

2014

Enhancing Strategies to Improve Workplace Performance

Francine Williams Richardson
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>

 Part of the [Business Commons](#), and the [Ethics and Political Philosophy Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Francine Richardson

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Robert Miller, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Ronald McFarland, Committee Member, Doctor of Business Administration Faculty

Dr. Bruce Lazar, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2014

Abstract

Enhancing Strategies to Improve Workplace Performance

by

Francine W. Richardson

MPA, Albany State University, 2009

BS, Albany State University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2014

Abstract

When employees become dissatisfied at an organization, they may develop negative behaviors that impede profits and productivity. The purpose of this single case study was to explore what strategies are essential for organizational leaders to improve workplace performance. Maslow's hierarchy of needs served as the conceptual framework for this study. Data collection involved face-to-face, semistructured interviews of 20 managers, floor employees, and clerical staff from a business organization in Southwest Georgia. Participant selection was based on employees' tenure of at least 1 year of experience within the organization. Interviews were transcribed and coded for common patterns and themes. Five themes emerged: (a) workplace environment, focusing on the level of flexibility given to employees in the organization; (b) feedback sources in organizations, centering on measurable standards such as written evaluations and other resources provided to employees; (c) management relationships, focusing on managers' influence on the performance of employees; (d) barriers in the workplace, examining internal and external sources that impede performance; and (e) recruitment/promotion strategies, centering on the organization's compensation incentives. Study outcomes suggest organizational leaders may increase employee work performance by enhancing strategies that provide a positive assortment of motivational tools and opportunities. In addition, these findings suggest collaborative decision making between management and employees has a positive relationship with work attitudes and the engagement of employees. Leaders in organizations may apply these findings to develop an enriched workplace environment, one that could improve employee retention rates.

Enhancing Strategies to Improve Workplace Performance

by

Francine W. Richardson

MPA, Albany State University, 2009

BS, Albany State University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2014

Dedication

To my loving mother, who has given me encouragement and support. To my children, Devone and Sharletta, who always ensure me I am never too old to accomplish any goal.

Acknowledgments

I acknowledge my chair, Dr. Robert Miller, who has been an astonishing inspiration throughout this challenging process. I also acknowledge Dr. Turner and my committee members, Dr. McFarland, Dr. Fusch, and Dr. Lazar, for the challenging deliverance of doctoral work. Thank all of you for your professional guidance and feedback throughout this process.

Table of Contents

Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement	5
Purpose Statement.....	6
Nature of the Study	7
Research Question	9
Conceptual Framework.....	11
Definition of Terms.....	15
Assumptions, Limitations, and Delimitations.....	15
Assumptions.....	15
Limitations	16
Delimitations.....	16
Significance of the Study	17
Contribution to Business Practice.....	17
Implications for Social Change.....	18
A Review of the Professional and Academic Literature.....	20
Development Strategies for Workplace Performance.....	21
Barriers that Influence Workplace Performance.....	31
Groups Impacting Changes in the Workplace	42
Transition and Summary.....	49
Section 2: The Project.....	51

Purpose Statement.....	51
Role of the Researcher	52
Participants.....	53
Research Method and Design	54
Method	55
Research Design.....	56
Population and Sampling	58
Ethical Research.....	60
Data Collection	61
Instruments.....	61
Data Collection Technique	64
Data Organization Techniques.....	65
Data Analysis Technique	67
Interview Questions	67
Reliability and Validity.....	71
Reliability.....	72
Validity	72
Transition and Summary.....	74
Section 3: Application to Professional Practice and Implications for Change	76
Overview of Study	76
Presentation of the Findings.....	78
Theme 1: Workplace Environment.....	81

Theme 2: Feedback Sources in the Organization	84
Theme 3: Management Relationships.....	87
Theme 4: Barriers in the Workplace	88
Theme 5: Recruitment/Promotion Strategies	89
Applications to Professional Practice	90
Implications for Social Change.....	91
Recommendations for Action	92
Recommendations for Further Study	95
Reflections	96
Summary and Study Conclusions	97
References	98
Appendix A: Informed Consent Form	124
Appendix B: Certificate of Completion.....	127
Curriculum Vitae	128

Section 1: Foundation of the Study

Employee engagement is paramount in business circles because it brings positive outcomes for organizations. Jones and Lewis (2011) indicated the relationship of employees to their organizations materialized through withdrawal behavior or commitment to the organization. Engaged workers appeared less stressed and more satisfied in a personal setting. The workers also used less health care, took fewer sick days, were more productive, and stayed longer with their organizations than their less engaged counterparts (James, McKechnie, & Swanberg, 2011). Dissatisfied employees cost American businesses \$300 billion a year in lost productivity (James et al., 2011).

