jail administrators' leadership abilities and compliance issues with the PREA indicates a gap in research on prison management. The lack of evidence on prison rape numbers across the nation, theories on criminal behavior, and prison management helped establish the basis for this study. Arkles (2014); Iyama (2012); Garrity, Klepin, and Sayasane (2016); and Struckman-Johnson and Struckman-Johnson (2013) commented about the PREA implementation process and the standards initiated by the federal government requiring all correctional facilities to comply with PREA guidelines. Struckman Johnson and Struckman Johnson (2013) reviewed a set of 40 standards developed to stop prison rape in adult prisons as part of the National Prison Rape Elimination Commission (NPREC) recommendations. Struckman Johnson and Struckman Johnson found that the public policy profession needed to conduct studies to explore the possibilities of preventing, reducing, and eradicating rape and sexual assault occurring among inmates and by prison staff. This literature on sexual assault in prisons encompassed jail administrators and all members involved with the management,

interventions, and auditing functions to work in a collective, transparent, and responsible manner. However, NPREC recommendations based on PREA guidelines may not guarantee the elimination of the problem but provide ways to report such instances more effectively.

Palacios (2017) argued that previous researchers emphasized the role of staff in preventing sexual assault in prisons and the vulnerabilities to which prisoners are being exposed. Struckman-Johnson et al. (2013) examined ways to reduce prison rape through a sample prison data of a 1998 survey from Midwestern prisoners. Struckman-Johnson et al. divided the ideas into 12 distinct categories. Out of the 12 categories, two categories were found significant: inmate classification and increasing sexual outlets for prisoners. However, correctional policymakers responded with increased security in prisons and hiring trained professionals to record prison behavior after the 1998 survey (Struckman-Johnson et al., 2013). Since then, prisoners and staff have reported ways that could mitigate prisoner sexual assault with efficacy. The 40 recommendations developed by the NPREC committee showed the extent to which they fulfilled the outcomes from the 1998 Midwestern prisoner survey.

Moreover, Gonsalves, Walsh, and Scalora (2012) reviewed risk elements associated with sexual assault and rape in prisons and studied the factors that created vulnerabilities in prison management and its effect on inmates and staff since PREA enactment. Gonsalves et al. argued that only a low proportion of inmates were rated medium to high risk; thus, segregating them from the remaining prisoner population could reduce prisoner sexual assault. However, such interventions would be seen going

against the Eighth Amendment rights of a prisoner. According to Gonsalves et al., the Eighth Amendment rights of prisoners restricted such extreme levels of confinement unless deemed necessary by the sentencing jury. Graham (2015) and Struckman-Johnson et al. (2013) discussed inmate and staff opinions about necessary changes required to reduce instances of rapes and sexual assaults committed in prisons.

D'Alessio, Flexon, and Stolzenberg (2012) described the possible outcomes if such prisoners were allowed conjugal visits with their wives and engaged in sexual intercourse as a method to reduce or eliminate rape and sexual assault. D'Alessio et al. found that prisoners reported "increased sexual outlet" as one of the ways to reduce prisoner sexual assault. Felson, Cundiff, and Painter-Davis (2012) and Rowell-Cunsolo, Harrison, and Haile (2014) found that male inmates of all ages were capable of assault in the presence of younger males. Rowell-Cunsolo et al. (2014) argued that post-traumatic stress syndrome and antisocial behaviors could be attributed to sexual assaults among male inmates. The growing number of these prisoners has been another issue.

Bopp (2014) and Markham (2013) pointed out that the Supreme Court was concerned about the increasing instances of rape and sexual assaults in correctional facilities. For example, the Supreme Court reviewed the case of *Walton v. Dawson* (2014) and determined that jail administrators and prison officials were responsible for the protection of inmates and staff under their supervision. When staff failed to adhere to facility policies, jail administrators were required to investigate the people responsible for the breach of security and to compromise inmate safety. Additionally, Garland and Wilson (2012) found that the mentality and beliefs of inmates influenced their decisions

at the time of reporting rape or sexual assault. Inmates felt that they were snitching, which went against the prisoners' code if an inmate reported rape and sexual assault against a security staff (Garland & Wilson, 2012). Therefore, scholars have outlined how jail administrators can find ways to combat sexual inappropriateness.

Despite the latest report (Bureau of Justice Statistics, 2018, p. 2) containing data regarding sexual victimization in prisons and jails, the percentages may have presented some accuracy because the number of substantiated allegations formed a small percentage compared to unsubstantiated and unfounded allegations. Despite limited records and research existing on PREA and jail administrators' compliance levels, it is crucial to investigate the relationship between sexual victimization and jail administrators' difficulty complying with PREA based on their leadership styles and levels of awareness of the PREA (Bass & Riggio, 2006; "Prison Rape Elimination Act (PREA) Needs Assessment of Lockups Needs Assessment," 2012). There is limited empirical evidence on jail administrators' difficulty in complying with the PREA or the number of inmates sexually victimized in prisons. The Bureau of Justice Statistics (2018) and Struckman-Johnson and Struckman-Johnson (2013) focused on prisons and wardens regarding PREA, but not on jail administrators' compliance levels at state local and regional level jails.

The International Association of Capital Police (IACP, 2012) conducted a PREA needs assessment of lockups to provide jail administrators with the tools to assist in eradicating rape and sexual assault through detection, prevention, and response to sexually abusive behaviors of inmates and staff in correctional facilities. The results of

the assessment were the basis for conducting this research. The IACP survey assessment was essential in providing information from administrators about their difficulty in complying with PREA (International Association of Chiefs of Police, 2012). The findings from the report provided an opportunity to understand the role of jail administrators in a correctional facility. The ongoing investigation, combined with IACP findings, may assist all jail staff in learning about the PREA and the impact of leadership styles on mitigating prisoner sexual assault. These resources may help to reduce lawsuits imposed by inmates, staff, families, and civil rights groups ("PREA Needs Assessment of Lockups," 2012).

In this correlational study, I addressed the underlying difficulties in PREA compliance issues preventing jail administrators from ensuring a prompt response to report prisoner sexual assaults. Empirical data were used to determine the jail administrators' difficulty complying with PREA, which can be correlated with their self-reported transformational leadership styles and subfactors, such as idealized influence attributed (IIA), idealized influence behavioral (IIB), inspirational motivation (IM), intellectual stimulation (IS), or individualized consideration (IC). I exposed a gap in the literature on the implementation success of PREA standards in a jail setting to combat sexual abuse due to its relationship with jail administrators' leadership qualities and the establishment of a culture in a jail setting that prioritized all efforts to combat rape and sexual assault.

Problem Statement

Correctional institutions across the United States have encountered prisoner sexual assault despite the enactment of the PREA of 2003 (Graham, 2015). The PREA was the first federal law that authorized jail administrators to detect, prevent, reduce, punish, and eradicate rape (PREA, 2003). Mazza (2012) showed that assaults were still occurring across correctional institutions. The NPREC report found that there was a problem in jails across the United States involving rape and sexual assault (Mazza, 2012, p. 5). Moreover, Beck (2015) reported that between 2011 and 2012, approximately 17% of inmates in jails were victims of sexual assault (p. 6).

Arkles (2014) found that prisoner sexual assault was a burden for the government and taxpayers that translated into increased expenditure on reporting, mitigation, and lawsuits. A possible cause of inmate victimization found by Arkles was jail administrators' lack of awareness of the PREA guidelines. The IACP surveyed U.S. jail administrators to ascertain their awareness levels of the PREA standards and found that 62.6% of the 339 respondents had some or very little PREA awareness ("PREA Needs Assessment of Lockups," 2012). Therefore, systematic and extensive investigation of PREA's implementation success was necessary.

Purpose

The purpose of this quantitative, correlational study was to examine whether, and to what extent, a relationship existed between an East Coast state jail administrators' difficulty complying with the PREA and the effect the transformational leadership styles of IIA, IIB, IM, IS, and IC styles on PREA compliance. The universal problem of

jailhouse rape and sexual assault was becoming complicated and multifaceted for jail administrators. Determining the percentage of jail rape victims and the difficulty of complying was an indication that jail administrators needed the training to develop the required skills (Bass & Riggio, 2006; “Direct Supervision of Jails,” 2007; “PREA Needs Assessment of Lockups,” 2012).

Changes in management procedures could have addressed jail administrators’ daily operations, policies, negative inmate cultures, and human rights disputes as victims and prisoners became more aware of this predicament (Gonsalves et al., 2012). The likelihood of a relationship could generate an understanding of administrators’ difficulty complying with the law and its impact on jailhouse rape and sexual assault of inmates. Therefore, independent variables were chosen as IIA, IIB, IM, IS, and IC. The dependent variable was the jail administrators’ difficulty complying with the PREA.

Research Questions and Hypotheses

The overarching research question was the following: What if any, correlations exist between self-reported levels of transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state? The following specific research questions were addressed:

RQ1. What, if any, correlations exist between self-reported levels of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

RQ2. What, if any, a correlation exists between the self-reported levels of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

RQ3. What, if any, correlations exist between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

RQ4. What, if any, correlations exist between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

RQ5. What, if any, correlations exist between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

RQ6. What combination of self-reported transformational leadership styles collectively best predict the self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

H_{10} : There is no correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H_{1a} : There is a correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H2₀: There is no correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H2_a: There is a correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H3₀: There is no correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H3_a: There is a correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H4₀: There is no correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H4_a: There is a correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H5₀: There is no correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H5_a: There is a correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state.

H6₀: Two or more combinations of self-reported transformational leadership style do not predict the self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state better than any single transformational leadership style alone.

H6_a: Two or more combinations of self-reported transformational leadership style predict the self-reported level of difficulty complying with the PREA standards better among jail administrators within an East Coast state.

Theoretical Foundation

The underlying base for this quantitative study included Jones and Baumgartner's (2012) punctuated equilibrium theory (PET) and the general strain theory (GST) by Agnew (1992). PET addressed dissatisfaction with the representation of policy procedures in government. Scholars and policy practitioners used PET to understand the instances involved in making policies in the United States (Jones & Baumgartner, 2012). In some instances, policymakers had used PET to analyze procedures that included making expedient corrections to change plans when they had actual data. Robinson (2013) acknowledged that policy researchers in two of the three branches of the federal government had used PET to provide a description and explanation regarding policy changes over a span of time. Moreover, PET was applicable to this study because it provided an emphasis on the resources or reasons leading to altering policies that were

useful in evaluating the jails administrators' awareness levels and compliance with PREA.

According to the GST, some individuals react to various stressors of life they experience via unhealthy coping mechanisms, such as using sexual behaviors to cope. Agnew (1992) suggested that GST explained the various types of stresses and strains that might have led a person to criminal behaviors. One of the strains or stressors that occurred when a person's life became associated with a low social control of life, such as homelessness, was found (Leeper-Piquero & Sealock, 2010). Another strain could be when a person views their life as being unjust. If someone bullied a person for any reason, the victim could cause bodily harm to the perpetrator as a means to cope with the social pressures (Morris, Carriaga, Diamond, Piquero, & Piquero, 2012). High in magnitude was another strain seen in GST. The pressure or incentives for crime become appealing, high in magnitude, or a perceived notion that the strain is high (Ousey, Wilcox, & Schreck, 2017). For instance, if someone was robbed of \$5, the victim may not respond with aggressive or deviant behavior. However, if this same individual had his entire life savings, home, lifestyle, or family was taken away, he might seek to exercise a high level of retribution or criminal behavior (Agnew, 1992).

Agnew (1992) recommended that researchers use GST because it focuses on the idea that people, in general, have similar ambitions. However, most people do not share identical abilities or opportunities. There are individuals who fail to accomplish what they aspire, even when they work hard and practice good work ethics. Individuals of high caliber resort to criminal behavior as a means to achieve success. The GST argued

that when society sets high standards that are difficult for lower-income group people to obtain, it may lead to a sense of failure among some individuals. This could result in disadvantaged groups resorting to criminal behavior to achieve wealth and social status in society. Both PET and GST have addressed the uses of each theory to determine whether inmates and security staff harbored any of the strains or stressors that was making it difficult for them to comply with the PREA standards. Also, PET and GST assisted in determining if the PREA affected jail administrators' difficulty complying with the policy standards or their transformational leadership styles.

Nature of the Study

The methodological stance of this study was designed around a quantitative study with a correlational design to evaluate the extent of difficulties faced by administrators at local and regional jails in an East Coast state while complying with the PREA. I examined data to determine the relationship between East Coast state jail administrators' difficulty complying with the PREA and the transformational leadership styles of IIA, IIB, IM, IS, and IC on the rape and sexual assault percentages in prisons.

I aimed to establish relationships among single or multiple identical population groups. Five independent variables (IIA, IIB, IM, IS, and IC) were used to measure the impact of jail administrators' difficulty complying with the PREA. A single variable called difficulty complying was created to observe if any statistical relationship existed between the single variable and the five independent variables of transformational leadership. The correlational design used in this study measured two or more characteristics of the same person to calculate correlations among them. In the case of a

positive correlation, an increase in one variable would cause a proportional increase or decrease in another recorded variable. No association between the investigated variables was observed if the correlation coefficient was 0.05 or close to this value. The study took place in a naturalist setting and did not include treatment and control groups.

Correlational designs do not describe causation, but relationships between variables that may be occurring concurrently, which is unlike experimental designs. Correlational studies use a postpositivist worldview that typically attempts to accept or reject the hypotheses instead of proving them (Creswell, 2009). The correlational design was the most appropriate method of research for the study when compared to other research methods.

In addition, a descriptive research method is an effective approach when testing a relationship between variables. Descriptive researchers describe a problem, a situation, or a manner that is precise and accurate. It entails a systematic process that allows researchers to gather data within the contextual framework of a phenomenon (Simon, 2006; Singleton & Straits, 2010). The descriptive design consists of a structured exercise of fact-finding using numerical data, but it does not allow researchers to determine a cause-effect relationship. When using a survey in the study, researchers describe the population data according to the distribution of various characteristics, attitudes, or experiences.

There were three qualitative designs considered for this study. They were phenomenology, case study, and grounded theory. According to Creswell (2007), there is a difference between quantitative and qualitative research when it involves philosophical

assumptions, strategies of inquiry, data collection, data analysis, and data interpretation. When using a qualitative design, the research primarily consists of diverse strategies of inquiry and data analysis generally is based on text, interviews, and observations (Creswell, 2007; Singleton & Straits, 2010). In addition to correlational design and qualitative research, a case study was considered. However, a case study encompasses examining a problem using the case as an example instead of understanding and describing the lived experiences of numerous persons examined in phenomenological research (Creswell, 2009). Finally, a grounded theory study was considered. However, it involves the development or discovery of a theory based on data from a field setting (Creswell, 2009). After analyzing the various research methodologies, correlational design was found to be the most appropriate method to examine the relationship between the jail administrators' difficulty complying with the PREA and transformational leadership styles.

The targeted population included presently employed jail administrators at the local and regional level jails in an East Coast state of the United States. The local and regional jails represented a cross-section of small, medium, and large facilities as well as the jail administrators in an East Coast state. This state had 37 locally elected sheriffs and 25 jail administrators appointed by a regional authority, managing jails in 68 locations ("Senate of an East Coast State Senate Finance Committee," 2016). A purposive sample of 62 participants out of 62 jail administrators was invited to participate in the study. A sample size of 50 produced approximately 80% power to detect an effect size of 0.35. Further justification of the sample size will appear in Chapter 3.

The data collection consisted of self-administered, Internet surveys that included demographic questions; the modified IACP PREA needs assessment statements, and the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 2004). The IACP developed PREA survey is a 14-statement assessment sheet developed by the IACP (2012) and later modified for use in this study. The survey used only Question Number 26 from the initial survey based on the research problem of this study. The IACP PREA survey provided a score of jail administrators' level of difficulty complying with the PREA standards.

After obtaining the required approval from the institutional review board (IRB), it was important to test the newly revised PREA survey questionnaire and to establish the validity and reliability of the instrument of choice. The purpose of this test was to establish the face, construct, and content validity of the instrument and improve the questions, format, and scales. In addition, for the feasibility study, the pilot study tested the design and the methodological changes needed to implement the new instrument and testing its efficacy.

The MLQ was considered a valid instrument to measure transformational, transactional, and laissez-faire leadership styles (Avolio & Bass, 2002). In their study, the 45-item MLQ was used to measure five components of transformational leadership. Sixty-two East Coast state jail administrators received an invitation via e-mail to participate in the online PREA and MLQ assessment survey.

The hypotheses were tested using Pearson's correlation coefficient and evaluated by inspecting the scatter plot of independent and dependent variables. The statistical

analyses consisted of a two-tailed .05 alpha level test of reliability. Demographic characteristics were described using suitable descriptive statistic methods. Cronbach's alpha was used to measure the internal consistency and reliability of the variables in this quantitative correlational study.

I used the MLQ to measure five independent variables and the PREA-based questionnaire to measure the dependent variable. The research design was a correlational analysis, which is a quantitative analysis technique for finding linear dependencies between two or more unrelated variables. The research scope was to find which transformational leadership factors amongst the five independent variables had the most impact on jail administrators' compliance difficulties with PREA norms. A sample of 50 jail administrators out of 62 was used based on G-Power software analysis. The purposive sampling technique was used for gathering data on MLQ and PREA based questionnaires from jail administrators and analyzing it through correlation matrix available in SPSS v.24 software. This activity constituted a major phase of data analytics. Further quantitative tools were required based on initial findings and data cleanup was needed to obtain desired results.

Definitions

Several definitions of key conceptual and operational terms used in this study have multiple meaning relating to the framework of jails.

Agency: "The unit of a State, local, corporate, or nonprofit authority, or of the Department of Justice, with direct responsibility for the operation of any facility that

confines inmates, detainees, or residents, including the implementation of policy as set by the governing, corporate, or nonprofit authority” (DeComo, 2013, pp 10-12).

Inmate: “Any person incarcerated or detained in a prison or jail” (DeComo, 2013, pp 10-12).

Jail: “A confinement facility of a Federal, State, or local law enforcement agency whose primary use is to hold persons pending adjudication of criminal charges, persons committed to confinement after adjudication of criminal charges for sentences of one year or less, or persons adjudicated guilty who are awaiting transfer to a correctional facility” (DeComo, 2013, pp 10-12).

Jail administrator: “The principle official of a local or regional jail managing the operations of a confinement facility” (Martin & Rosazza, 2004, p. 3).

Offender: “Any person incarcerated or detained in a prison or jail” (DeComo, 2013, pp 10-12).

Prison: “An institution under Federal or State jurisdiction whose primary use is for the confinement of individuals convicted of a serious crime, usually more than one year in length, or a felony” (DeComo, 2013, pp 10-12).

Sexual abuse: “Sexual abuse of an inmate, detainee, or resident by another inmate, detainee, or resident; and Sexual abuse of an inmate, detainee, or resident by a staff member, contractor, or volunteer” (DeComo, 2013, pp 10-12).

Sexual abuse by another inmate, detainee, or resident: “Contact between the penis and the vulva or the penis and the anus, including penetration, however slight; contact between the mouth and the penis, vulva, or anus; penetration of the anal or genital

opening of another person, however slight, by a hand, finger, object, or other instrument; and any other intentional touching, either directly or through the clothing, of the genitalia, anus, groin, breast, inner thigh, or buttocks of any person, excluding contact incidental to a physical altercation ” (DeComo, 2013, pp 10-12).

Voyeurism by a staff member, contractor, or volunteer: “An invasion of privacy of an inmate, detainee, or resident by staff for reasons unrelated to official duties, such as peering at an inmate who is using a toilet in his or her cell to perform bodily functions; requiring an inmate to expose his or her buttocks, genitals, or breasts; or taking images of all or part of an inmate’s naked body or of an inmate performing bodily functions” (DeComo, 2013, pp 10-12).

