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Rita Ali, DBA

Problem
The general business problem was that some organizations do not provide adequate training and implementation of leadership strategies to enable their leaders to enhance employee performance.

The specific business problem was that some leaders in the boxing promotion industry lack leadership strategies to improve employee performance.

Purpose
The purpose of this qualitative, single case study was to explore leadership strategies that leaders in the boxing promotion industry use to improve employee performance.

Social Change Implications
The boxing promotion industry both directly and indirectly affects the lives of youth in impoverished neighborhoods, where revenue from boxing events may benefit members of the community.

What strategies do leaders in the boxing promotion industry use to improve employee performance?

Theoretical Frameworks
Transformational leadership (Bass, 1985; Burns, 1978) and charismatic leadership (Weber, 1947) theories.

Relevant Scholarship
The major events, sports, and organizations now command extremely high revenues. Top sport performers have become major global celebrities with matching earning power. The new revenue sources challenged and then usurped the traditional authority of sport governing ... Effective leadership motivates workers, increases employee morale, and supports organizational sustainability (Parvavadarini, Vivek, & Devadasan, 2016). 75% of employees identify their immediate supervisor as the primary reason for reduced workplace performance (Leary et al., 2013). By 2015, $15 billion had been spent by organizations to implement strategies for promoting job performance, organizational sustainability, and effective leadership (Winsborough, 2015).

Effective leadership can motivate employees, increase morale, and support the sustainability of an organization (Schaap, 2012). A general lack of leadership can be blamed for dysfunctional organizational behavior (Orlando, 2014), which can have negative consequences for long-term organizational stability. An understanding of strategic leadership and management principles and their application to sport are imperative to future sport management (Hoye, 2015).

Despite this positive association between effective leadership and job performance and organizational sustainability (Epstein & Roy, 2001), ineffective leadership continues to impede employee job performance and organizational sustainability (Dunn, Dastoor, & Sims, 2012; Muthuveloo, Kathamuthu, & Ping, 2014; Vidyarthi, Anand, & Linen, 2014).

Participants
The participants included 4 leaders and 4 subordinates from one organization.

Procedures and Analysis
Semistructured interviews
• Interviews were 15-30 minutes, face to face
• Member checking

Document review
• Employee handbook

Data were coded for emergent codes and themes

Findings
Strategy 1: Leading by example
• Hands-on/proactive leadership
• Aligns with concept of "idealized influence" in transformational leadership

Strategy 2: Inspiring and Fostering Teamwork
• Proper communication
• Honesty
• Aligns with transformational concepts of honesty and inclusion

Strategy 3: People-Driven Actions
• Value, recognize, hear, and respect subordinates
• Correct employees’ mistakes in order to help them/the company grow
• Aligns with transformational concept of "individualized consideration"

Strategy 4: Implementing Innovating and Adaptive Organizational Changes
• Focused on growth and progress
• Allows subordinates to grow with company
• Need to adapt to the changing landscape of the boxing business
• Aligns with the transformational concept of "intellectual stimulation"

Strategy 5: Providing Rewards
• Reinforce positive behaviors and motivation
• Associated with transactional leadership style

Interpretation
Effective leadership contributes to employee performance and organizational sustainability. Constructive communication between leaders and subordinates advance corporate objectives. Employees perform better when they feel valued and appreciated. Promotions, awards, bonuses and recognition are incentives that increase employee satisfaction. Such produce successful corporate outcomes which position organizations to support meaningful social change.

Limitations
The geographical location of this study focuses on a single successful boxing promotion company located in Las Vegas, Nevada. Researcher was the data collection instrument.

An additional potential limitation is that I was the only responsible person collecting, analyzing, and interpreting the data collection.

Recommendations
Leaders should lead by example, demonstrating how to improve communications, teamwork.

Rewards should be given for consistent and outstanding work, and incentives should be regularly offered.

Leaders should emotionally support their employees, and actively listen.

Leaders should explore innovative approaches to increasing employee morale and efficiency, which can positively affect both employees’ and organizations’ performance.

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