Sreedhar (2011) noted the expected transformation of the economic atmosphere cutting across borders, advances in technology, and the ensuing intense competitive markets have created enormous pressure on organizational leaders to rethink how they manage their workforce. The overlapping of different cultures has developed a new class of people, comprehensive citizens with comprehensive attitudes, tastes, and networks (Marga, 2010). Murray, Haynes, and Hudson (2010) found the profound differences in ideologies were an issue, especially when companies often considered engagements as a management issue rather than a relationship. Organizational leaders should move from far-reaching notions of conserving nature and fascinations with splendor to a rational structure provided by the concept of human sustainability (Gibson, 2012).

Background of the Problem

Innovation is a significant driver of the growth, success, and profitability of organizations and nations. Innovation is not the only driver of growth. Leaders should

commit to the recruitment, retention, and strategic support of employees (Agrawal, 2012). Culture in organizations has become a common perception that sets the tone within an organization (Marga, 2010). A factor that affects the performance of workers is management's strategy within an organization. The way organizational leaders treat the employees and the respect shown to employees may set the atmosphere for an entire shift. Managers with poor attitudes may reduce the employees' performance, and retention could become a problem for organizations when employees feel disconnected and leave (Kwon, Chung, Roh, Chadwick, & Lawler, 2012).

Corporate culture is one of the strongest drivers of innovation globally (Tellis, Prabhu, & Chandy, 2009). Employees want to belong to an organizational culture where managers and workers understand assigned goals and they have an incentive to achieve the goals. Leaders should retain qualified talent to sustain in a competitive market (Kaplan, Wiley, & Maertz, 2011) by maintaining high productivity or goal achievement. Normal hiring procedures will not be sufficient to keep employees if organizational leaders have limited opportunities for advancement (Stewart, Volpone, Avery, & McKay, 2011).

Attitudes, behaviors, and communication issues produce cultural dissimilarities (Holmes, 2010). Kochanowski (2011) asserted leaders might develop retention challenges if they do not have good retention strategies. These strategies allow managers to reduce turnover and retention costs (Chen, Wang, & Chu, 2010), but few organizational leaders have strategies in place (Armstrong-Stassen & Ursel, 2009). Without comprehensive strategies in place, misunderstandings continue to occur among

people susceptible to change in organizations due to different values, beliefs, and backgrounds (Holmes, 2010). Holmes (2010) also noted these destructive acts reflect spoken behavioral indignities that employees experience from other employees. People with negative behaviors can embarrass other employees and affect work performance of others (Holmes, 2010), causing organizations lost profits and lost productivity. Gberville (2010) observed the connection between employee retention strategies and performance and determined improper retention strategies could have adverse effects on an organization's profits.

Baek-Kyoo and Park (2010) reasoned that interaction is a key factor to a high-performance work group's success because employees keep each other informed and work collaboratively. Employee involvement practices significantly reduce negative relationships between voluntary turnover and workplace performance (Kwon et al., 2012), especially for minority employees who tend to have a higher turnover rate. Despite organizational efforts to decrease employee turnover, retention costs persist (Iqbal, 2010). Organizational leaders may want to examine strategies such as life programs, training, and other incentives to retain employees. JetBlue incorporated a retention strategy to provide training to employees, which encouraged employee decision making (Wegner, 2011). Aaron (2011) examined recruiting and retention practices for registered nurses in long-term care facilities and found the short span of training programs, low wages, regulations, and lack of support contributed to employee turnover.

Wegner (2011) asserted successful leaders should engage, motivate, and retain outstanding employees while simultaneously controlling costs. Compared to conventional

benefits options, innovative benefits such as flexible schedules or insurance benefits can provide increased value to workers at smaller costs to the employer (Wegner, 2011). Wegner also noted providing employees with training and resources to perform a job increases employee morale and motivation. Employee involvement has optimistic outcomes for both employees and organizations because these practices motivate workers. Reinforced practices build workers' skills and provide authority to make decisions (Yang & Konrad, 2011). Baer (2012) stated the relation between creativity and implementation regulates individuals' motivation to put their ideas into practice and their ability to achieve strong relationships within an organization.

Cui and O'Connor (2012) stated there have been a large number of studies on global culture completed recently. Globalization and offshore outsourcing have led today's business leaders to internationalize activities; therefore, skilled performance has become a serious issue in managing the current workplaces (Karjalainen, 2010). It is important for managers to consider this issue by utilizing the potential capabilities of a multicultural workforce to achieve organizational success (Sultana, Rashid, Mohiuddin, & Huda, 2013). Karjalainen (2010) revealed globalization has affected and changed functions of organizations. The ability to create or give the impression of globalization comes from ethical behavior (Youngs & Widdows, 2009).