Assumptions

The research topic was chosen to examine the relationship between transformational leadership characteristics of IIA, IIB, IM, IS, IC and the jail administrators’ difficulty in complying with the PREA based on data from an East Coast state in the United States. One assumption made was that the IACP’s PREA Needs Assessment Survey of 2012 explained the research topic sufficiently and provided suitable justifications for using the instrument for the collection of data. In addition, another assumption made was that jail administrators remained truthful while answering each question in the survey. I assumed that jail administrators participated in the survey when requested and responded to the questions based on their experience in a correctional facility and not collaborated with other administrators. Also, I assumed that jail administrators were not allowed to let subordinate staff or family members answer

questions on their behalf. It was necessary that participants formed their responses on their self-learning and answered to the topic according to the difficulty they faced in meeting PREA standards. Finally, I assumed that the quantitatively measuring devices in this study were appropriate for the participants. These assumptions were made because honest participation of jail administrators and their responses to questions were crucial to providing a realistic view of the difficulty complying with the PREA and the possible resources needed to eradicate rape and sexual assault while supporting and promoting a positive social change in criminal justice.

Scope and Delimitations

The scope of the quantitative correlational study included the use of an online, self-administered survey previously used in 2012 by the IACP. It was used to examine the correlation between the jail administrators' difficulties complying with the PREA. The operationalization of the difficulty complying with the PREA was the result of using the IACP's PREA needs assessment Survey Question 26 and Statements 1-14 to make the overall responses to the answers of the jail administrators measurable (Bass & Riggio, 2006; "PREA Needs Assessment of Lockups," 2012). Therefore, jail administrators at the local and regional levels from an East Coast state were selected as the target population of the study. One of the delimitations was that only East Coast state jail administrators would be invited to participate in the online survey. Lastly, there was a potential generalizability limitation because the survey did not include any jail administrators outside the selected state. To ensure external validity, the sample population used in this study resembled the overall population of jail administrators in the

East Coast state and included an equal ratio of males, females, age, race, and educational levels.

Limitations

There were some limitations found in the design of the study. For instance, jail administrators may have experienced some hesitancy about participating in the survey for fear of reprisals by voters or board of supervisors if they answered questions honestly. Although jail administrators were made aware of their anonymity, they could have some concerns about participating in the study because of the fear that there was a possibility of exposing their identification that could lead to termination from their jobs. The correlational design was another limitation of this study. Researchers use a correlational design to seek and find out the relationship that two or more variables might have with one another, and if so, in what way were they related (Babbie, 2010; O'Sullivan et al., 2008). Babbie (2010) stated that each research design has its strengths and weaknesses depending on the choice of a survey instrument. Another limitation was the use of a survey instrument that increased the possibility that jail administrators could not answer all the questions in an accurate and honest manner.

East Coast state sheriffs and the regional jail administrators' availability as participants was another limitation of the study. The population used for the study included 62 local and regional jail administrators from the East Coast state who had agreed to participate in the study and who supervised small, medium, and large facilities.

Significance of the Study

The quantitative correlational study had six research questions and six hypotheses to examine the relationship among characteristics of IIA, IIB, IM, IS, and IC and the difficulty complying with the PREA of the jail administrators in an East Coast state. The results of this study may have contributed to social change with a public policy application for the criminal justice system in an East Coast state. The aim was also to include the Department of Corrections, Department of Community Corrections, inmate victims, and inmate and staff perpetrators by discovering the extent that authorities at local and regional jails complied with the NPREC-recommended standards.

The results of the study may contribute to PREA compliance issues for jails and improving literature published on the criminal justice system and prison policymaking. Sharing knowledge and findings of the study on transformational leadership styles such as IIA, IIB, IM, IS, and IC and the difficulty complying with the PREA could assist jail administrators in developing strategies to enhance training material and direct policy changes that could improve the jail administrators' and jail staffs' effectiveness in managing correctional institutions.

The results of this study could influence positive social change in the managerial and supervisory skills of the jail administrators in the East Coast state. A positive social change will provide more knowledge of the jail administrators' difficulty complying with the PREA. It could provide an understanding of the factors that cause rape and sexual assaults to occur in facilities by examining characteristics necessary to operate jails more effectively. Jail administrators could use the results of this study to address leadership

and operational issues and understand the relationship between the difficulty complying with the PREA and the five independent variables of IIA, IIB, IM, IS, and IC.

The results of this study could help jail administrators and staff to comply with the PREA to assist in eliminating rape victimization in all correctional settings. Sexual misconduct poses threats to inmates, and it is a violation of victims' rights to a safe facility for the period of their incarceration. Prison rape and sexual assaults have created health and financial problems at almost every jail or prison facility in the East Coast state. This study could help prison management and policymaking institutions of the U.S. government to develop tools to eliminate those issues. The results could help develop dialogues among correctional security staff, offenders, administrative personnel, law enforcement agencies, legislators at the state and federal levels, advocacy groups, and the citizens residing in communities from East Coast state.

Summary

In Chapter 1, I discussed the significance of East Coast state jail administrators' difficulty complying with the PREA and what relationship, if any, might be attributed to the characteristics of IIA, IIB, IM, IS, and IC that may have affected the managing skills used to eradicate rapes and sexual assaults. The administrators' knowledge of the PREA, combined with managerial and supervisory skills, were paramount as the criminal justice system increased the intake of inmates in crowded jails, whereby, jail condition became increasingly complex. Rape and sexual assault among the LGBTQ, youth, and mentally challenged inmate populations have also seen an increase in correctional facilities in

recent years (Beck, Stroop, & Bronson, 2017; “Senate of an East Coast State Senate Finance Committee,” 2016).

In Chapter 2, I synthesize current and previous scholarly research relative to the topic and provide a blend of practical literature based on the dependent and independent variables and reviewed studies related to the constructs of interest, methodology, and methods that were consistent with the scope of the study. Additionally, I develop justifications based on theoretical frameworks to examine the research gap in the literature and provide an outline of the PET and GST frameworks for the purpose of the study. I also explain the PET and GST, its origin, and authors involved in the development of the theories. Lastly, in Chapter 2, I summarize and present the conclusion of the literature.

Chapter 2: Literature Review

Introduction

Despite the enactment of the PREA in 2003, inmate rape and sexual assault have not stopped or reduced occurrence in the nation's 3,163 jails (Justice Policy Institute, 2013, p. 6). Each of these jails has been managed by appointed or elected jail administrators who were responsible for translating all lawful and legislative requirements into operational practices. Moreover, out of the 3,163 jails, an East Coast state's county or city board of supervisors appointed 62 jail administrators to operate its 66 local and regional jails and two jail farms in 68 of its locations (Justice Policy Institute, 2013, p. 6). The purpose of this quantitative study was to examine whether, and to what extent, any correlation exists between a jail administrator's level of difficulty complying with the PREA standards and the five leadership components of the transformational leadership styles based on empirical data from an East Coast state.

Wagner and Rabuy (2016) explained that based on jail capacity, the regional and local jails were able to confine approximately 22,000 citizens in 2015 ("Senate of an East Coast State Senate Finance Committee," 2016). The problem in jails across the United States involve issues such as rape and sexual assault among incarcerated inmates. This phenomenon is reported despite Congress' enactment of the PREA (Graham, 2015). The PREA (2003) was the first federal law authorizing administrators to detect, prevent, reduce, punish, and eradicate rape. Mazza (2012) showed that assaults were occurring. There is a problem in jails across the United States involving rape and sexual assault with over 88,500 inmates (4.4% in prisons and 3.1% in jails) sexually victimized from 2008-

2009 (Mazza, 2012, p. 5). Moreover, Beck (2015) reported that between 2011 and 2012, approximately 17% of inmates in jails were victims of sexual assault (p. 6).

As a result of recurring instances of sexual assault in jail across the United States, the purpose of this quantitative, correlational study was to examine whether, and to what extent, a relationship existed between jail administrators' difficulty complying with the PREA and the effect that the transformational leadership styles of IIA, IIB, IM, IS, and IC styles had on PREA compliance. The problem of jailhouse rape and sexual assault became more complicated and multifaceted for jail administrators who had difficulty complying with the PREA.

Beck (2015) reported that around 17% of inmates were sexually assaulted on average in prisons. Arkles (2014) acknowledged that it had become a burden at most levels of government where there is an increase in inhumane treatment of inmates, violations of victims' rights, heightened health, and financial problems that negatively impacted inmates. A possible cause of inmate victimization could be the facility administrators' lack of transformational leadership skills to apply PREA guidelines in managing the facility in ways that reduce prison rape and sexual assault. The IACP (2012) surveyed U.S. jail administrators to ascertain their difficulty and awareness levels of the PREA standards and found that 62.6% of the 339 respondents had no some, or very little PREA awareness. Additionally, a majority of the participants were found to have a low level of anticipated difficulty, and at least one of the participants in each category had a high level of difficulty, and large facilities had less difficulty than small or medium-sized facilities in complying with PREA standards (IACP, 2012). The

effectiveness of jail administrators depends on the quality of their leadership within the facility. Therefore, in this study, I examined the relationship between the levels of difficulty complying with the PREA and the leadership styles of jail administrators.

There is limited research available on the levels of difficulty in complying with the PREA standards or leadership styles of jail administrators. Also, limited records document PREA and jail administrators' difficulty in complying with the PREA according to their leadership styles. This created a gap in the literature linking sexual victimization of the inmates and jail administrators' role as a transformational leader. There was limited empirical evidence on the impact of jail administrators' leadership skills and compliance difficulties with the PREA standards.

The literature review encompasses formative and current theories. Included in the literature review are: the research addressing overall jail operations; history of an East Coast state's jail system; jails and prison systems in an East Coast state; jail administrators' role; the success and shortcoming of PREA in an East Coast state; barriers jail administrators face as leaders, race, age, inmate classification systems; and the transformational leadership styles and its characteristics. Also, included are the various characteristics of a transformational leader (IIA, IIB, IM, IS, and IC).

Chapter 2 includes a synthesis of empirical research on the difficulty jail administrators faces in complying with the PREA standards. I examine transformational leadership styles that provide an understanding of the issues that administrators are confronted with on the job. The first section includes a list of the library databases and search engines used in the study. The first section concludes with a review of the

literature and the history of an East Coast state's jail system and the relationship between the jail administrators' difficulty in complying with PREA and their transformational leadership styles. The third section includes information on the jails and prison systems in the East Coast state and the jail administrators' role. The third section concludes with questions of the success of the PREA standards in the state, PREA success, and PREA shortcomings. The fourth section includes the transformational leadership styles and barriers faced by jail administrators such as inmate classification systems, age, race, gender, educational levels, and prison overcrowding. The fourth section concludes with a discussion of the research gap in literature related to the jail administrators' level of difficulty complying with the PREA standards and leadership style followed by a summary.

I summarize the empirical research on PREA, transformational leadership styles, theories on inmate behavior management, and shifting views of policymakers on prison management policies. The history of jail and prison systems in an East Coast state, the role the jail administrator in managing such correctional facilities, and the problems faced by them while attending to their duties are discussed in this chapter. It is followed by the successes, shortcomings, and barriers that jail administrators face as leaders. I reviewed PREA procedures and leadership styles that address jail administrators' daily operations, policies, negative inmate cultures, and human rights disputes as victims and society to become more aware of this predicament. The five transformational leadership styles of IIA, IIB, IM, IS, and IC are discussed in this chapter. Any evidence towards the significance of the relationship between the themes discussed above provides an

understanding of how the administrators' difficulty levels of the PREA impact jailhouse rape and sexual assault of inmates.

Literature Search Strategy

In this study, I used 11 online databases such as Directory of Open Access Journals, Digital Library of Commons, Elton B. Stephens Company Host, Google Scholar, Journal Storage, National Criminal Justice Reference Service, National Conference of State Legislatures, Prison Policy Initiative, Science Direct, Springer, Wiley Online, and World Prison Brief to filter article and journal titles according to keywords mentioned in introduction chapter. A keyword-based search has its advantages because it creates a list of articles according to relevance, authors, date, and publication. Articles that fit into the research criterion are reviewed and highlighted according to keywords. Searching online databases using keywords saved time and effort. This strategy, combined with manual elimination, helped create a list of articles, journals, and books that were relevant for understanding theories on prison rape, PREA and jail administrators' awareness of PREA, and their role in implementing programs and policies in correctional facilities.

The total number of articles based on search parameters included 591 articles with *prison rape, correctional facility, East Coast state prisons, PREA, jail administrator, and prison rape prevention and elimination*. Out of the following articles, 445 were dated before 2010 while the rest were published on or after January 1, 2011. Articles published since 2011 were reviewed manually and selected. The list of articles was reduced to 32

articles that discussed prison rape and the role of jail administrators in improving prison management.

Theoretical Framework

Punctuated Equilibrium Theory

PET has its antecedents in biological evolution. According to PET, once a species was found in the fossil record of the planet, the species was believed to have stabilized (True, Jones, & Baumgartner, 1999). This guiding principle was used for explaining public policy change over a longitudinal timescale by True et al. (1999); Baumgartner, Jones, and Mortensen (2014); and Sabatier and Weible (2014) in terms of how significant shifts took place in views of policymakers and what was driving these shifts in views that took shape in the form of policies. PET has been used to explain major shifting views in political U.S. policy (Baumgartner et al., 2009). According to Baumgartner et al., public policies in the United States were not gradual and incremental but disjointed and episodic. Public policies could seem chaotic and conflicting or stabilized and democratic at any given point in time (Eissler, Russell, & Jones, 2016). Scholars have used PET to examine temporal changes in public policy shifts in both long and short term. Federal budget actions (Peters, Guy Peters, & Zittoun, 2016) that included prisons and correctional institutions were characterized by the same bounded rational patterns as other public policymaking decisions.

The change in the study of agenda when it comes to public and prison policymaking is based on these microfoundations that contribute to these gradual changes (Sabatier & Weible, 2014). Shifting the way a problem is defined or conceptualized by

media in order to create uncertainty is known as framing. While exploring the policy shifts on capital punishment, it was found during Bush administration and the “War on Terror” that capital sentences decreased by less than 60% (Eissler et al., 2016). During this period, the shift in attention was from the morality frame to one that involved error, inefficiency cost, and wrongful death (Jones & Mortensen, 2018). By changing the frame, it was demonstrated how policy change occurred over time and not primarily due to electoral changes.

Policy research scholars stated that the policymaking process before PET was developed as incremental shifts that were interrupted by elections. However, PET described the policy process as a complex phenomenon of information processing, bounded by rationality and gaining limited attention of actors and institutions (Sabatier & Weible, 2014). There is disproportionate information processing due to which policymakers ignored signals that indicated issues and problems. In some cases, this disproportionate information processing led to overreactions as seen in the case of crime policy (Jones, Thomas, & Wolfe, 2014). Thus, PET has held importance for engaging any political process and considering all alternatives within a disjointed policy process. PET was used to study incarceration rates in the United States and suggested ups and downs in incarceration rates as path dependent (Schneider, 2006). Attention to crime by the mass public and political elites was explained using PET where attention variable, like a sudden increase in rates of incarceration, was due to the change in the views of the policymakers that brought incarceration laws, prison policies, and prison reform to the notice of policymakers. Mass incarceration was considered a cost burden to the

taxpayers. However, it was not until the moral panic crept into public opinion relating to crime and incarceration in the 60s that led to a shift in policy views concerning imprisonment that transformed into significantly higher rates of incarceration. PET provided an explanation to criminal justice policy agenda in the United States. Therefore, PREA may have created an impact on policy agendas set by the Congress that translated into jail administrators' proficiencies to lead correctional institutions.

General Strain Theory

To address inmate and staff behavior, the GST was useful because it provides a plausible explanation about the behavior expectations of inmates and security staff (Agnew, 1992; Listwan, Sullivan, Agnew, Cullen, & Colvin, 2013; Peck, 2011; Wolf-Ludden, 2016). The GST includes three dominant models that explain prison violence, such as rape and sexual assault, with each having its own merits and demerits (Agnew, 1992). These three models are (a) the deprivation model, (b) the importation model, and (c) the coping model. These three models contributed to the development of Agnew's GST. According to Agnew (1992), GST was the convolution of prisoner's goal blockages and creation of strain that may have involved the loss of positive stimuli and adaptation of negative stimuli. The broad categories of strain were made up of several hundreds of strains that added up – starting from stressful life events and caused mild or chronic stresses and hassles of life. The prison experience was deemed as a stressful and strain inducing environment for most prisoners (Blevins, Johnson-Listwan, Cullen, & Lero-Jonson, 2010). Response to positive and negative strain stimulus was dependent on the prisoners' situational and personal variables. Prisoners bring some of their own

attitudes, beliefs, and behaviors that shape and define their prison experience (Morris et al., 2012). The three categories of strain are (a) denial of positively valued goals, (b) removal of positively valued stimuli, and (c) creation of noxious stimuli (Agnew, 1992).

According to Tittle (2018), understanding the prison experience, adaptation, and behaviors associated with prison misconduct classified as violence, theft, vandalism, and rape have met with limited theoretical development. Therefore, GST has earned a place among criminological theories as explains the prisoner and prison adaptations and behaviors with respect to misconduct. According to Listwan et al. (2013), data on the effect of strains from prison on recently released inmates from Ohio affected rates of recidivism. One type of strain (called a negative prison environment – inmates perceived the prison environment as threatening and violent) led to an increased likelihood of recidivism. Inmates encountered varying degrees of strains – some inmates experienced more strain than others (Listwan et al., 2013). Prison inmates found that “prison experience was more coercive for some prisoners which induced greater strain to inmates” (Listwan et al., 2013, p. 5).

According to the GST, public policy changes affect prison environment, inmates, and staff behavior and conduct (Leeper-Piquero & Sealock, 2010; Ousey et al., 2015). However, classical strain theories focused on blockage of positively valued goals while Agnew (1992) argued that strain manifested from negative stimuli (criminal victimization, child abuse, and neglect) and removal of positive stimuli (death of friend, separation, and demise of parents or partners). Moreover, the three categories of strain culminated into GST as an improvement of classical strain theories. The extent and

behavior of the relationship between strain and delinquency has yet to be ascertained in the literature; thus, GST is subjected to a varying degree of empirical research. GST has also been used to explain the influence of key demographic factors such as race (Leeper-Piquero & Sealock, 2010) and gender (Peck, 2011) on the relationship between strain-delinquency. Although such studies yielded mixed results, researchers could partially prove the linkages between delinquency and one or more types of strain (Ousey et al., 2015). Research on strain causing events, such as rape in prisons among men and women or sexual misconduct by prison staff, is yet to find theoretical footing.

Many trivial conditions in the prison environment were linked to the likelihood of misconduct (Morris & Worrall, 2014). According to Goomany and Dickinson (2015), prison design and architecture, staff attitudes and behavior (Gee & Bertrand-Godfrey, 2014), and prison temperature (Terwiel, 2018) increase feelings of anger and violence among inmates. Cumulative effects of these strain create a predisposition to engage in crime within prisons. Multiple individual strains combine to form chronic strains for inmates, and without easy access to escape, chronic strains transformed into persistent misconduct. The prison system has been adapted to discipline inmates for repeated misconduct by creating further isolation, reducing freedom, and social engagement. The prison system is responsible for creating further strain leaving little time to adapt, thus creating potentially noxious stimuli. Blevins et al. (2010) argued in favor of GST in explaining prison misconduct. The circumstances surrounding prison misconduct required conceptual framework developments that encompassed a larger subset of variables to explain and predict prison misconduct.

GST has implications on the prison environment, inmate behavior, and conduct (Leeper et al., 2010). The antecedents of GST extend to motivating prisoners to make constructive use of their time. It brings opportunities for prison administrators to engage inmates who are mentally strained by providing ways to recover and become a part of prison culture. By focusing on GST, correctional leaders can understand relationships between crime and delinquency, leading to innovative approaches to deal with strain encountered by prisoners. Prisoner sexual assault, in many ways, originated from negative emotions such as anger, frustration, and despair. However, as noted by Sealock (2010), not all individuals experiencing strain resort to crime or delinquency. As suggested by Blevins et al. (2010), a holistic framework is necessary that covers prisons as standalone institutions and the role of prison leaders as effective creators and facilitators of change.

Associations Between PET and GST

The PET and GST are aligned with the research questions of the study. PET was found to have implications that led to a sudden increase in rates of incarceration because of changes to policies introduced by policymakers. One of the policies affecting correctional facilities was PREA. Therefore, PET was used to study PREA to determine if a jail administrator's level of difficulty complying with the standards is due to the policy changes. Also, GST was used to study the stressors and strains affecting inmate misconduct and the stressors and strains driving staff to inappropriate behavior towards inmates. Both stressors were deemed as inputs that contributed to display of criminal behavior during incarceration and might have correlations relative to the jail

administrator's difficulty complying with the policy (Leeper et al., 2010; Ousey et al., 2015).

