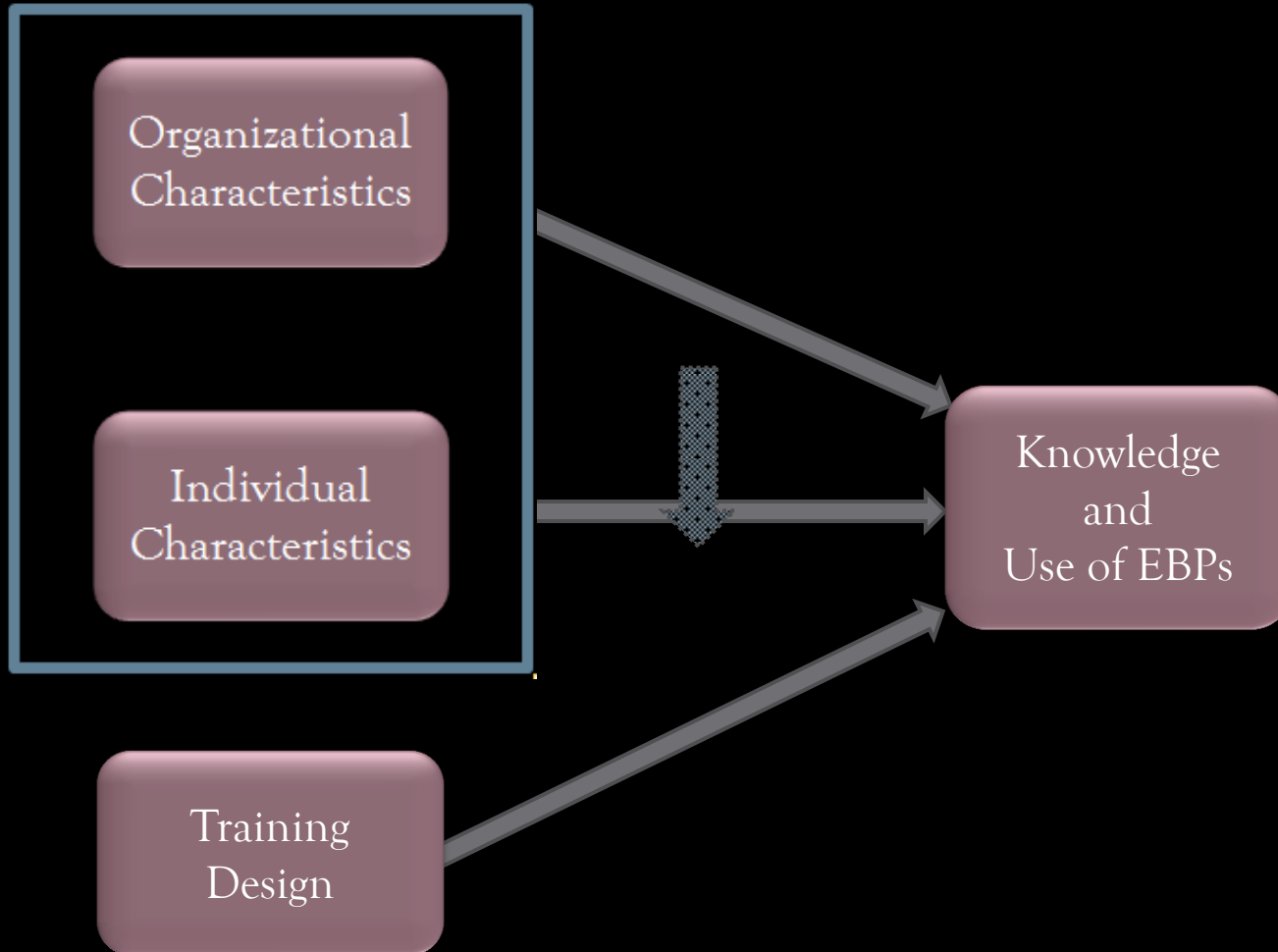


**THE EFFECTS OF ORGANIZATIONAL  
FACTORS ON PROBATION OFFICERS'  
MOTIVATION**

Stephanie A. Maass  
George Mason University

## BACKGROUND AND PURPOSE



## ORGANIZATIONAL CULTURE/CLIMATE

- Culture
  - A set of shared norms, beliefs, and behavioral expectations that are passed on through socialization (Schein, 2004).
- Climate
  - “The collective perceptions of employees about their work environment” (Gayman and Bradley, 2012, p. 3).

## MOTIVATION

- Motivation to Learn
  - Individuals' self-reported motivation to learn new skills in training.
- Motivation to Transfer/Use Skills
  - Individuals' self-reported motivation to use job-related skills learned in training when back on the job.
  - Transfer is NOT teaching skills learned in training to others in the agency who did not attend the training.

## RESEARCH QUESTIONS

- Does organizational culture/climate have an impact on individuals' motivation to learn skills in training?
- Does organizational culture/climate have an impact on individuals' motivation to use skills learned in training when back on the job?