Oerlemans and Peters (2010) noted global changes in cultures affect the global business environment. A high-performing workplace can enhance internal organizational structure and work processes to suit the changing business landscape. Leaders in organizations should consider retention strategies to improve employee dedication and

reduce stress to decrease turnover rates (Rekha & Kamalanabhan, 2010). Leaders are confronting changes in the workforce due to market preferences, regulations and policies, and demographic existences (Oerlemans & Peters, 2010). Employers exert influence over the dedication and commitment of employees through tracking sources (Brown, McHardy, McNabb, & Taylor, 2011).

Supervisors and managers are using employee-tracking tools because significant portions of organizational profits correlate with employee performance and retention (Van De Voorde, Paauwe, & Van Veldhoven, 2010). Crisp and Turner (2011) noted that diversity is a defining characteristic of modern society. Munda (2011) noted positively managing workplace programs leads to dedicated and healthier performing employees who promote demographic interactions and appreciation of cultures. Leaders who want to hire and enrich people to become influential leaders need to learn how to select people who have core business competencies (Muna, 2011).

Problem Statement

Avery, Volpone, McKay, King, and Wilson (2011) noted tardiness and absenteeism of full-time employees resulted in productivity losses costing organizations between \$200 to \$700 per employee missed workday. Organizations lose an average of \$47,000 when replacing each employee with 2 years tenure or more, and approximately \$9,000 per year replacing each first-year employee (Avery et al., 2011). An organization's culture and overall financial performance have the potential to influence employees to stay or leave an organization (Beheshtifar & Nazarian, 2013). People learn by focusing attention on role models to determine appropriate behaviors and attitudes.

Individuals want to affiliate with members of similar cultures (Kaplan et al., 2011).

Retention of employees can be an expensive challenge for organizations when individuals feel isolated (Beheshtifar & Nazarian, 2013). Beheshtifar and Nazarian (2013) noted employees who do not feel connected exhibited dissatisfaction through withdrawal behaviors such as a reduction in productivity, absenteeism, low employee morale, and high turnover rates. The general business problem in this study was that employee withdrawal behaviors can hinder an organization's profits and productivity. The specific business problem was that some organizational leaders lack strategies to improve workplace performance.

Purpose Statement

The purpose of this qualitative single case study was to determine what strategies are essential for organizational leaders to improve workplace performance. The research design for this study consisted of semistructured, face-to-face interviews and case study using archival documents. Semistructured interviews are open and provide new ideas during the interview because of an interviewee's comments (Marshall & Rossman, 2011). Twenty managers, floor employees, and clerical staff from a business organization located in Southwest Georgia participated in the interviews.

The rationale for using a case study was to maintain the holistic and relevant traits of real-life events such as organizational processes (Yin, 2009). Neuman (2011) noted the case study method has significant merits, including conceptual validity, the ability to trace processes, calibration, and holistic elaboration. The findings of this study might affect business practices as well as provide strategy recommendations in regards to

performance in the workplace. The findings may also contribute to the effectiveness of a knowledgeable and flexible workforce.

Nature of the Study

The qualitative research method is a method for exploring and understanding the implication individuals or groups attribute to a social problem. This method allows insight into attitudes, value systems, cultures, and lifestyles by exploring issues and harvesting information from case studies (Marshall & Rossman, 2011). Management's role is to eliminate challenges such as communication breakdowns and hostilities that arise from working in highly heterogeneous environments (Choi & Rainey, 2010). Qualitative researchers do not set radical social policies. People who exhibit such behaviors can benefit from observations by researchers completing qualitative studies (Stake, 2010). Workplace performance is a serious issue for modern organizational management. Concomitantly, managing employee performance deserves greater prominence in public, private, and nonprofit organizations (Choi & Rainey, 2010).

According to Marshall and Rossman (2011), scholars consider three research methods when completing qualitative studies and use quantitative research to analyze tangible theories by examining the relationship among variables. Individuals using the quantitative method employ tested data in a realistic procedure, but it can be difficult without some basic information (Stake, 2010). Mixed method research combines qualitative and quantitative procedures and draws from the strengths of a qualitative or quantitative research methodology (Tashakkori & Teddlie, 2010). Byrman, Becker, and Sempik (2008) noted mixed method research is a combination of quantitative and

qualitative research criteria and uses different principles for quantitative and qualitative components. It was not feasible to assess the quantitative or the mixed research method for this study because neither would allow me to achieve optimal information on the research topic.