While PET addressed policymaking objectives in prisons, PREA and GST addressed criminal behaviors in correctional facilities. This encompassed prisoner sexual assault among inmates or committed by prison staff which was equivalent to breaking federal law. Therefore, both the theories and implementation of PREA over a longitudinal timeframe could have dependencies arising from the jail administrator's leadership capabilities and PREA compliance challenges. Thus, the lack of progressive results since the enactment of PREA has led to strong overreactions as seen in the case of crime policy (Jones et al., 2014). PET in social sciences was an extension of the evolutionary biology theory adjusted to understand the change in complex social systems (Sabatier & Weible, 2014). As the theory suggested that social systems existed in long periods of stasis which were later punctuated by radical changes, the effect of the changes would induce or form reasons to create strains among the affected populations (Schneider, 2006). For example, sexual assault that has occurred in correctional facilities went unnoticed by legislators, despite growing evidence of its toxic effects on administrators, staff, and inmates; radical policies such as the PREA were enacted to curb and eradicate rape and sexual assault within the system (PREA, 2003). However, such radical changes in policy were unable to create an increase in the sense of fear among perpetrators that would lead them to halt negative behaviors.

In prison systems, PET explained as long periods of stasis or what is known as "behind bars beyond sight" disposition followed in the American society (D'Aveni,

1999). However, with the increasing advances in technology and sharing of information, views about American prisons and how they were managed changed in the views of the taxpayers (Schneider, 2006). A good example of PET is that dramatic policy change combined with increased reporting on crime, immigration issues, and other social problems brought about the necessary policy shifts seeking increased budget spending for prisons, improved management, and greater accountability. The shifts in public opinion happened on the outside, which leads to a dramatic shift in policymaking such as PREA enactment. Prisons became incapable of managing the heavy influx of prisoners due to these shifts and could not cope with the high rate of incarcerations, that lead to changes in the prison housing systems, such as dormitories and triple sharing cells in prisons. An example of the need for GST is that as incarceration rates increased, rape and sexual assault increased. Stressors and strains caused by lengthy incarceration and overcrowding intensified negative behavior (Baumgartner et al., 2009; PREA, 2012). Community housing using bunk-beds in dormitories was adopted for less violent prisoners. However, prisoners reported significant strains from sleeping in bunk beds and viewed it as a threat to their safety (Terwiel, 2018). The policies aimed to regulate prisons, people or the society at large translated into incremental changes due to the stickiness of institutional cultures and people holding interests in maintaining those systems. Rationally bounded policymakers have devised policies that induce strains among a group of individuals in a society. However, they may be under certain strains themselves to do so which needs further exploration.

It is noteworthy to point out that GST has suffered several criticisms from causal models of crime and delinquency as mentioned in Agnew's GST of crime and delinquency (Clark & Fiske, 2014). The causal model of delinquency is the predecessor to GST, which has been revised over the years to merge with social learning and social control theories. PET was considered as a new direction for the development of GST based on the wealth of research found in criminological studies, leadership, and policymaking. However, most empirical research on strain theory revolved around crime and delinquency. Therefore, it was important to revise GST models to adapt and incorporate views expressed by PET as mentioned by Agnew (1992), some theories such as the strain theory needed to be viewed as a socio-psychological level and focus on individuals and their immediate social environments. While GST could overcome these theoretical and empirical criticisms encountered by previous strain theories, it has complemented newer and established theories of crime and delinquency along with social learning theories that dominated prison management and policymaking in recent years.

The History of the East Coast Jail System

Jails were documented being used in Jamestown, VA as early as 1608 (Bogard et al., 2010). The purpose of jails is to process and house those held accused of violating the law, and those convicted of lesser offenses. Since 1608, the East Coast state jail system has served as an imperative part of the state criminal justice system. Jails comprised of local government's public safety function and took an essential role in a criminal justice system. The booking and intake functions of jails was a crucial public safety mechanism

to ensure a designated space where individuals taken into custody were kept and assessed in order to prevent them from doing any harm to themselves or other.

Jails and Prison System in an East Coast State

The East Coast state was home to sixty-six local and regional jails and two local jail farms (Justice Policy Institute, 2013). It had the eighth highest jail incarceration rate; one in every two hundred and fourteen adult citizens (Wagner & Rabuy, 2016). Its prison system was made up of local and regional jails. Local jails were constructed to serve a single locality although they held inmates from other localities as well. These facilities were managed by locally elected sheriffs (Martin & Katsmpes, 2007).

A regional jail was built to serve multiple localities that either had their own jails or relied on regional jails completely (Rafter, 2017). These facilities were managed by jail superintendents that also served on the regional jail boards or jail authority. Jail boards comprised of sheriffs from local jails within their jurisdiction and a representative appointed by the local government (Martin & Katsmpes, 2007). The third type of inmate housing was known as jail farms where inmates were sent to work from time to time (Wittman & Polcin, 2014).

However, there were three broad categories of inmates according to the East Coast state prison system. First, there were locally-responsible inmates who were charged with felony, misdemeanor, and ordinance violation and not granted bail. Locally-responsible inmates were those individuals who have been: (a) convicted for misdemeanor, (b) convicted for an offense and sentenced for twelve months or less, (c) violated the conditions of probation, parole and post-release supervision while awaiting

parole revocation hearing, and (d) offenders sentenced for violating local ordinance (Justice Policy Institute, 2013). The East Coast state prison system held prisoners that were state-responsible or offenders who had been incarcerated for more than one year. The Department of Corrections (DOC) was responsible for managing and transferring such inmates based on court order sent by the clerk. Many jails also incarcerated federal-responsible inmates for which the state prison system received a per diem payment from the federal government.

Local-responsible inmates formed the largest jail population followed by state-responsible inmates and federal-responsible inmates. According to the Bureau of Justice (2018), there were approximately 6,143 local and state-responsible inmates held in local and regional jails. The number of probation and parole officers was approximately 600, and there were 150 senior officers serving 43 different districts and supervising over sixty thousand offenders' statewide (An East Coast state's peculiar system of local and regional jails, 2010). The inmate population demographics reported 92% male prisoners and 8% female prisoners. The African-American inmates comprised of 57.1% whereas the American inmates were around 39.8% of the total inmate population (Bronson, Stroop, Zimmer, & Berzofsky, 2017). As per the data, nearly 10% of the inmate population had been convicted of rape and sexual assault. The table below summarized the operating costs per offender, medical expenditures, and direct inmate costs.

Table 1

Operationalization cost of Jails

Category	Year			
	2014	2015	2016	2017
Operating Cost per Offender	\$27,462	\$27,928	\$28,997	\$29,967
Per Capita Medical Expenditure	\$5,120	\$5,749	\$6,420	\$6,554
Total Direct Inmate Cost (in Million USD)	\$160.1	\$175.2	\$175.2	\$202.8

Source: Annual Report of East Coast State Department of Corrections (2018)

Jail Administrator's Roles and Responsibilities

At the local and regional level, there were locally elected sheriffs and regional jail superintendents (Department of Criminal Justice Services, 2018). Commonly known as jail administrators, their primary responsibility has been to provide custodial care of inmates, secure facilities and overall health and security of their prisoners (Hutchinson, Keller & Reid, 2009). Jail administrators were also record keepers of their prison population and reporting prison statistics to the Department of Corrections. According to the compensation boards and department of corrections (Porter, Bushway, Tsao, & Smith, 2016), Jail administrators were required to comply with the recommended standards as per the state Board.

The board was charged responsible if the sheriff or jail administrator failed to meet life, health, and safety requirements within an allotted period (East Coast State Department of Corrections, 2018). Jail administrators at local and regional levels were provided with local deputy sheriffs and regional jail officers to assist the sheriff or superintendent in their duties. The locally elected deputy sheriffs and regional jail officers were funded by the state compensation board (Department of Criminal Justice Services, 2018). Besides the basic administrative duties of a jail administrator, they were required to notify sentencing courts for any work release assignment duties given to prisoners under their authority. They could authorize inmates to participate in rehabilitative programs for supporting their job-related release employment. Jail administrators provided additional credit to inmates for voluntary participation in institutional level assignments.

Are East Coast State's PREA Standards a Success?

Before delving into factors that define success or failure of PREA implementation, it is crucial to state the purposes of the act. According to Thompson, Norad, and Cheeseman-Dial (2008) PREA act aims to:

- Establish a zero-tolerance policy in the event of a prison rape within the jurisdiction of the United States. Make prison rape a top priority for all prison systems. Establish standards for detection, prevention, reduction, and punishment of prison rape. Develop verifiable and vetted data on the incidence of prison rape. Standardize definitions used for assimilating data on incidences of prison rape.
- Increase accountability of jail administrators or a person in charge of inmates.

Ensure the availability and fulfillment of eight amendment rights towards all prisoners in the United States. Increase the efficiency and effectiveness of all expenditures that are aimed to reduce the costs imposed through prison rapes (p. 416).

The PREA standards aimed to reduce incidences of prison rape through improvements in budgeting and management of correctional facilities. Due to the broad scope of the well-intentioned statute, the National Prison Rape Elimination Commission (NPREC), a bi-partisan group was constituted to report on the causes of prison sexual assaults, jailhouse rapes. and recommend the standards necessary to eradicate the problem to the Attorney General (Moster & Jeglic, 2009). The NPREC final report was published in 2009 and recommended standards for adult inmates, juvenile facilities, lockups, community corrections and jail staff (Struckman-Johnson & Struckman-Johnson, 2013). Although the NPREC created standards that were to be implemented across facilities with all types of prisoners in the United States, the National Institute of Corrections (NIC) was however considered as the primary agency responsible for providing training and technical support to prison staff (Brown Jr. & Wolahan, 2014). Similarly, the National Institute of Justice (NIJ) was responsible for assimilating evidence based on primary research which improved existing knowledge, practices, and policies addressing sexual violence in prisons.

The scope of NPREC standards, NIC training, and associated research held significant potential for mental health professionals and behavioral counselors by providing psychological support. NPREC recommended methods of screening inmates at

the time of entry with a follow-up by a medical health professional within 14 days in the event prior to sexual victimization of the prisoner in the community or facility (Downer & Trestman, 2016). The standards recommended by the NPREC revolved around proper identification, treatment, rehabilitation, and monitoring of correctional institutions.

Although the NPREC standards came out five years after the PREA, it took another three years to refine and sort the subtleties of the act to finally put these improved standards in place that all jails at local and state levels could implement.

Some key takeaways from the report such as additional grant funding of five percent for states that complied with PREA standards received mixed reactions from jail administrators, prison staff and taxpayers. According to Texas Governor Rick Perry (2015), most of the NPREC standards were ill-conceived. However, incidences of prison rapes and victimization could change over time in his view. According to Downer and Trestman (2016), cases reported from correctional facilities have pointed at increased rape instances by prison officials since the enactment of PREA in the country. However, PREA and inputs from commission brought a behavioral change in the way facilities were operated and prisoners are tracked, monitored and managed. Empowering jail administrators with PREA has developed implications leading to greater prisoner risk identification activities, improving inmate housing planning, meeting basic needs of prisoners, setting behavioral expectations from both prisoners and staff, systematically designed supervision programs, and keeping inmates occupied with productive activities (Hutchinson, Keller, & Reid, 2009).

PREA's Success

One of the earliest successes of PREA was, that job descriptions of correctional staff members had sexual abuse prevention and control written under their roles and responsibilities. Correctional officers have been trained with NPREC recommendations on PREA to keep prisoners safe and respond appropriately when required. Adult and youth detention centers have developed educational programs to educate detainees on their rights to be free from any type of victimization and sexual abuse as well as the right way to approach for help and assistance. Some of the regional level jails have started providing free and confidential rape crisis service which was never thought of prior to PREA enactment.

While the majority of states (forty-eight) have either completed the PREA certification process or progressing towards completion, the remaining states are being pressured to follow these standards, or they stand to lose five percent funding authorized by Justice for All Act (JFAA). The positive response in accepting PREA standards should be given to the continuous support by leaders of political parties and the coalition groups from across the political spectrum. Following the PREA roadmap would ensure that every person in a correctional facility was treated with dignity and kept safe (Just Detention International, 2017). Small factors such as these highlighted the change in attitudes towards sensitizing future correctional officers that would go a long way in the success of implementing PREA.

PREA Shortcomings

The benefit of new rules in any field of legislation takes years to flourish. However, it is important to ensure that the momentum towards change is meted out correctly. Experts found that some agencies are more focused on checking boxes rather than changing the culture (National Prison Rape Elimination Commission, 2011). The officials, on most levels, pointed out the need to strengthen PREA audit processes through private-public partnerships and to end contracts with auditors that fail to meet NPREC recommended standards of reporting for PREA. Further research is required to evaluate PREA's effectiveness and to study the problem with the latest data in order to improve standards initially developed by the NPREC (Beck, 2015). Collaboration between Congress, department of justice and PREA compliant states were required to improve local implementation efforts. Additional grants to jail administrators would allow innovative and locally adapted programs or policies in bringing measurable changes in the attitudes of prisoners and prison staff.

Transformational Leadership

Transformational leadership style provides a process for organizational leadership development that can have a positive influence on individual leaders, employees, and the community. According to Bass and Riggio (2009), transformational leadership was a popular model for engaging stakeholders in discussions and further research. For instance, scholars and practitioners have shown interest in this style of leadership development because transformation leadership offered an opportunity to change the methods used in past leadership styles into producing effective outcomes for

businesses, government, and social movements. In fact, the world was more complex and fast-moving than anticipated in terms of shifting public and policy views. The dramatic changes in an organizational environment required individuals, groups, and organizations to change simultaneously.

Although some of the world's political leaders have remained autocratic and authoritarian, it is no longer the acceptable way to manage people (Bass & Riggio, 2009). Subordinates expect their leaders to listen and be responsive to their requests and concerns and make them a part of the decision-making process. This approach builds an environment of inclusivity where the members feel recognized and acknowledged for their contribution. More importantly, subordinate's mindset has changed in recent years due to increased working pressures leading to the need to think and act together. Present day occupational staff are well informed, knowledgeable, enlightened and often they know more about what is occurring in the facility and how to get a task completed than the leader.

Transformational leaders can stimulate other leaders, colleagues, and subordinates to accept new policies, vision and mission statements of a facility. In transformational leadership, Bass and Riggio (2009) noted that leaders could demonstrate IIA, IIB, IM, IS, or IC to enhance job satisfaction and performance levels of their followers. IIA was defined as leaders who demonstrated self-confidence and power by acting as role models for their subordinates. Leaders used their idealized attributes or their idealized behaviors to accomplish this task. Idealized attributes were where leaders were admired, respected and trusted by their colleagues and followed because they performed in ways that were

beneficial for subordinates and the organization. IIB occurred as leaders sought to obtain the subordinate's willingness to participate, share risks, and handle issues related to inappropriate behaviors.

IM was a characteristic a leader possessed when they displayed communication, motivational and inspirational skills necessary to empower their subordinates. They provided an understanding and a reason for designing and committing their resources to the objectives of the job and work environment. IS represented leaders that stimulate their subordinates and use innovation and creativity to establish new directions to achieve their goals and objectives. These leaders encourage their subordinates to use critical thinking and problem-solving techniques to make their performances more effective and efficient.

IC allowed the leader to focus on the achievement of their subordinates and other members of the organization. They use mentorship and coaching skills to assist their subordinates in achieving higher performance levels (Bass & Avolio, 2004, pp. 94-95).

According to Bass and Riggio (2009), they stated that:

transformational leaders developed followers into leaders because for today's followers, an adaptive type of leader is needed. A transformational leader was one who was considerate of every follower's needs and concerns and also is stimulating and inspirational at the same time (p. 247).

Despite having the features of a quality leader, jail administrators might fall short at putting them to use, especially when they encounter negative barriers that affect their plans in implementing PREA standards, eradicating rape and sexual assault, and creating a work and living environment for employees and inmates within their organization.

The Different Types of Barriers Jail Administrators Face as Leaders

Jail administration has been regarded as a challenging environment for people recruited to serve as safe keepers of correctional facilities. While sheriffs and jail administrators were committed to working towards social empowerment, they are required to exhibit qualities such as transformational leadership abilities, capacity to make a behavioral change, motivational and management skills (Carlson, 2013). Despite possessing such qualities, leaders, and jail administrators, in particular, have encountered barriers that affect their plans to bring systematic change within their jurisdictions (Abrams & Lea III, 2016). For example, prison management budgets were prioritized towards the security of prisoners and salaries of jail staff (Hutchinson, Keller, & Reid, 2009). With limited budgets and an increasing rate of incarceration, jail administrators have been left with limited funds to focus on prioritizing areas such as prison rape, behavioral counseling, educational attainment and social work initiatives among others (Listwan et al., 2013). According to Terwiel (2018), inmate management prioritizes their custody over safety and care.

A leading barrier to prison reform was the lack of awareness on the part of case managers and jail administrators (Psick, Simon, Brown, & Ahalt, 2017). Leaders in correctional institutions were found to have limited knowledge of problems faced by prisoners (Czerniawski, 2016). This behavior is attributed to the view that prisoners should receive minimum comfort or amenities during their time in prisons. The Eighth Amendment of the United States' Constitution prohibited correctional institutions from using cruel and unusual methods of punishments and confinement other than what was

awarded by the court (Carlson, 2013). The problem lies in the way prisoners are viewed from a societal perspective which translated into a lack of concern and efforts from the perspective of a jail administrator while managing prisons. Lack of prison housing units created an unsafe environment for prisoners and presented barriers for jail administrators to implement transformational change management policies (Gottschalk, 2016). There were many such barriers to prison reform and management that have linkages to leadership styles discussed in the following sections.

According to Linhorst, Dirks-Linhorst, Bernsen, and Childrey (2009), people incarcerated in prison systems had reported problems with drug abuse. While many jails and prisons incorporate programs for substance abuse, the correctional officer's leadership styles affected how such programs were implemented (Clevenger, 2014). Therefore, prison leaders had an opportunity to maximize program effectiveness using their leadership skills.

Inmate Classification Systems

Prison reform often involved working on the fundamental elements around which prisons are built, i.e., prisoners. Every prisoner must be assessed for criminal background and psychological state before entering prison housing units (Carlson, 2013). A case manager prepared the background classification study report identifying the prisoner, social factors that led to offense, and recommended institutional programs suited for the individual. The assessment often included personality assessment, intelligence, and psychometric testing, employment history, lifestyle, quality of interaction with staff and other inmates over a period of four to eight weeks (Carlson, 2013, Gottschalk, 2016).

Background classification report was the first step prior to formal evaluation of the prisoner at a classification meeting. Therefore, jail administrators needed all the basic information of the prisoner such as age, sex, social history, criminal sophistication, violent behavior traits, special needs, potential challenges to security, special management factors and institutional capacity, availability, and security (Smith, 2015). In the next step, a case manager assisted jail administrators by acting as a facilitator in managing inmates, security classifications and tracking progress (Gottschalk, 2016). A jail administrator's effectiveness depended on collecting accurate background classification and timely communication by case managers on inmate behavior.

Age

Data from the United States prison population witnessed an upward trend in median age over the past fifty years (Steiner, Ellison, Butler, & Cain, 2017). According to Porter, Bushway, Tsao, & Smith (2016), a survey of inmates from state-level correctional facilities indicated a seven-year increase in median age from 27 to 34 years. The issues with finding any meaningful relationship between prisoner median age and areas of prison intervention such as health costs added to the financial burden borne by the taxpayer (Cloyes, Berry, Martz, & Supiano, 2015; O'Hara, Forsyth, Webb, Senior, Hayes, Challis, & Shaw, 2016) but due to the difficulty in establishing the deviation in median age among prisoners such studies failed to provide a strong rationale to the assumptions. The standard demographic analysis may have depended on prison populations and their interactions with migration and mortality. The prison population was primarily affected by in-migration and out-migration (Porter et al., 2016). Some

independent studies that explored the impact on median ages of the United States prison population through national and state level policies on drug-abuse (Bronson, Stroop, Zimmer, & Berzofsky, 2017; Tuchman, 2010), immigration (Bosworth & Kaufman, 2011) and weapons (Drago & Galbiati, 2012; O'Brien, Forrest, Lynott, & Daly, 2013) have helped scholars understand the cause of high incarceration rates in the United States. While some studies such as Cochran and Mears (2013) and Wilson and Petersilia (2010) explained the impact of policies on prison in-migration, only a handful of exploratory studies (Lambert, Hogan, Jiang, Elechi, Benjamin, Morris, & Dupuy, 2010; Morash, Jeong, & Zang, 2010) examined age with in-prison interventions and its impact on out-migration rates.