## METHODS

- Survey of probation officers in nine (9) probation districts within a large mid-Atlantic state.
- Administered electronically, through email, by the researcher.
  - Response rate: 93%

## MEASURES

- Demographics
- Perceptions of Organizational Climate/Culture
  - 8-item scale asking respondents the extent to which they Agree/Disagree with statements about communication between staff and management, management acceptance of staff trying new things, and responses to staff suggestions for changes.

Scale adapted from: Taxman, Young, Wiersma, Rhodes, & Mitchell (2007). The National Criminal Justice Treatment Practices survey: Multilevel survey methods and procedures. *Journal of Substance Abuse Treatment*, 32, 225-238

## MEASURES

- **Motivation to Learn**
  - 3-item scale asking respondents the extent to which they feel motivated to learn during when attending training programs.
  - Prior alphas in U.S. studies: .87, .88
- **Motivation to Transfer/Use Skills**
  - 3-item scale asking respondents the extend to which they feel motivated to use skills learned in training when back on the job.
  - Prior alphas in U.S. studies: .91, .89

Scale source: Kontoghiorghes (2013)



## DESCRIPTIVE STATISTICS

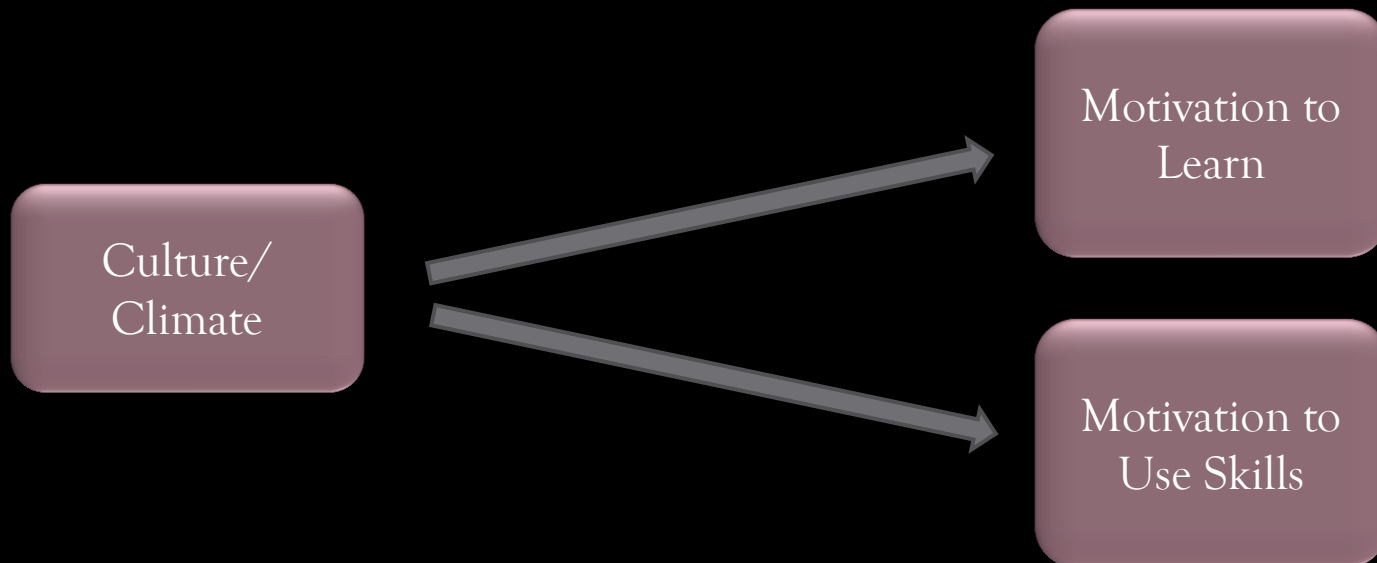
	Percent	N
Culture	28.4%	65
Race		
White	61.4%	154
Black	29.1%	73
Other	2.4%	9
Age		
18-28	3.9%	9
29-40	37.7%	141
41 and older	49.6%	79
Average Tenure	11 years (8.56)	251
Average Caseload	80 (49.87)	251

## DESCRIPTIVE STATISTICS

	Mean	SD	$\alpha$
Culture/Climate	3.36	.9497	.945
Motivation to Learn	3.88	.6590	.825
Motivation to Use Skills	3.85	.7344	.928

## RESULTS

Outcome	Sum of Squares	Degrees of Freedom	Mean Square	F	p - value
Motivation to Learn	10.193	9	1.133	1.273	.252
<b>Motivation to Use Skills</b>	22.702	10	2.270	2.734	<b>.003</b>



## IMPLICATIONS

- Motivation to learn is independent of organizational culture/climate.
- Probation administrators can increase the likelihood that their staff will be motivated to use skills by creating a more supportive office culture/climate.
- Staff's likelihood of using skills learned in training may be hindered by an unsupportive organizational culture, even in an otherwise motivated individual.

**THANK YOU!**

sainswo1@gmu.edu