Research designs consist of general assumptions to specific methods of data collection (Stake, 2010). Within the qualitative research method, there are five types of qualitative research designs (Tashakkori & Teddlie, 2010). The research designs are narrative, phenomenology, grounded theory, ethnography, and case studies (Stake, 2010). Ethnography is a qualitative design in which a researcher describes and interprets shared and learned language, behaviors, and beliefs of a culture-sharing group (Stake, 2010). This research involves observation over time and can be helpful during initial research (Stake, 2010), but this research is time consuming.

Grounded theory is a systematic methodology of inquiry involving the collecting, analyzing, and numerous data collection techniques over a long period (Hutchison, Johnston, & Breckon, 2010). Grounded theory analysis is helpful when a process, action, or interactions form the opinions of a significant number of participants (Stake, 2010). Narrative research is challenging because the researcher obtains detailed information about the participant, which could lead to issues in collecting and analyzing data. Phenomenological research involves streamlined data collection as the participants have experienced the phenomenon (Stake, 2010). The goal was to complete qualitative research through case study using archival data and interviews.

Research Question

The purpose of this qualitative explorative single case study was to discover what strategies organizational leaders need to motivate workplace performance in business organizations. Bloomberg and Volpe (2012) recommended the use of a fundamental question that encompasses the entire research design. The following was the central question for this study: What strategies are essential for organizational leaders to improve workplace performance?

High-retention organizations spend inordinate amounts of resources on recruiting and replacing employees. Individuals leave organizations for different reasons. Significant areas that motivate people to leave employment positions are an unsuccessful fit with the organizational climate and culture, an uncomfortable connection between the individual and coworkers, or a pitiable alignment between performance and salary. Another reason is limited opportunities for advancement (Buttner, Lowe, & Billings-Harris, 2010). Employee retention commences by paying attention to what causes inadequate job satisfaction as well as what attracts, motivates, and retains workforces. Money and benefits may entice employees through the front door, but inadequate work conditions force employees out the back (Avery et al., 2011).

Fusch and Gillespie (2012) noted organizational leaders are striving to improve workplace performance. However, training is not always a preeminent solution, which is why organizations have begun to focus on result-based interventions linked to the organization's strategic and operational plans (Fusch & Gillespie, 2012). To assist with understanding performance issues, I asked the following interview questions:

Specific interview questions for managers:

1. How do managers quantify performance in the organization?
2. What determines the achievement of performance requirements?

Questions 1 and 2 assisted me in determining what kind of system organizational leaders' use for job performance.

3. How do you perceive the current training within the organization?

This question allowed me to observe the level of training provided to supervisors/management to assist them in understanding how to manage employees.

4. What materials or tools are available to enhance learning and performance?

This question allowed me to observe how leaders in the organization encourage learning and team development.

5. What obstacles/barriers do you think hinder employees' performance levels in the organization?

This question helped me to understand performance issues addressed by leaders.

Specific interview questions for employees:

1. What is the working environment like in your organization?

This question allowed me to analyze the organization's environment for employees.

2. How is performance determined in your organization?

This question assisted me with determining how management responds to

employees.

3. What tools/materials might help you with understanding performance requirements?

This question allowed me to observe the level of understanding employees have about their performance requirements.

4. What are some barriers that impede work performance in the organization?

This question helped me to understand performance issues addressed by management.

5. What recruitment/promotion strategies exist in the organization?

This question allowed me to observe the existing strategies in the organization.

Conceptual Framework

The conceptual framework in this qualitative research provided a basis for understanding employees' job satisfaction factors and motivators and examining the factors in relation to workplace performance. Understanding the factors that affect job satisfaction and job dissatisfaction are essential parts of successful organizations and may lead to retaining employees (Iqbal, 2010). Ashraf and Joarder (2010) asserted competencies are behaviors that comprise the knowledge and skills required for successful performance. These competencies aligned with business objectives help strengthen an organization's success.

Fritz, O'Neil, Popp, Williams, and Arnett (2013) reasoned stimuli prompts behaviors that then result in responses followed by reinforcing consequences. The reward

or punishment cost of these consequences increases or decreases the likelihood of future repetition of this behavior. Greene and Kirton (2011) suggested that when employees did not understand the culture of an organization it influenced performance and retention. Improving the work environment and participation by employers with the well-being of employees might lead to a decrease in turnover (Lambert & Paoline, 2010). For example, when organizations' managers do not establish a strong relationship with employees, turnover rates can increase. Shin, Taylor, and Seo (2012) found employees who dedicated themselves to their jobs did not intend to leave. When employees are not happy with the income they make or a role in the organization, turnover increases (Nyberg, 2010).