The United States population median age increased by eight years from 1974 to 2004; the time during which its prison population median age increased by one year less than the national average (Mallik-Kane, Parthasarathy, & Adams, 2012). Similar research evidence can be found on the age-crime curve and entry into prisons at youthful ages combined with long incarceration periods as a leading predictor of median age movement (Steiner, Ellison, Butler, & Cain, 2017). While such changes are of interest to researchers, their findings could guide jail administrators to plan, streamline and utilize incarcerated youth into community building projects. Outreach programs that allowed new entrants to work safely within and outside prisons reduced communication and interactions with prison gang members. Although age movements were largely controlled by prison admission and exit rates, they were useful for planning, scheduling, and management of prisoners more effectively.

Race

Prison violence was linked to several factors and predictors among which race, or ethnicity played a higher role compared to gender, the age of incarceration and educational levels (Bell, 2017; Ousey et al., 2015). According to Harer and Steffensmeiser (1996), African-American inmates engaged in violent behavior more frequently than white inmates. Similarly, Mauer, and King (2007) found African-American inmates in state prisons to be twice more violent than white inmates. In a similar vein, Berg and De Lisi (2006) conducted a study that found Latino men engaged in more violent behavior than black males. However, this study contradicted the findings of Rocheleau (2011) although not specifying the race that engaged the most in violent behavior. Berg and DeLisi (2006) argued that Latinos and Native Americans were the most violent among male prisoners; also, African-Americans and Native Americans were the most violent female prisoners. Some researchers pointed out the lack of correlations between race and ethnicity on prison violence (Camp, Gaes, Langan, & Taylor, 2003) which goes back to studies such as Finn (1995) and Wright (1989). The lack of consensus amongst researchers on race and ethnic profiles as the leading indicator of prison violence allowed jail administrators to adopt methods that did not engage all ethnic groups in prisons effectively. Knowledge of jail administrators of local and state prisons and their preparedness against violence actuated towards state property, correctional staffs and other inmates played a vital role in mitigating the issue (Jackson, 2013).

In 2016, federal and state prisons reported 486,900 African-American, 439,800 White and 339,300 Hispanics inmates (Bell, 2017). Violence amongst inmates was a

larger subset of prison rape, sexual misconduct, and intimidation (Blevins et al., 2010; Harer & Steffensmeier, 1996; Morash, Jeong, & Zang, 2010). As the rate of incarceration continued to increase in the United States, inmates with an extensive history of incarcerations were more likely to engage in violent behavior with inmates new to correctional facilities.

Gender

Prisons are classified in various ways where gender was one such parameter. According to Copp and Bales (2018), the total prison population in the United States constituted 85 percent male inmates, and the remaining were female inmates. Recent trends indicated the female population had increased steadily from 2000 to 2015 averaging from 11 percent to 14 percent recently (Copp & Bales, 2018). Studies that reviewed gender and prison violence found male inmates exhibited increased violent behavior than females (Berg & DeLisi, 2006; Wulf-Ludden, 2013). Reports on violent crimes in female prisons were found to be less compared to male prisons (Celinska & Sung, 2014). Although, female prisoners exhibiting violent and aggressive behavior prior to incarceration continued to engage in violent activities post-imprisonment (Thompson, Towl, & Centifanti, 2016). Prior to any female inmate related studies, scholars pointed out the violent characteristics possessed by prisoners that led to them to believe such theory, but it was found that the sample of these studies consisted primarily of male adult and juvenile prisoners (Reidi, Cihan, & Sorensen, 2017).

Prisoners with violent characteristics exhibited characteristics such as low educational attainment, prior history of incarceration and history of incarceration in their

families. Scholars argued against the generalizability of male-focused studies on prison violence and its application in interventional studies that targeted female inmates (Thompson, Towl, & Centifanti, 2016). Female inmates were reported to have additional threat of sexual misconduct, rape and unwarranted physical violence from correctional staff (Bell, Coven, Cronan, & Garza, 1999). Cases where female inmates were sexually intimidated caused noticeable lapse in prison security and placed the lives of correctional officers and other prisoners at risk (Bell, 2017; Celinska & Sung, 2014). Additionally, correctional officers evaded arrest for perpetrating crimes in the prison complex without getting noticed for long durations (Fedock, Kubiak, Campbell, Darcy, & Cummings, 2016). According to Sumner and Sexton (2016), the growing number of transgender populations in prisons added to the complexity of prison management officials in dealing with instances of sexual behavior.

Educational Levels

Educational attainment among prisoners was discussed by Haigler (1994) as a way to compare and contrast them with the general household population. Around 41 percent of inmates did not complete high school as compared to 18 percent of the general population (Harlow, 2003). Prisoner education levels were found to be lower than the average educational levels of the population (Coates, 2016; Czerniawski, 2016; Hjalmarsson, Holmlund, & Lindquist, 2015; Lochner & Moretti, 2004). In 2003, a national assessment of adult literacy in the English language among prisoners was conducted after a gap of ten years; it found that 68 percent of prisoners did not receive a high school diploma (Harlow, 2003). The average literacy rate had declined in the 2003

report and continued to show signs of degrading in a sample prison population.

Educational attainment levels also showed a significant decrease among male adult prison population as compared to the control group (Hjalmarsson et al., 2015). Despite the evidence that prisoners had lower education than the rest of the population, little attention was given to sponsoring prisoner educational improvement programs. The effect of education had a profound effect on criminal conviction which was found to lower incarceration rates by 6.7 percent among male prisoners for every additional year of schooling (Hjalmarsson et al., 2015).

Education was one of the critical factors directly related to incarceration rates apart from poverty figures and unemployment (Haigler, 1994; Harlow, 2003; Czerniawski, 2016). Inmates with low educational attainment scores had limited work experience and faced difficulty finding employment. Programs that aimed to enhance educational levels in jails were taken up by less than 14 percent of inmates, and less than half jails across the country offered a work release program (Kaeble, Glaze, Tsoutis, & Minton, 2016). PREA mandated all inmates under 18 to be separated from adults and given opportunities to participate in educational and employment programs. Juvenile and young inmates were particularly vulnerable to the loss of years dedicated to educational attainment. Jail administrators played a vital role in leading inmates of all age, gender and educational levels towards a better quality of life within prisons.

Prison Overcrowding

Prison admission rates in recent years have increased at an alarming rate (Guetzkow & Schoon, 2015; Haney, 2015; Wootton, 2016) and continued to operate

beyond maximum capacity (Chang & Lin, 2017; Sloan III, 2017) across the United States. Recent literature on prison overcrowding had explored the problem from a management perspective (Haney, 2015). Studies linked prison overcrowding to violence (Haney, 2006; Levitt, 1996; Pitts, Griffin III, & Johnson, 2014), recidivism (Farrington & Nutall, 1980; Smith, 2015; Wootton, 2016), rapes among inmates (Knowles, 1999; Stewart, 2007), murders (Liebling, 2017; Smith, 2015), suicides (Liebling, 2017; Shaw & Elger, 2015) and mental issues (Haney, 2006). Increasing incarceration rates placed a burden on prison systems responsible for absorbing prisoners for the duration of the sentence.

The increasing incarceration rates failed to lower crimes rates as envisaged in the three strikes law. Prison budgets were unable to cope with the rapid increase in incarcerated persons, which was attributed to population growth, urbanization, unchecked immigration, and drug abuse. Many prisons were working beyond operational capacity and failed to meet adequate safety requirements posing a grave threat to correctional officers and society ("The price of prisons," 2015, p. 1).

The cost to the state of California for the imprisonment of an individual was approximately 45,000 per year USD (Wootton, 2016). As the burden on taxpayers increased owing to the rising incarceration rates witnessed in the last decade, efficient state policy interventions are needed to become a state priority. According to (Guetzkow and Schoon, 2015) litigation on prison overcrowding led to an increase in spending on prison capacity but it did not affect the in-prison or out-prison rates in federal and state prisons. Prison overcrowding had several psychological, social and societal implications

as it exacerbates the pain of imprisonment, inducing stress and creating a dysfunctional prison environment (Haney, 2015). Prison overcrowding had detrimental effects on the prison leaders and correctional officers to address the needs of prisoners which compromise their ability to integrate prisoners into society post-release. The long-term effects of prison overcrowding led to emotionally driven policymaking, burdening of taxpayers, improper prison leadership, compromised safety of correctional staff and inmates.

Research Gap

Since a decade has passed after the PREA was enacted by the United States Constitution. Contemporary theories of prison such as the deprivation model, importation model, and general strain theory explained prison subculture in the past decade. Discourse on imprisonment has often shielded more violent and explicit acts such as prison rapes as the society remains largely uninterested in management issues within prison complexes. Prisons are managed by jail administrators and entrusted with responsibilities that may exceed their leadership capabilities. Studies reviewed from literature over the past decade and contemporary literature examined the problems encountered by prisoners (Gooman & Dickinson, 2015), prison complexes and prison environment (Leip, Stinchcomb, & Schiff, 2017; Porter et al., 2016). A few of those studies linked such problems encountered in prisons to age, race, gender, ethnicity and educational levels (Bell, 2017; Bosworth & Kaufman, 2011; Coates, 2016; O'Hara et al., 2016; Sumner & Sexton, 2016; Tuchman, 2010).

A limited number of studies have tried to find relationship between problems faced by prisoners and administrators in prison systems and policies impacting correctional facilities for example policies on immigration, drug use, gun control laws, in-prison educational programs, work release partnership and federal budgeting for prisons to tackle health, safety, hygiene, mental and psychological wellbeing. The literature on the effectiveness of prison leadership training and management programs included training for prison leaders, correctional staff, administrative employees and probationary staff. However, such studies were scant, isolated from prison literature and failed to include discussions on prison rape (O'Hara et al., 2016). Leadership styles in management literature have provided vast evidence on leadership skills transforming organizational productivity and bringing positive outcomes. However, prison leadership development has been de facto segregated from organizational leadership studies.

Summary

The role of correctional institutions has been paramount to the functioning of society. Individuals undeserving of freedoms guaranteed by the constitution must be placed under supervision for the duration of their incarceration. While this period was largely insignificant for the general populace, it holds great promise for correctional leaders to show their leadership qualities by transforming incarcerated individuals into caring and compassionate humans. Correctional institutions would require a new outlook that views staff engaged with managing inmates as change facilitators. They are the key elements responsible for implementing prison and inmate related interventions.

Theoretical literature such as punctuated equilibrium theory and general strain theory discussed the factors that shaped prison environment from outside and within. Examining PET and GST as well as their theoretical underpinnings brought insight into correctional leader's management functions and coping mechanisms associated with prisoner allocations, inmate handling, and disciplining techniques, rape and sexual assault detection methods.

In fact, the East Coast state has a unique system of local and regional jails that function to provide services to institutions dealing with public safety. The rising number of prisoner sexual assault were affected by many internal and external factors and research on possible solutions to reduce such instances were reported from literature in this chapter. While PREA has been considered as a noticeable positive shift from earlier perceptions on prison management, it also demarcated a radical transformation in public opinions that translated successfully into policy on how prisons must operate, and prisoners should be treated during incarceration. Although it could be too early to judge PREA's success or failure, however, congress members have incentivized jail administrators for taking an interest in issues surrounding prisons such as prison overcrowding, prisoner sexual assault, and irresponsible staff behavior. Existing classification styles for inmates have been suitably placed on recognizing violent offenders and providing them with necessary rehabilitation procedures.

More importantly, jail leaders used the method of segregation based on prior experience, inmate background profile and discussion with inmates while obtaining the necessary judicial permission to segregate inmates that were most likely to engage in the

victimization of other prisoners. The methods used to assess whether leaders were capable of developing the qualities that turn prisons into safe and trustworthy institutions of behavioral change. Till now, there has been no published study that examined the answers to the questions presented in this study. Moreover, only a few researchers had questioned the role of the jail administrator's competence in managing correctional facilities.

Hence, researchers have endorsed transformational leadership styles in the criminal justice system, especially the law enforcement professionals (Campbell & Kodz, 2011; Murphy, 2008; Sarver, 2008). However, Densten (2003) supported a mixture of transformational, transactional, and laissez-faire styles of leadership (Hawkins & Dulewicz, 2009). Also, a review of current research revealed that a relatively small number of researchers focused on leadership styles and jail administrators (Schafer, 2010). Moreover, Avolio and Bass (2002) acknowledged that transformational leadership had a positive influence on extra efforts, commitments, and job satisfaction that might benefit the jail administrator's leadership role.

The literature review showed that secondary evidence provided enough information relating to a positive relationship among leaders and leadership styles for supervisors experiencing organization change (Bolden, 2007). However, empirical evidence involving the jail administrator's relationship to leadership styles was insufficient. In addition, several researchers supported establishing a connection between leaders and followers using the transformational leadership style (Clarke, 2010; Hur, van den Berg, & Wilderom, 2011).

Finally, although many studies focused on developing management or leaders, very few studies have taken jail administrators as a population sample and reviewed their skills and competence building abilities. As a result, the current study addressed this gap in literature through an examination of the relationship among the jail administrator's difficulty complying with the PREA standards and transformational leadership styles. Thus, Chapter 3 has provided a detailed account of the methodology selected to collect the necessary data to test the research questions and hypotheses for the current study.

Chapter 3: Research Methodology

Introduction

The purpose of this quantitative, correlational study was to examine whether, and to what extent, a relationship exists between jail administrators' levels of difficulty complying with the PREA standards and their self-reported levels of transformational leadership styles in an East Coast state. The universal problem of jailhouse rape and sexual assault has become more complicated and multifaceted for jail administrators. The IACP recommended certain procedures in their PREA report that could mitigate some of these problems. However, it was not clear as to the extent jail administrators faced difficulties in implementing the IACP's suggestions. The percentage of jail rape victims and the potential difficulty of the PREA compliance was an indication that jail administrators required unique leadership skills (Bass & Riggio, 2006; "Direct supervision of Jails," 2007; "PREA Needs Assessment of Lockups," 2012) to implement the IACP's PREA recommendations.

In Chapter 3, I provide an explanation of the research design choice and its consistency and validity for advancing the knowledge in this discipline. I define the population targeted for the study as well as their size. In addition, sampling procedures being used for the study were identified and justified based on the population. Chapter 3 includes the research questions and hypotheses, research method and design, appropriateness of design, population and sample plan, instrumentation, data collection, and analysis and ethical considerations of participants. Also, the criteria for inclusion or exclusion of a particular population sample is explained, along with the source for

calculating the sample size and a justification for the effect size, alpha level, and power level used for the power analysis to estimate a proper sampling size. Moreover, Chapter 3 includes the research design and rationale that notes the variables used in the study, identification of the research design, and the means in which the design connected to the research questions.

Research Design and Rationale

The use of independent and dependent variables is equally important in the correlational study. To examine the relationship among the independent and dependent variables, to test hypotheses, and answer research questions, it was appropriate to use a self-administered, Internet survey. The MLQ was used to measure the independent variables, IIA, IIB, IM, IS, and IC, on transformational leadership styles. Also, a 14-statement PREA questionnaire was used to measure the dependent variable, which was the jail administrators' level of difficulty complying with the PREA standards in an East Coast state. The correlational design addressed the research questions and the methods used to accept or reject the null hypotheses. Therefore, the overarching research question was what, if any, correlations exist between self-reported levels of transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state? The following research questions and hypotheses were addressed towards the jail administrators:

RQ1. What, if any, correlations exist between the self-reported levels of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state?

RQ2. What, if any, correlations exist between the self-reported levels of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state?

RQ3. What, if any, correlations exist between the self-reported levels of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state?

RQ4. What, if any, correlations exist between the self-reported levels of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state?

RQ5. What, if any, correlations exist between the self-reported levels of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state?

RQ6. What combination of self-reported transformational leadership styles collectively best predict the self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state?

H_{10} : There is no correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H_{1a} : There is a correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H2₀: There is no correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H2_a: There is a correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H3₀: There is no correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H3_a: There is a correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H4₀: There is no correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H4_a: There is a correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H5₀: There is no correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H5_a: There is a correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H6₀: Two or more combinations of self-reported transformational leadership style do not predict the self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state better than any single transformational leadership style alone.

H6_a: Two or more combinations of self-reported transformational leadership style predict the self-reported level of difficulty complying with the PREA standards better among jail administrators within the East Coast state.

Research Design

The quantitative correlational design was used to examine whether, and to what extent, a relationship exists among transformational leadership styles and the jail administrators' levels of difficulty complying with the PREA standards. This design was considered appropriate for advancing knowledge in the field of prison management and policymaking. The correlational design was useful because it could show if two or more variables were correlated with each other (Creswell & Creswell, 2018).

A correlation coefficient represents a relationship by defining a numerical representation of the strength and direction of the relationship. This relationship could be characterized by a positive or a negative correlation, which meant that if Variable A increased, so did Variable B, or if it was a negative correlation, then Variable A increased while variable B Decreased. However, one of the concerns using the correlational study

was that it was not always clear when there was an extraneous variable, which is a variable that influences the study from the outside. Finally, correlational designs cannot show a cause and effect relationship. For instance, a researcher does not know if Variable A has a cause-effect of Variable B, or vice versa (Creswell & Creswell, 2018). Hence, the correlational design was fitting in the postpositivist worldview, especially for researchers who attempt to accept or reject hypotheses instead of proving them. Therefore, using a correlational design was an appropriate method of research for this study.

Action research was reviewed as a possibility for the study as well. In action research, the researcher seeks action to improve practice and then study the effects of the action taken. There was no goal of attempting to generalize the findings of the study, as is the case in using a correlational research study. Additionally, in action research, the implementation of solutions occurs without delay and are an actual part of the research process (Creswell, 2009). A quantitative, correlational design was considered to be the most appropriate method to examine the relationship among transformational leadership styles and the jail administrators' levels of difficulty complying with PREA standards in an East Coast state. Using the correlational design was an appropriate research design useful in answering the study's research question, especially when engaging in the use of surveys. The information obtained through survey research allows the researcher to use data to examine various relationships between variables or describe a pattern of relationships before attempting to discover causative inferences using statistical analyses (Frank-Nachmias, Nachmais, & DeWaard, 2014). Moreover, Internet surveys allow

researchers an opportunity to conduct follow-up questions and the ability to remind participants to complete a questionnaire through automation.

Research Method

Population

The population consisted of active members of the local and regional jails in an East Coast state. The two types of facilities represented a cross-section of small, medium, and large jails. The administrators had access to the Internet to complete the online survey. The purposive sampling method was used for jail administrators in the East Coast state. This type of sampling allowed me to focus on the characteristics of the population. Jail administrators were of interest because they enabled me to find answers to the issues in complying with PREA standards from the East Coast state. The population size of jail administrators in an East Coast state's local and regional jails comprised of 62 participants, which was calculated based on G-Power software analysis to produce an effective sample size of 50 jail administrators.

Sampling Procedures

The sampling strategy for the correlational study was a purposive sample. A purposive sample was selected because one of the purposes of this project was to evaluate and discover the extent administrators at local and regional jails in an East Coast state faced while complying with PREA standards in relation to their transformational leadership styles. Obtaining an adequate sample of the jail administrators involved in the phenomenon was essential. A sample is an important part of planning a study because it could influence the outcome of the survey. Consequently, choosing from the two basic

sampling strategies of probability and nonprobability is one of the most important steps in conducting research. For this study, three sampling methods (i.e., nonprobability convenience, purposive sampling, and probability sampling were considered). Finally, the purposive sampling method was chosen for the study because it was a sampling method where I logically assumed the sample chosen that was representative of the population. I accomplished this challenge by applying expert knowledge of the population to select in a predictable manner a sample of the population that represented a cross-section of the population that was to focus on jail administrators within an East Coast state.

However, the probable purposive sampling strategy imposed some limitations. First, the strategy could represent a researcher's bias because the researcher is the person selecting the sample and the sample itself could be biased. Second, purposive sampling may lead to imprecise implications of population parameters. Although purposive sampling does not give way to a variety of sampling populations, it does provide a conclusion that the data reflects the sample and the entire population. It allows for close sample proximity, it is quick and inexpensive, and it allows a researcher to work within the limitations of available resources (Frankfort-Nachmias et al., 2015).

A second sampling strategy under consideration for the study was random or systematic sampling method. There were only 62 jail administrators in the East Coast state local and regional jails. Therefore, using a random sampling strategy would be a limitation of the already small sampling size. Selecting the systematic sampling methods allows researchers to put participants in order and then to choose. For instance, a list was

obtained of all the 62 jail administrators in an East Coast state. Then list could be arranged alphabetically, and then every 10th or every 12th number based on using a particular number decided upon ahead of time. Although systematic random sampling was a means to produce an unbiased sample for large homogeneous populations, this study had a small population. Even with the possibility of the nonprobability sample being weak in its generalizability and external validity of the study, the use of this sampling strategy was appropriate for the jail administrators from small, medium, and large facilities in the East Coast state.

Data Analysis Plan

All statistical analyses were performed using SPSS v.24 for Windows. Demographic characteristics of the study sample were summarized using the mean, standard deviation, and range for continuously scaled variables and frequency and percent for categorical scaled variables. Cronbach's alpha was used to measure the internal consistency reliability of the leadership style and difficulties complying with PREA scale scores. All of the inferential analyses were two-sided with a .05 alpha level.

Hypotheses 1 through 5 were tested using Pearson's correlation coefficient if the assumptions for Pearson's correlation statistic were satisfied. The first assumption was that there could be a linear relationship between the independent (e.g., leadership style) and the dependent variable (e.g., difficulty complying with PREA). This assumption was evaluated by inspection of a scatter plot between the independent and dependent variables. If the scatter plot showed evidence that the linearity assumption was violated, then the nonparametric correlation statistic, Spearman's rho would have been used

instead of Pearson's correlation statistic because the Spearman's rho statistic was more robust against violations of the linearity assumption.

The second assumption for Pearson's correlation statistic to be valid was that there were no significant outliers. This assumption was evaluated by the same scatter plot as mentioned above. If no data points fell far outside the general pattern of the data points, the assumption of no outliers would be considered satisfied. If there were extreme outliers, those data points would have been removed from the analysis.

The third assumption was that both the independent and dependent variables had a roughly normal distribution. This assumption was evaluated by inspection of histograms of the independent and dependent variables. If the normality assumption was violated, Spearman's rho would have been used instead of Pearson's correlation statistic because the Spearman's rho statistic was more robust against violations of the normality assumption. If the Pearson correlation coefficient was statistically significantly different than 0, then the null hypothesis would have been rejected, and it will be concluded there is a correlation between the independent and dependent variables. The strength and direction of the correlation would have been reported and interpreted.

Hypothesis 6 was tested using stepwise multiple linear regression analysis if the assumptions were satisfied. Specifically, six assumptions were evaluated prior to conducting the analysis. The first assumption was that the independent variables collectively had a linear relationship with the dependent variable. This assumption was evaluated by inspecting a scatterplot of the studentized residuals versus the unstandardized predicted values.

The second assumption was that each independent variable had individually linearly related to the dependent variable. This assumption was evaluated by inspection of partial regression plots of each independent variable individually versus the dependent variable. The third assumption was that there was the homogeneity of variance (homoscedasticity). The variance in the dependent variable was approximately the same for all values of the independent variable. This assumption was evaluated by inspection of the same scatterplot used to evaluate the first assumption, the studentized residuals versus the unstandardized predicted values.

The fourth assumption was that there were no multicollinear points. Two or more of the independent variables were not strongly correlated with each other. This assumption was evaluated by inspecting the variance inflation factors (VIF). The fifth assumption was that there were no unusual data points, meaning no significant outliers, high leverage points, or influential data points. Evaluation of potential outliers was conducted by inspection of casewise diagnostics and studentized deleted residuals. Evaluation of potential leverage points was conducted by inspection of leverage values. Evaluation of influential potential values was done by inspection of Cook's distance values. I stopped reviewing here due to time constraints. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 4.

The sixth assumption was that the error terms had a roughly normal distribution. This assumption was evaluated by inspection of two different graphs: a) histogram of the regression standardized residuals and b) normal P-P plot of the expected cumulative probability values versus the observed cumulative probability values. If any of these

assumptions were severely violated, then transformations of the independent and dependent variables were tried in an attempt to remedy the problem. If transformations were ineffective, the stepwise multiple linear regressions would be performed without transformations, and any violations of assumptions would be reported as potential limitations of the study.

If the multiple linear regression showed two or more of the independent variables being statistically significant, then the null hypothesis would have been rejected, and it would be concluded that two or more leadership styles collectively predicted the level of difficulty complying with the PREA standards better than any single leadership style alone. The equation of the model was reported, and statistically, significant regression coefficients were interpreted. The R-square for the final model was also be presented and interpreted.

Sample Size Justification

The power calculations were performed using the G*Power software (v. 3.1.9.2). An exhaustive literature review failed to reveal any articles reporting on studies similar to the proposed study. Therefore, there was no precedence in the literature upon which to base an estimate of the expected effect size for this study. Thus, absent any prior information as to the strength of correlation between the independent and dependent variables among the population of interest, the proposed effect size was estimated to be somewhere in the middle of small and large effect size (i.e., a medium effect size).

According to Cohen (1988), small, medium and large effect sizes for hypothesis tests about the Pearson correlation coefficient (r) are $r=0.1$, $r=0.3$ and $r=0.5$ respectively.

The target population for this study consisted of 62 members. All members of the target population were invited to participate in the proposed study. The researcher for the proposed study had professional connections with several administrators within the organization who were in a position to promote the proposed study. Consequently, a high response rate (e.g., 80%) resulted in a sample size of approximately $n = 50$.

A sample size of 50 produced 80% power to detect an effect size of 0.35, which was a medium effect size. For example, if the true population correlation between the level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state was 0.35 or greater (in absolute value), this study would have an 80% chance of detecting (i.e. achieving statistical significance) this correlation at the 0.05 level of statistical significance. Based on this power analysis, a sample size of $n = 50$ was considered adequate for the proposed study.

Recruitment, Participation, and Data Collection

The correlational study was conducted in accordance with Walden University's Institutional Review Board (IRB) standards that were established procedures to ensure the protection of all participants. The role of the IRB in the research field was to approve, monitor, and review behavioral research involving humans. They had conducted risk-benefit analysis to determine whether if a researcher proceeded with a research project. The IRB ensured that researchers took appropriate steps to protect the rights and welfare of humans participating as subjects in a research study as mandated by federal, institutional, and ethical guidelines (Simon, 2006). According to O'Sullivan et al. (2008)

stated that four of the problems a researcher experienced when conducting research on the jail administrator's levels of difficulty complying with the PREA standards were causing physical or psychological harm, if the researcher failed to use appropriate research protocols, obtaining informed consent, avoiding deception, and compliance with privacy issues. Other ethical apprehensions surrounding PREA were violating human rights laws, conflict of interest, governing negligence, conspiracy, staff's manipulations of power, and personnel's criminal involvement with offenders. However, collaboration with the leadership to address these concerns addressed any such adverse ethical concerns. Also, each of the risks to the participants and study appeared minimal. In addition, participation in the study was voluntary, and the privacy and anonymity of participants remained confidential (O'Sullivan et al., 2008).

Subsequently, when the Institutional Review Board (IRB) approved the study, the researcher established validity and reliability through an expert panel review and a pilot study. Specifically, to establish the validity of the difficulty complying with the PREA (DCP) score. Three experts in the field of jail administration research (e.g., professors of criminal justice who have published relevant articles) were consulted. Also, to establish the reliability of the PREA score, a pilot study of 15 jail administrators was conducted to measure the internal consistency and reliability of the PREA score (Rudestam & Newton, 2015).

Once the measurement tools fulfilled the assumptions of validity and reliability, the researcher distributed an internet survey via e-mail to all local and regional jail administrators in an East Coast state. All the jail administrators had the same opportunity

to participate in the survey. The jail administrators included all local and regional administrators that agreed to participate, signed the informed consent forms, and then completed the survey. The administrators received an e-mail that explained the study's purpose, the means in which the information was used and secured, any potential risks to participants, and the estimated time to complete the survey questions (Frank-Nachmias et al., 2015).

As a result of the approval from the IRB, internet survey was e-mailed to the administrators as undisclosed recipients. Their personal information was not recorded as part of the survey process or research records. The researcher ensured the integrity of the study and assured the participants of confidentiality in the data collection processes. So, the researcher was the only person with access to the research data. Also confidentiality agreement was not required for the study. Nevertheless, the researcher forwarded an electronic consent statement as part of the e-mail invitation. Only the jail administrators that agreed to participate in the study received access to the survey questionnaire (see Appendix A). Besides, all participants had access to the researcher's contact information. The result of the correlational study was shared with the participants upon request via the researcher's summary. Finally, there was no potential conflict of interest in the correlational study. All responses from the participants were electronically stored in a password-protected database for 5 years, and all paper copies will be destroyed (Frank-Nachmias et al., 2015; O'Sullivan et al., 2008).

Data Collection and Instrumentation

The study involved examining what if any correlation was there between self-reported levels of transformational leadership style and self-reported levels of difficulty complying with the PREA standards among jail administrators within an East Coast state. Therefore, the data collection consisted of a self-administered internet survey that included the demographic (see Appendix B), IACEP PREA questionnaire and MLQ questionnaire. The survey method of data collection was appropriate for the correlational study research questions because it offered researchers an opportunity to acquire data using mail questionnaires, personal or telephone interviews, and online surveys.

Therefore, using the internet to establish an online survey benefitted the research study. The internet survey method provided live feeds and the ability to collect groups of data and relative information. It was cost and time effective to collect data from local and regional jail administrators in an East Coast state (Frank-Nachmias et al., 2015). Furthermore, permission to use the IACEP PREA questionnaire and the MLQ questionnaire was granted. The survey included the factors listed in Table 2.

Table 2

Factors of Internet Survey

Factor	Description
Demographic factors	Gender, educational level, size of jail
Transformational leadership styles	MLQ
Difficulty complying with PREA	IACEP PREA

Demographic Factors

The demographic characteristics displayed in Table 2 of the study sample was used for descriptive purposes only and not included in any inferential statistical analyses. Specifically, the mean, standard deviation, and range were reported for variables that were measured on a continuous measurement scale (e.g., age, number inmates) and frequency and percent for categorical measurements (e.g., gender, educational level).

Transformational Leadership Styles

Bass and Avolio (1995) created an instrument that measured an entire series of leadership including styles such as transformational, transactional, and laissez-faire. This study focused on the five transformational leadership styles measured by the MLQ such as IIA, idealized influence behavioral, inspirational motivation, intellectual stimulation, and individualized consideration. The five components transformational leadership styles to be measured in this study were listed in Table 3.

Table 3

MLQ Leadership Categories and Subscales

Factor	Description
Demographic factors	Gender, educational level, size of jail
Transformational leadership styles	MLQ
Difficulty complying with PREA	IACEP PREA

Validity and Reliability

Moreover, a researcher must protect a project by addressing reliability and validity. Frankfort-Nachmias et al. (2015) explained that the methods utilized for assessing the validity and reliability of a research project included, structuring nominal, ordinal, interval, and ratio levels of measurements and isomorphism. For a project to evaluate the behavior of human beings required establishing appropriate variables or items utilizing indexes and scales. The authors surmised that scales supported researchers in representing several variables based on an individual score and its usage increased the reliability of measurement. Validity related to the generalizability of the results based on the size and type of population for which the results were true. In quantitative research, validity determined if a researcher surmised a meaningful and useful inference based on the scores on an instrument. Thus, Bass and Avolio (2004) acknowledged that the strength of the MLQ questionnaire had strong validity.

As for external validity, the results of studies conducted in the United States and on an international level revealed that there was evidence that transformational leadership had a positive influence on effectiveness, effort, commitment, and job satisfaction. Also, they acknowledged that several meta-analyses supported the positive influence on performance and effectiveness based on the transformational leadership style (Avolio & Bass, 2002; Bass & Avolio, 2004).

According to Bass and Riggio (2006), researchers conducted numerous studies on relationships in the workplace between the leader's effectiveness and the transformational leadership styles using the MLQ tool. The instrument was used in governmental

businesses, the private sector, the military, education, technology, nonprofit organizations, and religious entities. Also, research evidence appeared to support the numerous studies, suggesting that transformational leaders were more effective than transactional or non-transformational leaders. In 1995, Bass and Avolio's MLQ Technical Report showed that the first sample set was used to evaluate leaders. The leader was evaluated by others to evaluate a target leader using the set of nine samples that was equivalent to (n=2,154) managed to produce reliability for each leadership factoring scale in a range of .74 to .94. Moreover, there have been several MLQ revisions of the questionnaire where the scales reliabilities were at a high of 82, exceeding standard cut-offs for internal consistency recommended in the literature.

Independent Variables

Transformational leadership styles were independent variables that included five components. Table 4 depicts the leadership constructs, scales, and items.

Table 4

MLQ Leadership Characteristics, Scales, and Item

Transformational Leadership Characteristics and Scale	Items
Idealized Influence Attributed (IIA)	10, 18, 21, 25
Idealized Influence Behavioral (IIB)	6, 14, 23, 34
Inspirational Motivation (IM)	9, 13, 26, 36

Intellectual Stimulation (IS)	2, 8, 30, 32
Individualized Consideration (IC)	15, 19, 29, 31

Transformational leadership characteristics and scales

The IIA score was measured on a continuous measurement scale with a range of 0-4. The score was computed as the average of questions 10, 18, 21 and 25 from the MLQ questionnaire. Response choices on the questionnaire were coded as: 0 = 'Not at all'; 1 = 'Once in a while'; 2 = 'Sometimes'; 3 = 'Fairly often', and; 4 = 'frequently, if not always'. Thus, smaller scores indicate a jail administrator's self-report of having less of an IIA transformational leadership style while larger scores indicate a jail administrator's self-report of having more of an IIA leadership style.

The IIB score was measured on a continuous measurement scale with a range of 0-4. The score was computed as the average of questions 6, 14, 23 and 34 from the MLQ questionnaire. Response choices on the questionnaire were coded as: 0 = 'Not at all'; 1 = 'Once in a while'; 2 = 'Sometimes'; 3 = 'Fairly often', and; 4 = 'Frequently, if not always'. Thus, smaller scores indicated a jail administrator's self-report of having less of an IIB leadership style while larger scores indicated a jail administrator's self-report of having more of an IIB leadership style.

The IM score was measured on a continuous scale with a range of 0-4. The score computed the average of questions 9, 13, 26 and 36 from the MLQ questionnaire.

Response choices on the questionnaire were coded as: 0 = 'Not at all'; 1 = 'Once in a

while'; 2 = 'Sometimes'; 3 = 'Fairly often', and; 4 = 'Frequently, if not always'. Thus, smaller scores indicated a jail administrator's self-report of having less of an IM transformational leadership style while larger scores indicated a jail administrator's self-report of having more of an IM transformational leadership style.

The IS score was measured on a continuous scale with a range of 0-4. The score was computed as the average of questions 2, 8, 30 and 32 from the MLQ questionnaire. Response choices on the questionnaire were coded as: 0 = 'Not at all'; 1 = 'Once in a while'; 2 = 'Sometimes'; 3 = 'Fairly often', and; 4 = 'Frequently, if not always'. Thus, smaller scores indicated a jail administrator's self-report of having less of an IS transformational leadership style while larger scores indicated a jail administrator's self-report of having more of an IS transformational leadership style.

The IC score was measured on a continuous scale with a range of 0-4. The score was computed as the average of questions 15, 19, 29 and 31 from the MLQ questionnaire. Response choices on the questionnaire will be coded as: 0 = 'Not at all'; 1 = 'Once in a while'; 2 = 'Sometimes'; 3 = 'Fairly often', and; 4 = 'Frequently, if not always'. Thus, smaller scores indicated a jail administrator's self-report of having less of an IC transformational leadership style while larger scores indicated a jail administrator's self-report of having more of an IC transformational leadership style.

Dependent variable

In using a coding scale of the measuring tool, the difficulty complying with the PREA (DCP) score was measured on a continuous scale with a range of 1-5. The score was computed as the average of the fourteen statements listed under question 26 of the

IACP PREA questionnaire. Smaller scores indicated a jail administrator's perception of less difficulty complying with the PREA standards while a larger score indicated a jail administrator's perception of more difficulty complying with the PREA standards.

Validity and Reliability

Validity is the truthfulness of the information presented by the instrument.

Validity relates to the generalizability of the results based on the size and type of population for which the results may be true. Frankfort-Nachmias et al. (2015) surmised that scales supported researchers in representing several variables based on an individual score and its usage increased the reliability of measurement. There was the validity of the instrument if a researcher could draw meaningful and usable inferences from the scores of the instrument. Additionally, for reliability, the sources must be reliable, and the information presented must be able to be repeated. Also, reliability was the extent to which researchers relied on the source of the data. Reliability determined if an item score was internally consistent if they were stable over time, and if the test administration of the scoring showed consistency (Singleton & Straits, 2010).

Moreover, in 2012, the International Association of Chiefs of Police Elimination of Sexual Abuse in Confinement Initiative (IACP) in collaboration with the National PREA Resource Center (PRC) and the Center for Innovative Public Policies (CIPP) used a nationwide needs assessment questionnaire via an online source to obtain essential data from law enforcement leadership about practices relative to eliminating rape and sexual abuse in jails. Also, they wanted to use the survey to gather information about PREA implementation. The targeted audience for the survey was law enforcement leaders and

focus groups to determine the implications of the survey results. In addition, the results were used to help raise PREA awareness among law enforcement leaders about the PREA standards for their facilities.

The name of the instrument was called the PREA Needs Assessment Survey Tool. The initial instrument was modified and redesigned for this correlational study because it provided a valid and reliable questionnaire to enhance the quality of the research to examine if there was a relationship among the jail administrator's transformational leadership style and the levels of difficulty complying with PREA standards in an East Coast state. The survey allowed the participants to provide their own responses, referred to as self-report data and that the participants answering the questionnaire were a representative sample of the jail administrators in an East Coast state, the target population (Prison Rape Elimination Act (PREA) needs assessment of lockups, 2012).

The IACP permission editor provided proper authorization to make the modifications and to use question 26 and its 14 statements for the study. More importantly, the initial instrument was sent to IACP sections and committee members to establish the validity of the tool based on the scores obtained from its past use of the survey and prior to its distribution to the law enforcement leadership. As a result, the researcher established validity using face validity based upon an expert panel review. The researcher conducted a pilot study to establish internal consistency reliability.

Pilot Testing of IACP PREA Measuring Tool

After the IRB's approval of the proposal, it was important that the score of the 14 statements be measured on a continuous scale with a range of 1-5, where the statements

were ranked from the highest level of difficulty to the lowest level of difficulty. The scores were computed as the average of the fourteen statements listed under question 26 of the IACP PREA questionnaire. Furthermore, pilot testing for the newly revised PREA questionnaire was essential to the validity and reliability of the instrument. The purpose of this test was to establish the face, construct, and content validity of the instrument and improve the questions, format, and scales. The researcher tested the research process.

In addition, for the feasibility study, the pilot study tested how the design was in reality, tested the methodological changes to implement the instrument and its efficacy. Also, the pilot study identified variables of interest and decided how to operationalize each one and estimate the statistical parameters for later data analyses (Creswell, 2009; Frankfort-Nachmias et al., 2015). Eighteen people were invited to test the instrument. Three criminal justice professionals tested the instrument for face validity and thereafter, fifteen jail administrators from another state tested the survey for its overall validity and reliability. The researcher planned to include the participant's comments in the final revision of the instrument. The proposed tests of validity and reliability were expected to provide evidence to support the IACP's PREA questionnaire. There were several types of construct validity that referred to the way in which test or tool measured the construct that it was designed to measure and to an internal trait that cannot be directly observed but must be inferred from consistent behavior observed in people (Frankfort-Nachmias et al., 2015).

Validity of the Pilot Study

Three experts in the field of jail administration research (e.g., professors of criminal justice who have published relevant articles) were consulted to establish the validity of the difficulty complying with PREA (DCP) score. The panel was asked to review the questionnaire for face validity. This established whether or not the questionnaire, on the face of it, was valid for measuring jail administrators a self-reported level of difficulty with complying with PREA. Members of the panel suggested revisions, additions, and deletions to items on the survey which led to minor modifications. All such suggestions were documented and reported (Creswell, 2009; Frankfort-Nachmias et al., 2015).

Reliability of the Pilot Study

A pilot study of fifteen jail administrators was conducted to measure the internal consistency reliability of the PREA score to establish the reliability of the PREA score. Each of the 15 jail administrators completed the PREA questionnaire. The data was analyzed using Cronbach's alpha. If Cronbach's alpha was greater than 0.7, the PREA scale score would have been considered reliable. Otherwise, an item analysis would be used in an attempt to maximize the internal consistency reliability of the PREA scale score. If the internal consistency reliability of the PREA score cannot be increased to 0.70 or greater, the analysis would proceed as planned, and the reliability of the PREA score would be reported as a potential limitation of the study (Creswell, 2009).

Threats to Validity

According to Creswell (2009), there were external and internal threats to the validity of the study affecting a researcher's ability to make correct conclusions i.e.t an intervention affected an outcome of the study and no other factors. There were several types of internal validity, namely, history, maturation, regression, selection biases and diffusion of treatment. The dependent variable was the factor that the researcher planned to measure and change. The independent variable was the intervention that a researcher manipulated, thereby, causing the change. As for external validity, there were several elements that could threaten a researcher's ability to generalize the results. There were the interaction effects of selection and treatment, the interaction of setting and treatment and interaction of history and treatment effect. Therefore, to prevent the threat to validity, the researcher used an aggregation of data across subjects or setting conditions that allowed researchers to get a broader view of the administrator's actions — using nonreactive measures depicted how administrators reacted in a naturalistic setting.

Ethical Procedures

The role of the IRB was to approve, monitor and review behavioral research involving humans. They conducted a risk-benefit analysis to determine whether if a researcher should have proceeded with a research project. The IRB ensured that researchers took appropriate steps to protect the rights and welfare of humans participating as subjects in a research study as mandated by federal, institutional and ethical guidelines.

There were four problems a researcher could experience when conducting research on the jail administrator's difficulty complying with the PREA guidelines. The research could cause physical or psychological harm if the researcher failed to use appropriate research protocols, obtain informed consent, avoid deception and compliance with privacy issues. Other ethical apprehensions surrounding PREA were violating human rights laws, conflict of interest, governing negligence, conspiracy, staff's manipulations of power and personnel's criminal involvement with offenders. However, collaboration with the leadership to address these concerns took away any adverse ethical concerns (O'Sullivan et al., 2008).

However, each of the risks to the participants and study appeared minimal. In addition, participation in the study was strictly voluntary and the researcher's assurance that the privacy and anonymity of participants remained confidential. The impact of potential ethical challenges that might affect participants could include the risk of harm because of their participation. Also, the existence of clearly defined ethical standards and principles may not have prepared a researcher for possibly encountering a problem with the rights of potential participants. As such, no researcher could have anticipated every ethical situation even with established standards (Creswell, 2009).

However, researchers addressed ethical challenges to the IRB to ensure integrity in the research process by providing proof that they were using individuals for research that was valid. Moreover, researchers must be competent to conduct a study, ensure the research study is not risky and does not entail strange circumstances that could cause harm, protect vulnerable person's rights, and prospective participants should have the

right to make informed decisions affecting them for themselves (Rudestam & Newton, 2015).

Finally, a researcher held responsibility for: maintaining the institutional commitments, abiding by regulations and applicable laws, upholding a high standard of professional conduct and practice, and following ethical and societal norms in working with a vulnerable population of inmates. Also, the researcher adhered to the informed consent process by ensuring that individual subjects knew and accepted the risks and benefits entailed in participation. The researcher did not put participants at risk and recruit subjects in an equitable and non-coercive manner, not exposing them to disproportionate risks (O'Sullivan et al., 2008).

Summary

In Chapter 3, I included a rationale for using a correlational quantitative design to answer the research questions and hypotheses on the relationship among East Coast state jail administrator's difficulty complying with the PREA standards and the transformation leadership styles of IIA, idealized influence behaviors, inspirational motivation, intellectual stimulation, and IC leadership styles. Several research questions and hypotheses, research method and design, the appropriateness of the design, population and sample plan, instrumentation, plans for redesigning a previously used survey, data collection and analysis, threats to validity and ethical concerns.

In addition, included in Chapter 3 was the rationale for selecting the correlational design used to address the research question and the procedures to accept or reject the null hypotheses. Furthermore, an internet survey that included the demographic, MLQ

and the IACP PREA questionnaire items was used to survey jail administrators. Also, a descriptive, correlational, and regression analyses were performed using SPSS for Windows with a two-sided .05 alpha level to reject or accept the null hypothesis. This chapter also contained evidence to support the construct validity of the MLQ and the proposed validity of the IACP PREA survey.

Finally, Chapter 4 included a comprehensively written account of the data analyses. The statistically significant correlation would be presented in the next chapter to show the relationship among difficulty complying with the PREA standards and the transformational leadership styles of jail administrators in an East Coast state. Chapter 5 contains the interpretation of the research findings, recommendation for future action or research, the implications for social change, any limitations of the study, and conclusions.

Chapter 4: Results

The purpose of this quantitative, correlational study was to examine whether, and to what extent, a relationship exists between an East Coast state jail administrator's difficulty complying with the PREA and the effect the transformational leadership styles of IIA, IIB, IM, IS, and IC styles have on the PREA compliance. The universal problem of jailhouse rape and sexual assault was becoming more complicated and multifaceted for jail administrators who had some or little difficulty complying with the PREA. Moreover, the percentage of jail rape victims and the difficulty of PREA compliance was an indication that administrators required training to develop the required skills.

The research question was, what, if any, correlation exists between self-reported levels of transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state. The null hypothesis was used to determine that there was no correlation between the self-reported level of the five components of the transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state. The alternative hypothesis was used to determine that there was a correlation between the self-reported level of the five components of the transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state. Chapter 4 includes a detailed account of the expert panel and pilot study conducted prior to the study, how the study was conducted, the data collection procedures performed, data analysis techniques used in the study, the results, and the summary of Chapter 4.

Pilot Study

To establish the validity of the difficulty complying with the PREA instrument, a panel in the criminal justice field was consulted. The panelists were asked to review the questionnaire for face validity. The review established whether the questionnaire was valid for measuring jail administrators' self-reported levels of difficulty with complying with PREA. Members of the panel made comments but did not make suggestions to revise, add, or delete items on the survey. The expert panelist's comments were not deemed critical enough to require changes to the PREA instrument. Therefore, the PREA instrument was not changed as a result of comments made by the panel reviewers.

Once the panel of experts completed their review of the survey, a pilot study was conducted to determine the validity and reliability of the instrument. The purpose of this test was to establish the face, construct, and content validity of the instrument and improve the questions, format, and scales. The pilot study tested the design and methodological changes to the implementation of the instrument and efficacy of the research instrument. Also, the pilot study identified variables of interest and decided how to operationalize each one and estimate the statistical parameters for later data analyses. At approximately 9:30 AM Central time on October 30, 2018, a total of 18 people attempted to complete the pilot survey. Among the 18 respondents, all 18 (100%) agreed to informed consent. Among the 18 respondents who agreed to informed consent, 17 (94.4%) completed all 14 questions on the PREA survey. The pilot study was based upon a sample size of $n = 17$. Cronbach's alpha for the PREA score based upon the pilot

sample of $n = 17$ was 0.85, which indicates the PREA survey has an acceptable level of reliability. The pilot study had no significant impact on the main study.

Data Collection

A total of 62 jail administrators in an East Coast state were invited to participate in the study. Participants received an e-mail invitation to participate in the study. The e-mail invitation package on the SurveyMonkey website via the Internet included an embedded link to the informed consent first, the anonymous demographics second, the MLQ third, and the PREA survey last. The demographics consisted of four questions used for descriptive purposes only and not included in any inferential statistical analyses. The MLQ survey consisted of 45 items used to measure the independent variables, IIA, IIB, IM, IS, and IC transformational leadership styles. Also, a 14-statement PREA questionnaire was used to measure the dependent variable, which was the jail administrator's level of difficulty complying with the PREA standards in an East Coast state.

There were some changes necessary in the data collected from the plan presented in Chapter 3. According to the Code of an East Coast state, between 2006-2018 some jail administrators, namely, sheriffs, had some responsibilities changes (Powers and Duties of Sheriff, 2011). Of the 37 locally elected sheriffs or jail administrators, only eight of them continue to manage or supervise inmates in a local jail. The remaining 29 sheriffs are responsible for arresting offenders and then taking them to a local or regional jail. Also, they conduct criminal investigations, providing a courthouse and courtroom security, provide general law enforcement protection, and serve criminal and civil warrants

(Powers and Duties of Sheriff, 2011). As a result of the change in some of the responsibilities, the sample size for this study was less than anticipated. Although 33 jail administrators within an East Coast state responded to the invitation to participate in the study, two (6.1%) declined informed consent, and they were omitted from the analysis. Among the remaining 31 respondents, nine (29%) failed to complete all of the pertinent questions on the PREA and MLQ questionnaires, and they were omitted from the analysis. The final sample size for the study was $n = 22$. A posthoc power analysis was conducted using the G*Power software (v. 3.1.9.2). According to Cohen (1988), small, medium, and large effect sizes for hypothesis tests about the Pearson correlation coefficient (r) were $r=0.1$, $r=0.3$, and $r=0.5$ respectively. A sample size of 22 produces 80% power to detect an effect size of 0.79, which is large effect size.

Descriptive Statistics for Demographic Variables

Descriptive statistics for demographic variables was the first statistical analyses performed. Among the 22 study participants, seven (31.8%) were female, and 15 (68.2%) were male. The education distribution was one (4.5%) high school degree or equivalent (e.g., GED); three (13.6%) some college but no degree; one had a (4.5%) an associate degree; eight had (36.4%) a bachelor's degree; and nine (40.9%) had a graduate degree. The age distribution was four (18.2%) 30-39, three (13.6%) 40-49, nine (40.9%) 50-59, and six (27.3%) 60 or older. The distribution of the number of inmates housed in the facility was one (4.5%) 26-50, two (9.1%) 51-100, and 19 (86.4%) 100+. For example, if the true population correlation between the level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards

among jail administrators within an East Coast state was 0.79 or greater (in absolute value), this study would have had an 80% chance of detecting (i.e., achieving statistical significance) that correlation at the two-sided 0.05 level of statistical significance.

Descriptive Statistics for the Independent and Dependent Variables

Table 5 shows descriptive statistics for the independent and dependent variables. The five measures of transformational leadership style (independent variables) were measured on a continuous measurement scale with a range of 0 to 4 where lower scores indicated “less transformation leadership style” while larger scores indicate “more transformational leadership style.” The measure of “Difficulty Complying with the PREA Standards” (dependent variable) was measured on a continuous measurement scale with a range of 1 to 5 where lower scores indicated less difficulty complying with the PREA standards while larger scores indicate more difficulty complying with the PREA standards. The five transformational leadership scores had averages ranging from 3.2 to 3.3, indicating on average than the 22 study participants had a relatively high level of transformational leadership style. The average “Difficulty Complying with the PREA Standards” score was 2.55, which is below the midpoint of the range of 3.0 indicating that on average the 22 study participants had a relatively low level of difficulty complying with the PREA standards.

Table 5

Descriptive Statistics for the Independent and Dependent Variables

	N		Mean	Std. Deviation	Min	Max
	Valid	Missing				
Idealized Influence (Attributed) a	22	0	3.2273	0.51124	2.00	4.00
Idealized Influence (Behavioral) a	22	0	3.3068	0.50552	2.00	4.00
Inspirational Motivation a	22	0	3.2159	0.72084	1.75	4.00
Intellectual Stimulation a	22	0	3.2386	0.51453	1.75	4.00
Individualized Consideration a	22	0	3.2841	0.45182	2.50	4.00
Difficulty Complying with PREA Standards b	22	0	2.5462	0.83256	1.21	4.23

^a Independent variables: Transformational Leadership (MLQ) Scores.

^b Dependent variable: Difficulty Complying with PREA Standards (PREA) Score.

Cronbach's Alpha for the Independent and Dependent Variables

Cronbach's alpha was calculated for the five transformational leadership scores (independent variables) and the "Difficulty Complying with the PREA Standards" score (dependent variable). Table 6 shows several transformational leadership style scores had a Cronbach's alpha below 0.70, indicating weak reliability and this is a limitation of the study, which could be attributed to the relatively small sample size.

Table 6

Cronbach's Alpha Reliability for Independent and Dependent Variables

Variable	Cronbach's Alpha	Number of Items
Idealized Influence (Attributed) ^a	0.61	4
Idealized Influence (Behavior) ^a	0.66	4
Inspirational Motivation ^a	0.81	4
Intellectual Stimulation ^a	0.75	4
Individualized Consideration ^a	0.50	4
Difficulty Complying with PREA ^b	0.90	14

^a Independent variables: Transformational Leadership (MLQ) Scores.

^b Dependent variable: Difficulty Complying with PREA Standards (PREA) Score.

Data Analysis and Results

Research Question 1

The overarching research question was, what, if any, correlation exists between self-reported levels of transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state. The first research question was what, if any, correlation exists between the self-reported levels of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state. To answer this question, the following hypotheses were expressed:

$H1_0$: There is no correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

$H1_a$: There is a correlation between the self-reported level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

The planned analysis for testing Hypothesis 1 was Pearson's correlation analysis. The assumptions for Pearson's correlation were evaluated prior to conducting the analysis. The first assumption is that there is a linear relationship between IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards. This assumption was evaluated by inspection of a scatter plot between the two variables. The second assumption, no significant outliers, was evaluated by the same scatter plot as mentioned above. The third assumption was that both the independent and dependent variables have a roughly normal distribution. This assumption was evaluated by inspection of histograms of the independent and dependent variables. Based on the evaluations described above, the assumptions for Pearson's correlation were considered satisfied, and Pearson's correlation was used to test Hypothesis 1 as originally planned.

Figure 1 is a scatter plot that depicts the self-reported level of difficulty complying with the PREA standards and IIA transformational leadership style among jail administrators within the East Coast state. The figure shows little evidence of a correlation between the two variables. Table 7 shows the results of the Pearson's

correlation analysis, and it shows there was not a statistically significant correlation between PREA and IIA, $r(20) = 0.18$; $p = 0.43$. The null hypothesis was not rejected, and it was concluded that there is no correlation between the level of difficulty complying with the PREA standards and the amount of idealized influence (attributed). transformational leadership style among jail administrators within the East Coast state.

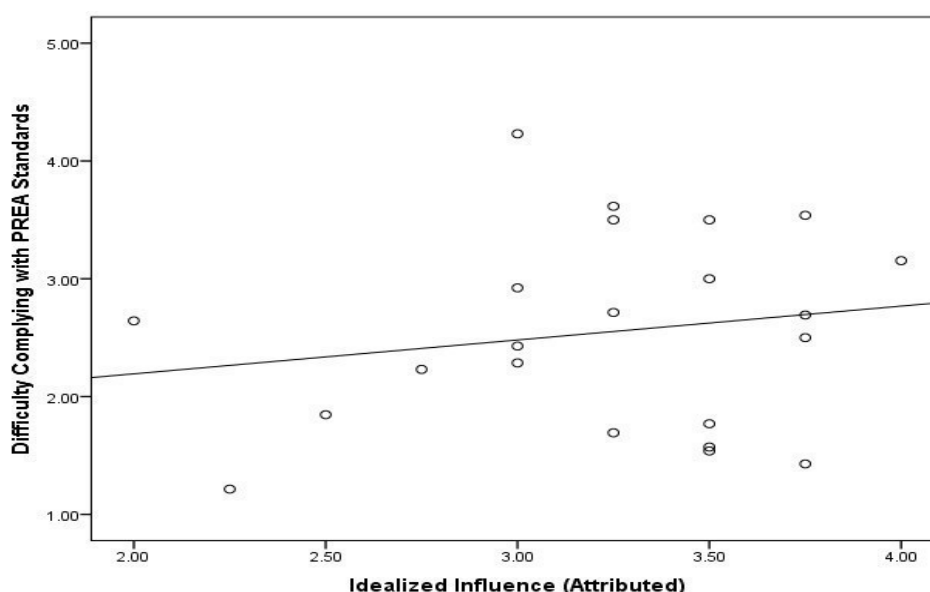


Figure 1. Scatter plot of the difficulty complying with PREA standards versus idealized influence (attributed) using the Pearson's correlation.

Table 7

Pearson's Correlation Statistic for Difficulty Complying with PREA Standards versus Idealized Influence Attributed

		Idealized Influence (Attributed)
Difficulty Complying with PREA Standards	Pearson Correlation	0.177
	<i>p</i> -value	0.432
	N	22

Research Question 2

The second research question was as follows: What, if any, correlations exist between the self-reported levels of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state? To answer this question, the following hypothesis was formulated:

H2₀: There is no correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H2_a: There is a correlation between the self-reported level of IIB transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

The planned analysis for testing Hypothesis 2 was Pearson's correlation analysis. The assumptions for Pearson's correlation were evaluated prior to conducting the analysis as described above for Hypothesis 1.

Based on the evaluations, the assumptions for Pearson's correlation were considered satisfied, and Pearson's correlation was used to test Hypothesis 2 as originally planned. I stopped reviewing here due to time constraints. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 5.

Figure 2 Scatter Plot of Self-reported Level of Difficulty Complying with the PREA standards and IIB transformational leadership style among jail administrators within the East Coast state. The figure shows little evidence of a correlation between the two variables. Table 8 shows that there was no statistically significant correlation

between PREA and IIB, $r(20) = 0.09$; $p = 0.70$. The null hypothesis was not rejected, and it was concluded there is no correlation between the level of difficulty complying with the PREA standards and the amount of idealized influence (Behavioral) transformational leadership style among jail administrators within the East Coast state.

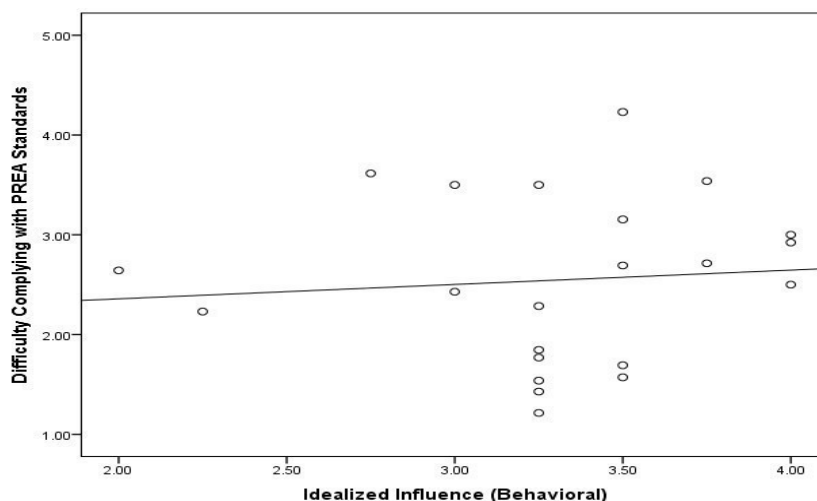


Figure 2. Scatter plot of the difficulty complying with PREA standards versus idealized influence (behavioral) using the Pearson's Correlation: $r(20) = 0.09$; $p = 0.70$.

Table 8

Pearson's Correlation Statistic for Difficulty Complying with PREA Standards Versus Idealized Influence Behavioral

		Idealized Influence (Behavioral)
Difficulty Complying with PREA Standards	Pearson Correlation	0.087
	<i>p</i> -value	0.699
	N	22

Research Question 3

The third research question was as follows: What, if any correlation existed between the self-reported levels of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state? To answer this question, the following hypothesis was formulated:

H3₀: There was no correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H3_a: There was a correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state. There was no correlation between the self-reported level of IM transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

The planned analysis for testing hypothesis 3 was Pearson's correlation analysis. The assumptions for Pearson's correlation were evaluated prior to conducting the analysis as described above for hypothesis 1. Based on the evaluations, the assumptions for Pearson's correlation were considered satisfied, and Pearson's correlation was used to test hypothesis 3 as originally planned.

Figure 3 shows little evidence of a correlation between the two variables. The results of the Pearson's correlation analysis in Table 9 shows there was not a statistically significant correlation between PREA and IM, $r(20) = 0.25$; $p = 0.26$. The null hypothesis

was not rejected, and it was concluded there is no correlation between the level of difficulty complying with the PREA standards and the amount of IM transformational leadership style among jail administrators within the East Coast state.

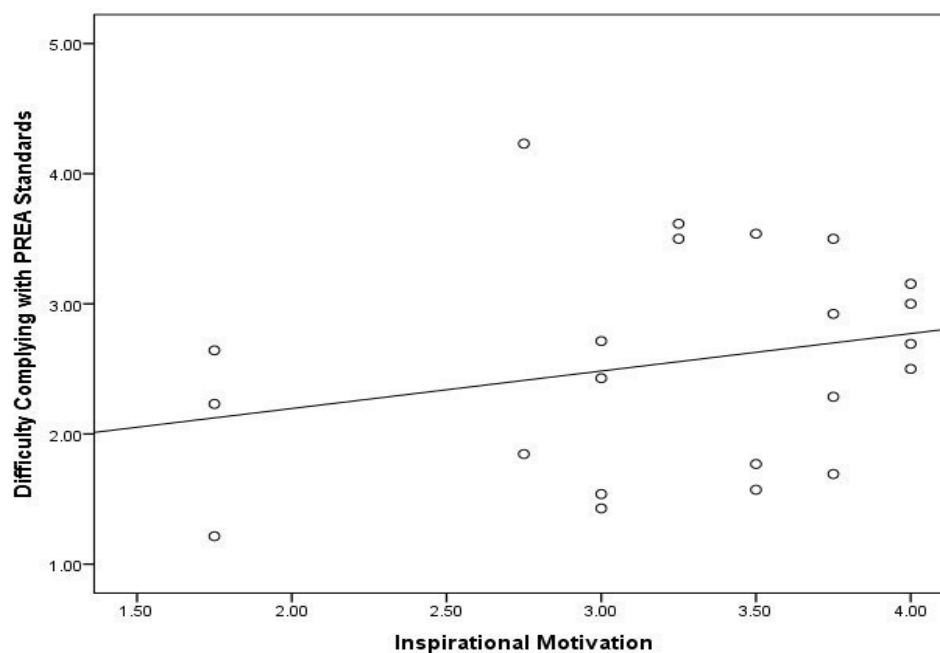


Figure 3. Scatter plot of the difficulty complying with PREA standards versus inspirational motivation using the Pearson's Correlation: $r(20) = 0.25$; $p = 0.26$.

Table 9

Pearson's Correlation Statistic for Difficulty Complying with PREA Standards Versus Inspirational Motivation

		Inspirational Motivation
Difficulty Complying with PREA Standards	Pearson Correlation	0.249
	<i>p</i> -value	0.263
	N	22

Research Question 4

The fourth research question was as follows: What, if any correlation existed between the self-reported levels of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state? To answer this question, the following hypothesis was formulated:

H4₀: There was no correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H4_a: There was a correlation between the self-reported level of IS transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

The planned analysis for testing hypothesis 4 was Pearson's correlation analysis. The assumptions for Pearson's correlation were evaluated prior to conducting the analysis as described above for hypothesis 1. Based on the evaluations, the assumptions for Pearson's correlation were considered satisfied, and Pearson's correlation was used to test hypothesis 4 as originally planned.

Scatter plot of the self-reported level of difficulty complying with the PREA standards and IS transformational leadership style among jail administrators within the East Coast state. The figure shows little evidence of a correlation between the two variables. The results of the Pearson's correlation analysis in Table 10 shows there was not a statistically significant correlation between PREA and IS, $r(20) = 0.19$; $p = 0.41$. The null hypothesis was not rejected, and it was concluded there is no correlation

between the level of difficulty complying with the PREA standards and the amount of IS transformational leadership style among jail administrators within the East Coast state.

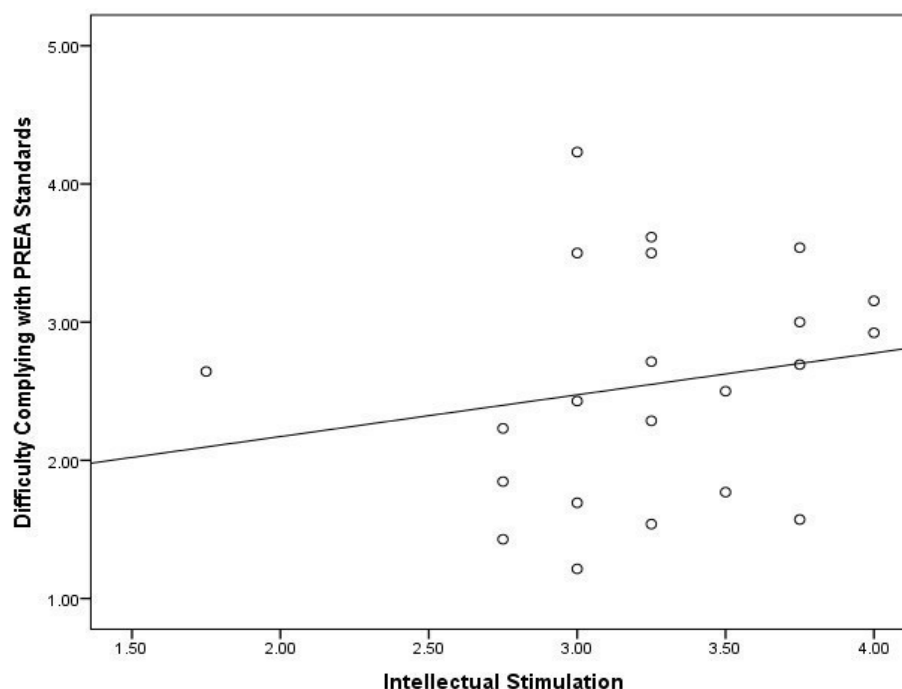


Figure 4. Scatter plot of the difficulty complying with PREA standards versus inspirational motivation using the Pearson's Correlation: $r(20) = 0.19$; $p = 0.41$.

Table 10

Pearson's Correlation Statistic for Difficulty Complying with PREA Standards Versus Intellectual Stimulation

		Intellectual Stimulation
Difficulty Complying with PREA Standards	Pearson Correlation	0.187
	<i>p</i> -value	0.406
	N	22

Research Question 5

The fifth research question was as follows: What, if any correlation existed between the self-reported levels of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state? To answer this question, the following hypothesis was formulated:

H5₀: There was no correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

H5_a: There was a correlation between the self-reported level of IC transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state.

The planned analysis for testing hypothesis 5 was Pearson's correlation analysis. The assumptions for Pearson's correlation were evaluated prior to conducting the analysis as described above for hypothesis 1. Based on the evaluations, the assumptions for Pearson's correlation were considered satisfied, and Pearson's correlation was used to test hypothesis 5 as originally planned. The figure shows little evidence of a correlation between the two variables. Table 11 shows there was not a statistically significant correlation between PREA and IC, $r(20) = 0.06$; $p = 0.78$. The null hypothesis was not rejected, and it was concluded there is no correlation between the level of difficulty complying with the PREA standards and the amount of IC transformational leadership style among jail administrators within the East Coast state.

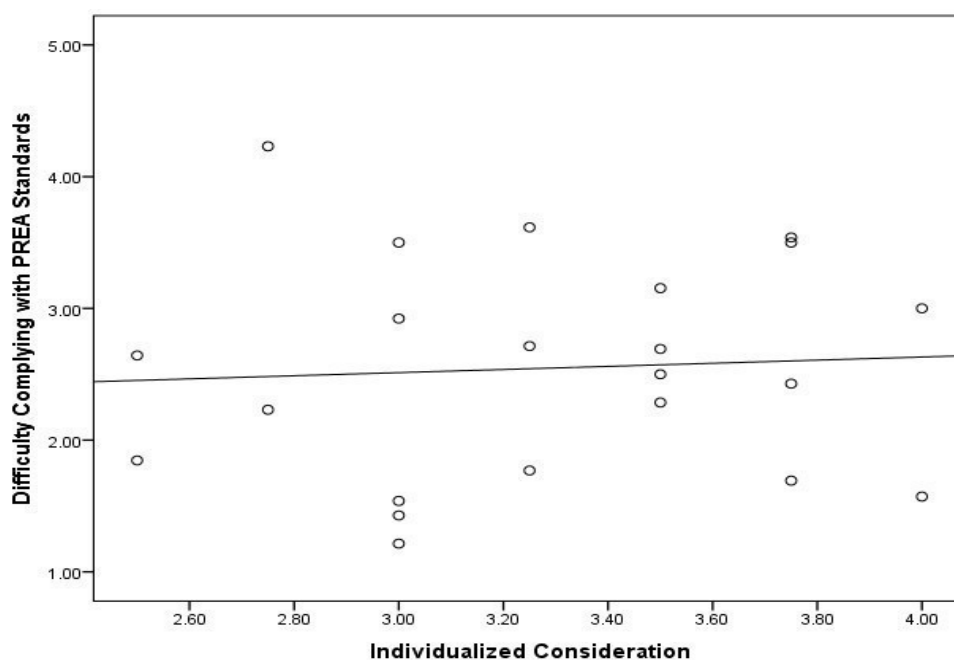


Figure 5. Scatter plot of the difficulty complying with PREA standards versus individualized consideration using the Pearson's Correlation: $r(20) = 0.06$; $p = 0.78$.

Table 11

Pearson's Correlation Statistic for Difficulty Complying with PREA Standards Versus Individual Consideration

		Individualized Consideration
Difficulty Complying	Pearson Correlation	0.064
with PREA Standards	<i>p</i> -value	0.776
	N	22

Research Question 6

The sixth research question was as follows: What combination of self-reported transformational leadership styles collectively, best predicted the self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state? To answer this question, the following hypothesis was formulated:

H6₀: Two or more combinations of self-reported transformational leadership style did not predict the self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state better than any single transformational leadership style alone.

H6_a: Two or more combinations of self-reported transformational leadership style predicted the self-reported level of difficulty complying with the PREA standards better among jail administrators within the East Coast state.

The planned analysis for research question 6 was multiple linear regressions. However, this question could not be answered because two fundamental assumptions of multiple linear regression were not satisfied: a) at least one independent variable must be statistically significant, hypotheses 1 through 5 showed none of the independent variables were statistically significant, and b) as a general rule of thumb, for a multiple linear regression analysis to be valid there should be at least 10 study participants per independent variable. A sample size of $n = 22$ simply was not sufficient to perform a multiple linear regression analysis of five independent variables.

Summary

A total of 62 jail administrators from an East Coast state were invited to participate in the study. However, only 33 (approximately 48.5%) of those invited to participate in the study made attempts to complete the survey. One of the reasons there were only 8 local sheriffs or jail administrators that participated in the study and 25 regional jail administrators was because 29 of the local sheriffs joined a regional authority in the proximity of their county or city jail. Moreover, several of the jails were

closed due to the age of the physical plant and the increase in expenditures to keep the facilities in operation. There were 25 regional jail administrators and 8 local sheriffs or regional administrators that participated in the study. The results of the reduction from 62 to 33 participants led to a smaller sample size for the study. Furthermore, 2 (6.1%) of the participants declined the informed consent and were omitted from the analysis. Of the remaining 31 respondents, 9 (29%) failed to complete all of the pertinent questions on the PREA and MLQ questionnaires and were omitted from the analysis. The final sample size for the study was $n = 22$. The data collected from the 22 respondents via the SurveyMonkey Internet-based surveys were imported into SPSS software program for analysis.

The descriptive statistics were conducted to identify the demographic characteristics of the sample size. A majority of the jail administrator respondents managing an East Coast state facility were males (68.2%) and (31.8%) females. Nearly half (40.9%) of the jail administrator respondents reported having a graduate degree, (36.4%) has a bachelor's degree, (4.5%) has an associate degree, (13.6%) has some college, but no degree, and (4.5%) of the respondents have a high school diploma or its equivalent.

Among the respondents, (40.9%) reported their age as being 50-59 years, (27.3%) reported their age as 60 or older, and (18.2%) reported they were 30-39 years old. However, only (13.6%) reported their age as being between 40-49 years. The average numbers of inmates housed in the facilities in an East Coast state were 100+. Several

facilities housed 51-100 inmates, whereas, the smaller jails housed 26-50 inmates in their facilities.

Pearson's correlation coefficient was used to test hypotheses 1-5, and multiple linear regression analyses were planned to perform a test of hypotheses 6. The results of the test showed that none of the independent variables were statistically significant. Therefore, the multiple linear regression analysis would not be valid because at least one of the independent variables had to be statistically significant and have at least 10 respondents per independent variable participating in the study. Since two of the fundamental assumptions were not satisfied, the multiple linear regressions were not performed. While the statistical methodology and validity and reliability of the instruments utilized to measure the independent and dependent variables were sound, the small sample size was a major limitation of this study. Further study using the same study design, instrumentation, research questions, and statistical analysis methodology, but using a larger sample size is recommended.

Chapter 5 has provided an interpretation of the research findings, recommendations for jail administrator professionals, implications for social change, suggestions for future research, recommendations for action, and limitations of this research study.

Chapter 5: Summary, Conclusion, and Recommendations

Introduction

The purpose of this quantitative, correlational study was to determine whether a relationship exists between a jail administrator's difficulty complying with the PREA and the transformational leadership styles of East Coast state jail administrators. The widespread problem of jailhouse rape and sexual assault was becoming more complicated and multifaceted for jail administrators who had difficulty complying with the PREA. Moreover, the percentage of jail rape victims and the difficulty of PREA compliance was an indication that administrators required training to develop the required skills.

In this quantitative research project with a correlational design, I evaluated the extent of difficulties faced by administrators at local and regional jails in an East Coast state while complying with PREA. I examined data to determine the relationship between an East Coast state jail administrator's difficulty complying with the PREA and the transformational leadership styles of IIA, IIB, IM, IS, and IC on the rape and sexual assault percentages in prisons. Although researchers conducted studies on numerous professional jobs, little to no research existed on the relationship among transformational leadership and jail administrators in an East Coast state.

Society views prison rape and sexual assault as an inherent part of prison life (Downer & Trestman, 2016). However, the extent of sexual maltreatment committed on prisoners by people in supervisory roles is contributing to the normalization of sexual abuse of juveniles, female, and male adult prisoners in the United States. As Medina and

Nguyen (2018) noted, despite having laws such as PREA that aim to protect prisoners against sexual abuse, the number of assaults in prisons continues to rise, especially in juvenile populations. Jail administrators are unable to adhere to PREA in correctional facilities. The lack of leadership abilities in jail administrators' effectiveness to control and combat jail rape and sexual assault by prisoners and jail staff results in the violation of individual's Eighth Amendment rights, which is to be protected from cruel and unusual punishment.

In this chapter, I report on the results obtained from this study and link them with the theoretical understanding of PREA and its evolution. I also examine the theories such as GST and PET with reference to the barriers that jail administrators face as leaders of correctional institutions. I also examine the limitations of the study and the scope of this research design and its application in a broader setting (i.e., bigger sample size including more states and jail administrators). The most important findings of the results and this chapter are presented in the list below:

- Jail administration requires significantly greater attention in academic research studies. The lack of published information on PREA application in prisons and correctional institutions leaves a gap in the literature.
- The effective sample size was too small to derive meaningful correlations among transformational leadership styles and PREA compliance in prisons.

- PET has relevance in the study because PREA was enacted in 2003, but the prison rape statistics continue to deteriorate in the absence of credible policymaking in the Congress.
- Several methodological implications arise from the results of this quantitative study such as ones presented in the form of recommendations.

Chapter 5 contains a summary of the research study that includes the interpretation of the findings, limitation of the study, recommendations for future research and for jail administrators, implications for a managerial professional in criminal justice and social change, and the conclusions.

Interpretation of the Findings

The initial sample population of jail administrators represented 68 local and regional jails in the East Coast state jurisdictions. However, the sample size for this study was less than anticipated. One of the reasons there were only eight local sheriffs or jail administrators who participated in the study and 25 regional jail administrators was because 29 of the local sheriffs joined a regional authority in the proximity of their county or city jail. Moreover, several of the jails were closed due to the age of the physical plant and the increase in expenditures to keep the facilities in operation. There were 25 regional jail administrators and eight local sheriffs or regional administrators who participated in the study. The results of the reduction from 62 to 33 participants led to smaller sample size for the study. Although 33 jail administrators within an East Coast state responded to the invitation to participate in the study, two (6.1%) declined informed consent, and they were omitted from the analysis. Among the remaining 31 respondents,

nine (29%) failed to complete all of the pertinent questions on the PREA and MLQ questionnaires, and they were omitted from the analysis. The final sample size for the study was $n = 22$.

A posthoc power analysis was conducted using the G*Power software (v. 3.1.9.2). According to Cohen (1988), small, medium, and large effect sizes for hypothesis tests about the Pearson correlation coefficient (r) were $r=0.1$, $r=0.3$, and $r=0.5$ respectively. A sample size of 22 produces 80% power to detect an effect size of 0.79, which is large effect size.

If the true population correlation between the level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state was 0.79 or greater (in absolute value), this study would have had an 80% chance of detecting (i.e., achieving statistical significance) that correlation at the two-sided 0.05 level of statistical significance.

Based on the number of responses received from the invitation to participate in the study, only eight were local sheriffs, and 25 were jail administrators. As a result, 11 (35.1%) were omitted from the analysis, reducing the final sample size for the study to $n = 22$.

A majority of the jail administrator respondents managing an East Coast state facility were males (68.2%) and (31.8%) females. Nearly half (40.9%) of the jail administrator respondents reported having a graduate degree, 36.4% had a bachelor's degree, 4.5% had an associate degree, 13.6% had some college but no degree, and 4.5% of the respondents had a high school diploma or its equivalent. Among the respondents,

40.9% reported their age as being 50-59 years, 27.3%) reported their age as 60 or older, and 18.2% reported they were 30-39-years-old. However, only 13.6% reported their age as being between 40-49 years. The average numbers of inmates housed in the facilities in an East Coast state were 100+. Several facilities housed 51-100 inmates, whereas, the smaller jails housed 26-50 inmates in their facilities.

Descriptive statistics for the independent (transformational leadership styles) and the dependent (difficulty complying with the PREA standards) variable were performed. The difficulty complying with the PREA standard scores of jail administrators ranged from (dependent variable) 1 to 5. The score was 2.55, which is below the midpoint of 3.0 and indicating on average the 22 participants had a relatively low level of difficulty complying with the PREA standards. The smallest possible score for the difficulty complying with the PREA standards was 1.0, and the maximum possible score was 5.0. The average of five transformational leadership style scores ranged from 3.2 to 3.3. The scores indicated on average than the 22 participants had a relatively high level of the transformational leadership style. The smallest possible score was 0.0, and the maximum possible score was 4.0. I stopped reviewing here due to time constraints. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at your references.

Pearson's correlation coefficient was used to test hypotheses 1 to 5. The results of the test showed that none of the independent variables were statistically significant. All statistical analyses were performed using SPSS for Windows with a two-sided 5% alpha level. A *p* value of less than .05 was established to support rejecting the null hypotheses.

The multiple linear regression analyses were planned to perform a test of hypothesis 6. Unfortunately, the multiple linear regression analysis would not be valid because at least one of the independent variables had to be statistically significant and have at least 10 respondents per independent variable participating in the study. Since two of the fundamental assumptions were not satisfied, the multiple linear regressions were not performed. This section has provided an interpretation of the findings presented in Chapter 4.

Research Question 1

The overarching research question was used to inquire whether a statistically significant relationship existed between transformational leadership styles and difficulty complying with the PREA standards among jail administrators within an East Coast state. The analyses were repeated for each of the five transformational leadership style scores: (a) IIA, (b) IIB, (c) IM, (d) IS, and (e) IC.

Research Question 1 was useful for inquiring whether a statistically significant relationship existed between IIA and difficulty complying with the PREA standards among jail administrators within the East Coast state. Null hypothesis stated that no correlation exists between IIA and difficulty complying with the PREA standards among jail administrators within an East Coast state.

Idealized influence attributed. The results of the data analysis showed there was no statistically significant correlation between PREA and IIA, $r(20) = 0.18, p > .05$. Therefore, the null hypothesis cannot be *rejected*, and the alternative hypothesis cannot be accepted. It was concluded that there is no correlation between the level of difficulty

complying with the PREA standards and the amount of idealized influence (attributed) transformational leadership style among jail administrators within the East Coast state.

This section calls for discussion on the five transformational leadership styles that Bass and Avolio (2004) forwarded in their study. According to the results of this study, self-reported IIA levels by jail administrators were unable to determine their compliance difficulties with PREA standards. However, questions such as “I make others feel good around me” gathered weak response among the participants (jail administrators). The increasing rate of incarceration means jails have to become more receptive in addressing prison and prisoner problems. Jail administrators are equipped with tools such as PREA to bring radical changes in different areas of prison management such as safety, health, and well-being of prisoners through community outreach programs.

Participants with strong leadership skills would be able to create a good faith among the prison staff through timely interventions. In this regard, participants were asked to score themselves on “Others (referring to prison staff, state and federal administration officers) have complete faith in me.” Also, IIA question asked during the survey “Others are proud to be associated with me” gathered statistically insignificant results to establish associations with difficulty complying with PREA standards. Jail administrators should put more efforts into ensuring recommendations made in the PREA are followed, for example, cell entry in juvenile females at all times requires two detention officers – one of whom is a female officer. To be compliant with PREA, jail administrators can adopt technological advancements in their correctional facilities to

protect all prisoners (male, female, juveniles and prisoners of the LGBT community) from sexual abuse.

Research Question 2

Research Question 2 was useful for inquiring whether a statistically significant relationship existed between IIB and difficulty complying with the PREA standards among jail administrators within the East Coast state. Null Hypothesis 2 stated that no correlation existed between IIB and difficulty complying with the PREA standards among jail administrators within an East Coast state.

Idealized influence behavioral. The results of the data analysis showed there was no statistically significant correlation between PREA and IIB, $r(20) = 0.09, p > .05$. Therefore, the null hypothesis cannot be rejected, and the alternative hypothesis cannot be accepted. It was concluded that there is no correlation between the level of difficulty complying with the PREA standards and the amount of idealized influence (behavioral) transformational leadership style among jail administrators within an East Coast state. As a result of the findings, more research should be conducted to determine if there are other styles of leadership making it difficult for jail administrators to comply with PREA besides transformational leadership styles. What other leadership styles might impact jail administrators and PREA compliance?

Research Question 3

Research Question 3 was used to inquire whether a statistically significant relationship existed between IM and difficulty complying with the PREA standards among jail administrators within the East Coast state. Null Hypothesis 3 stated that no

correlation existed between IM and difficulty complying with the PREA standards among jail administrators within an East Coast state.

Inspirational motivation. The results of the data analysis showed there was no statistically significant correlation between PREA and IM, $r(20) = 0.25, p > .05$. Therefore, the null hypothesis cannot be rejected, and the alternative hypothesis cannot be accepted. It was concluded that there is no correlation between the level of difficulty complying with the PREA standards and the amount of IM transformational leadership style among jail administrators within the East Coast state. Leadership skills are an important asset for jail administrators to be recognized as champions in organizational management in their jurisdiction. Despite weak correlations between PREA compliance in an East Coast State with the self-reported leadership abilities of the participants in the study, jail administrators must be capable of inspiring their prison staff members to take inspiration and a sense of purpose in their duties. Participants were asked to rate how they were able to convey the message to their staff subordinates on PREA related matters. Likewise, the MLQ asked questions such as “*I provide appealing images about what we can do*” to the participants. Their response means indicate weak correlations to the dependent variable due to the small sample size. They were also asked “*I help others find meaning in their work,*” but it failed to generate statistically significant correlations. It also sought to encourage sharing a common vision and a sense of purpose.

Research Question 4

Research Question 4 was used to inquire whether a statistically significant relationship existed between IS and difficulty complying with the PREA standards

among jail administrators within an East Coast state. Null Hypothesis 4 stated that no correlation existed between IS and difficulty complying with the PREA standards among jail administrators within an East Coast state.

Intellectual stimulation. The results of the data analysis showed there was no statistically significant correlation between PREA and are, $r(20) = 0.19, p > .05$. Therefore, the null hypothesis cannot be rejected, and the alternative hypothesis cannot be accepted. It was concluded that there is no correlation between the level of difficulty complying with the PREA standards and the amount of IS transformational leadership style among jail administrators within the East Coast state. The aim of exploring intellectual simulation was to refer to jail administrators that challenge their follower's ideas and values for solving problems. The participants were asked to rate themselves on actively encouraging a new look. As such, they were asked whether they were able to actively encourage a new look at old methods, stimulate creative actions and try to look at problems and issues in a new way.

Jail administrators responded on statements such as "I provide others with new ways of looking at puzzling things." There is a possibility of exploring intellectual simulation within the PREA context since it can open jail employees to discuss innovative ideas on keeping prisons safe with the jail administrators. Allowing employees to think of managing prisons that contributes to the overall development of prisoners and eliminates prison rape is the motive behind intellectual simulation capabilities of the jail administrator.

Research Question 5

Research Question 5 was useful for inquiring whether a statistically significant relationship existed between IC and difficulty complying with the PREA standards among jail administrators within an East Coast state. Null Hypothesis 5 stated that no correlation existed between IC and difficulty complying with the PREA standards among jail administrators within an East Coast state.

Individualized consideration. The results of the data analysis showed there was no statistically significant correlation between PREA and IC, $r(20) = 0.06, p > .05$. Therefore, the null hypothesis cannot be rejected, and the alternative hypothesis cannot be accepted. It was concluded that there is no correlation between the level of difficulty complying with the PREA standards and the amount of IC transformational leadership style among jail administrators within the East Coast state. Creating an IC atmosphere refers to the jail administrator's ability to spend more time teaching and coaching followers by looking at their needs from an individual perspective. This study postulated that IC is a dimension that mediates the relationship between jail administrator's wisdom and leadership exchange.

The leader would often manifest a genuine concern for individuals driven mainly by empathy and compassion. The participants were asked to rate themselves on statements such as "I help others develop themselves" and "I let others know how I think they are doing." Although the mean scores could not tell directly whether IC created an impact on PREA compliance, it did give jail administrators time to reflect on how they made individuals feel uniquely valued and if they were giving personal attention to the problems faced by jail staff and prisoners.

Research Question 6

Research Question 6 was useful for inquiring what combination of self-reported transformational leadership styles collectively, best predicted the self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state. Null Hypothesis 6 stated that two or more combinations of self-reported transformational leadership style did not predict the self-reported level of difficulty complying with the PREA standards among jail administrators within the East Coast state better than any single transformational leadership style alone.

A multiple linear regression analysis was planned to perform a test of hypothesis 6. However, this question could not be answered because two fundamental assumptions of multiple linear regression were not satisfied: a) at least one independent variable must be statistically significant, hypotheses 1 through 5 showed none of the independent variables were statistically significant, and b) as a general rule of thumb, for a multiple linear regression analysis to be valid there should be at least 10 study participants per independent variable. A sample size of $n = 22$ simply was not sufficient to perform a multiple linear regression analysis of five independent variables.

There was no statistically significant relationship existing between the five measures of transformational leadership styles and the difficulty complying with the PREA standards among jail administrators in an East Coast state. For reasons discussed elsewhere in this dissertation, the sample size for this study was less than anticipated. Although 33 jail administrators within an East Coast state responded to the invitation to participate in the study, 2 (6.1%) declined informed consent, and they were omitted from

the analysis. Among the remaining 31 respondents, 9 (29%) failed to complete all of the pertinent questions on the PREA and MLQ questionnaires, and they were omitted from the analysis. The final sample size for the study was $n = 22$.

A post-hoc power analysis was conducted using the G*Power software (v. 3.1.9.2). According to Cohen (1988) small, medium and large effect sizes for hypothesis tests about the Pearson correlation coefficient (r) are $r=0.1$, $r=0.3$ and $r=0.5$ respectively. A sample size of 22 produces 80% power to detect an effect size of 0.79 which is large effect size.

For example, if the true population correlation between the level of IIA transformational leadership style and self-reported level of difficulty complying with the PREA standards among jail administrators within an East Coast state was 0.79 or greater (in absolute value), this study would have had an 80% chance of detecting (i.e. achieving statistical significance) that correlation at the two-sided 0.05 level of statistical significance.

Peer-Reviewed Literature

A review of the peer-reviewed literature revealed little to no amount of qualitative and quantitative studies on the application of the difficulty complying with the PREA standards in a local or regional jail setting. Beck (2015) reported that around 17% of inmates were sexually assaulted, it concurs with the findings by Arkles (2014) as he acknowledged that it had become a burden at most levels of government where there is an increase in inhumane treatment of inmates, violations of victims' rights, heightened health and financial problems which negatively impacted inmates (Arkles, 2014). Mazza

(2012) explained that the results of a review panel's report on rape and sexual victimization in prisons and jails showed assaults were occurring based on the percentages in the report.

IACP surveyed U.S. jail administrators to ascertain their difficulty and awareness levels of the PREA standards and found that 62.6% of the 339 respondents had no some, or very little awareness of PREA. The study showed that there was limited research available and few dissertations discussing the levels of difficulty in complying with the PREA standards or leadership styles of jail administrators. Also, limited records have existed documenting PREA and jail administrator's difficulty in complying with the PREA according to their leadership styles. This created a gap in the literature linking sexual victimization of the inmates and jail administrator's role as a transformational leader.

A review of the literature indicated that when an organization used a full range of various leadership skills in prison and law enforcement agencies, to include transformational leadership styles, practical applications and organizational outcomes for leadership was positive. After all, leadership is a key component of effective organizations, including policies, such as PREA (Densten, 2003; Mastrofski, Rosenbaum, & Fridell, 2011; Schafer, 2010). For instance, effective leaders provide motivation, guidance, and inspiration to employees to accomplish organizational objectives (Berg, Dean, Gottschalk, & Karlsen, 2008; Vito & Higgins, 2010). Leadership styles in the police departments and jail facilities affect organizational outcomes, such as job satisfaction, morale, and commitment (Andreescu & Vito, 2010; Bass & Avolio, 1994;

Densten, 2003; Rowe, 2006; Sarver, 2008; Schafer, 2010). In summary, jail administrators were expected to possess a high caliber of responsibilities and expected to exercise a full range of leadership knowledge, skills, and abilities. In doing so, they can be more effective at situational adaptation to rapidly and readily reduce and eradicate rape and sexual assault in their facilities by embracing the operational, political, and financial challenges.

Limitations of the Study

For the study to make a significant contribution to transformational leadership and the jail administrator's difficulty complying with the PREA standards field of study, it was essential to recognize its limitations. Even though the study provided information useful for improving jail administrator leadership, it had several limitations that could be addressed by changing or modifying the population sample size. The first limitation of the study was the use of a self-reported questionnaire that increased the risk of participants not answering all the questions in an accurate manner, which precluded me from asking analytical questions to gain additional information about the jail administrator's observations.

The second limitation is because of the use of correlational study design. A relationship was not discovered among the independent and dependent variables. Also, causation was not determined. A third limitation of the study is the purposive sampling may have led to imprecise implications of population parameters. Although purposive sampling did not give way to a variety of sampling populations, it did provide a real conclusion that the data reflected the sample and the entire population from local and

regional jail administrators (48.5%) in an East Coast state (Frankfort-Nachmias et al., 2015).

The study presented several challenges in the design of methodology which led to limitations as discussed in this section. The research required the selection of variables both dependent and independent. However, the results could not successfully correlate the impact of independent variables on PREA compliance abilities of jail administrators. Besides the lack of strong relationships among self-reported transformational leadership abilities and PREA compliance, there were other limitations as discussed in points below:

- Selection of MLQ as the tool for quantitative analysis could not determine associations between transformational leadership variables. The choice of tool selection itself may be responsible for not helping jail administrators respond accurately.
- The study design investigated jail administrators in an East Coast state. The results of this study may not be the same when performed in another state, region or country.
- Jail administrator's self-evaluation style of reporting can present limitations in the absence of external invigilators who could be better in collecting data. Using a qualitative method where design, data collection and analysis used in-depth interviews with jail administrators to possibly understand the causes of difficulties in PREA compliance within their purview could have been a better choice of research design.

- The researcher's approach to presenting the data and its analysis derived from results could be limited by the knowledge of the researcher and the extent of the literature review. However, this limitation can be rectified by conducting an in-depth review of participants and using another approach to analyze data.
- Lack of previous studies that used MLQ to assess transformational leadership style among jail administrators creates a limitation due to the selection of research area. There is a need to assess the MLQ framework in the future in other areas of leadership.

Recommendations

The most influential outcome of this study has been to create a larger sample of jail administrators covering more than just one state. While keeping the other variables of the study constant, it would have been possible to determine whether jail administrator's transformational leadership qualities could change prison environment leading to lower rape and sexual assault cases in the prison. This study recommended changes in methodology that encompassed qualitative and quantitative methods to review jail administrators and the difficulties they faced in complying with PREA within their jurisdiction. The research aims and objectives should be reduced to examine a single transformational leadership style in particular. This will allow the researcher to keep a focus on a single independent variable and its impact on PREA compliance difficulties which was the dependent variable of the study.

Despite the limited results of this study, PREA compliance is compulsory among jail administrators and therefore it is necessary that they apply their minds in enforcing

the regulations through teamwork. Since this study involved evaluation of jail administrator's leadership styles, it would be useful to engage prisoners and jail staff using exploratory methods to understand the causation of the phenomenon and the changes that reduced or eradicated jailhouse rape. More attention is required due to the lack of experience in the development of methods to create, capture and analyze data, as well as, the shortage of time to review the problem of PREA compliance difficulties with jail administrator's own leadership styles.

Implications

A social change implication of this study is that jail administrators in an East Coast state could utilize the findings of this study to expand leadership development programs that could influence a full range of leadership skills to address the present and future policies affecting U.S. jails. For instance, the Virginia Department of Corrections incorporated the teaching of various leadership skills, to include transformational leadership styles as part of their leadership curriculum at their Academy for Staff Development (ASD) Training ("Virginia Department of Corrections," 2018). Moreover, the International Association of Chiefs of Police (IACP) used transformational leadership styles as part of their training program. A positive social change could influence the managerial and supervisory skills of the jail administrator, provide more knowledge of the jail administrator's difficulty complying with the PREA, and provide an understanding of why rape and sexual assaults occur in facilities by examining characteristics that influenced the skills necessary to operate a jail more effectively.

Jail administrators could use the results of this study for producing a positive social change to address any leadership and operational issues and to understand the relationship between the difficulty complying with the PREA and transformational leadership variables such as IIA, idealized influence behavioral, inspirational motivation, intellectual stimulation, and individualized consideration. The results of this study could affect positive social change by providing jail administrators at the local and regional levels with a transformational style that focused on a personally centered approach to effective leadership programs (Nelson & Low, 2011). Jail administrators can also use the learning model of the transformational leadership style because it includes an emotional learning process that assimilates self-directed coaching, relationship focused learning, and it allows participants to perform positive behaviors actively. The learning process promotes self-assessment, self-awareness, self-knowledge, self-development, and self-improvement, which are necessary aptitudes essential for being an effective administrator (Nelson & Low, 2011).

The nature of the study is one of the major implications found by the researcher. The lack of research evidence on PREA standards being applied in prisons and correctional institutions suggests further research. Also, jail administrators face another set of challenges in the form of managing prisons effectively. In this regard, their own leadership skills are put to the test. So, testing the effectiveness of jail administrators as leaders is necessary. To test this phenomenon, research methods suited to this problem can be developed from literature.

The first most practical contribution of the present research is to provide empirical data on the actual self-reported assessment of jail administrators in an East Coast state in the United States. The collection of data from MLQ based on the final sample size of 22 jail administrators provided valuable information on jail administrators. Another practical contribution of this research is to highlight the fact that jail administrators need more guidance and support in the implementation of PREA guidelines through adequate legal measures. For example, officials conducting PREA compliance in the East Coast state could establish workshops for jail administrators to assess their knowledge of PREA standards. Likewise, they could act as a bridge between government agencies and jail administrators to reduce prison rape and sexual assault.

Conclusion

This chapter highlighted the findings from the previous chapter and used it as an input to develop a meaningful interpretation of empirical data. From the results, it was found that none of the five transformational leadership styles could effectively correlate with the PREA compliance difficulties among jail administrators in an East Coast State. Therefore, the researcher was unable to conduct linear regressions as at least one variable must be correlated with the dependent variable to perform the statistical analysis. The theoretical framework supported the development of methodology in the absence of previous studies. The selection of MLQ as a tool to assess the administrative difficulties in PREA compliance levels could have been combined with interviews and focus groups in a mixed methodology for better results. Besides, addressing the limitations of this

study, the researcher has presented the recommendations and directions for future research.

Prisons and correctional institutions are a vital part of the society to ensure the safety of the public and provide an opportunity for incarcerated individuals to become reformed through programs and interventions of correctional facilities. Therefore, jail administrators are vital for ensuring such goals are realized and that no individual is punished further for their wrongdoings besides what has been awarded by the local and federal jurisdiction of the nation. Finally, correctional institutions across the United States have reported sexual assault and jailhouse rape despite the enactment of Prison Rape Elimination Act (PREA) which aims to authorize jail administrators to eradicate prison rape and sexual assault.

The purpose of this quantitative correlational study was to examine whether there is a relationship between jail administrator's self-reported transformational leadership styles of IIA, idealized influence behavioral, inspirational motivation, intellectual stimulation, and IC styles on the difficulties faced while complying with PREA norms. This research examined the problem in the context of Punctuated Equilibrium Theory (PET) which explores policymaking on key public issues such as prison rape. The study also examined General Strain Theory (GST) which is directed towards the prisoner population and their stress coping mechanisms. The research questions seek a response from jail administrators on their self-reported PREA compliance difficulties and MLQ which had five unique styles of leadership. The research was conducted using purposive sampling among a final set of (n=22) jail administrators. The data was analyzed using

SPSS statistics to generate a coefficient correlation matrix and plot the response on a graph. The results indicated that the sample size was too small to achieve measurable results as none of the five independent variables of transformational leadership style were correlated to the dependent variable of PREA compliance difficulties. A larger sample size combined with qualitative measures such as interviews and focus groups would be suited to the research problem. This research contributes to the gap in the literature on jail studies and problems faced by jail populations in the United States. Further research on jail management is necessary to highlight the problems experienced by jail administrators and staffs in jails while ensuring prisoners eight amendment rights are honored.

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Appendix A: Permission Granted to Use IACP PREA Survey

From: Kim Kohlhepp
To: [Leone Marie Brooks Lee](mailto:LeoneMarieBrooksLee)
Subject: RE: IACP Permission Form2
Date: Tuesday, July 17, 2018 2:42:28 PM
Attachments: [image001.png](#)

You hereby have permission to use the questions in the manner described.

Kim

Kim Kohlhepp

Assistant Director, Programs

International Association of Chiefs of Police

44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

Direct: 703-647-7237 | Main line: 800-THE-IACP | Fax: 703-836-4754

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From: Leone Marie Brooks Lee (mailto:leonelee58@msn.com)
Sent: Tuesday, July 17, 2018 12:04 PM
To: Kim Kohlhepp <kkohlhepp@theiacp.org>
Subject: IACP Permission Form2

Dear Ms. Kohlhepp,

I have attached my request to modify the 2012 PREA Survey and use only question 26 and the 14 statements of question 26. Your questionnaire was used in the IACP National Needs Assessment Survey conducted in collaboration with National PREA Resource Center, operated by the National Council on Crime and Delinquency (NCCD) under a cooperative agreement with the Bureau of Justice Assistance, and the Center for Innovative Public Policies (CIPP). Your assistance is greatly appreciated.

Sincerely,

Leone Marie Brooks-Lee

Appendix B: Permission Granted to Use MLQ

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 within one year of August 8, 2018

Multifactor Leadership Questionnaire™
 Instrument (Leader and Rater Form)
 and Scoring Guide
 (Form 5X-Short)

by Bruce Avolio and Bernard Bass

Published by Mind Garden, Inc.

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