Westover and Taylor (2010) found job satisfaction increases productivity, although employment relations affect job satisfaction. Organizational leaders manage employee retention differently, depending on the effect of retention on finances. Galletta, Portoghese, and Battistelli (2011) asserted that an increase in employee turnover affects motivation within an organization. Gilbert (2007) provided a model for human competence. Gilbert noted two elements influenced performance in the workplace: employee behavior and environmental concerns. In the model, environmental concerns for improvement are above the horizontal line, and employee behavior opportunities for improvement are below the line. Gilbert also addressed three subcategories for environmental support and employee behavior: information, motivation, and instrumentation. Information in the hard field of management relates to the information and communication available to the employee to improve performance. Information in the soft area of management relates to an employee's knowledge and expertise (Gilbert

2007).

Binder (1998) added to Gilbert's work by developing the six boxes approach to human performance. Boxes 1 through 3 illustrate the hard area of management and Boxes 4 through 6 reveal the soft area of management. Binder suggested that if the first five boxes undergo development, Box 6 will reflect motivation. If the first five boxes experience no motivation, Box 6 reflects problems. Worker behavior represents Box 6 and is essential to workplace performance.

The Herzberg (1959) motivation hygiene theory, or two-factor theory, depicts variables that affect job satisfaction, job dissatisfaction, employee turnover, and retention. Herzberg collected data by interviewing accountants and engineers to understand employee motivators and what motivators gave employees satisfaction with jobs. Personal growth and self-achievement were employee motivation drivers. Factors that led to employee dissatisfaction were work-related relationships, work conditions, and pay (Herzberg, 1959). Galletta, Portoghese, and Battistelli (2011) asserted that an increase in employee turnover affects motivation and the organization. Employee motivation increases when employees are happy with job positions (Ashraf & Joarder, 2010). As employees develop a positive work-related attitude, they become satisfied with the work environment. However, motivation decreases when employees develop negative attitudes about the job. Job dissatisfaction and lack of motivation then lead to employee turnover (Ashraf & Joarder, 2010).

De Brouwer (2009) discussed Maslow's job performance model of motivation and stated that motivation did inspire performance on the job. De Brouwer noted two

categories influence motivation: individual inputs and job conditions. Individual inputs are the contributions individuals bring to the organization such as goals, work ethics, and job knowledge. Job context is what the job offers to the individual in relation to motivations such as the physical environment, supervisory support, and reward systems (De Brouwer, 2009). Maslow (1943) noted his theory was a general framework explaining how individuals demonstrate basic levels of needs.

Brown et al. (2011) noted factors that affect employee engagement and reliability include age and gender, while workplace level characteristics of importance included human resource policies. Employee engagement and dedication are key features in high-performance workplaces. Strong commitment to an organization develops because employees impart values with both the organization and employees. Employee participation, which includes participation in collaborative decision making, has a positive relationship with practical work attitudes and employee engagement (Brown et al., 2011).

According to Cocchiara, Connerley, and Bell (2010), American companies with more than 100 employees cited leadership development, including leadership training, as a top priority. Training is essential in every business to achieve the best performance from all employees. Ambiguous principles for career development opportunities increase the retention problem in organizations (Kochanowski, 2011). Cocchiara et al. (2010) stated American businesses spend approximately \$200 million to \$300 million a year on training. Once a leader has determined that training is the correct approach to achieve management goals, the next step is to create training goals.

Definition of Terms

The following are terms used throughout the study for purposes of the research:

Barriers: Procedures or practices that limit employment opportunities for individuals (Yang & Konrad, 2011).

Culture: Accepted behavioral patterns within the confines of specific groups as guided by a pattern of shared learned beliefs, traditions, and principles (Ardichvili, Mitchell, & Jondle, 2009).

Workplace performance: The abilities and performance of individuals connected with an organization (Hunter & Thatcher, 2007).

Assumptions, Limitations, and Delimitations

Assumptions are events or things that are not visible or testable, and may be out of the researcher's control (Neuman, 2011). Limitations are inherent weaknesses in a study such as time. A study conducted over time is a snapshot subject to conditions occurring during that time.

The delimitations are the characteristics that limit the scope and define the boundaries of the study. The delimitations are in a researcher's control (Yin, 2009). Delimiting factors included the option of objectives, research questions, and theoretical perspectives. The delimitations section of the study clarified the criteria of participants in the study, the geographic region for the study, and the organization involved (Neuman, 2011).

Assumptions

An assumption in completing this study was it would contribute to the

effectiveness of a knowledgeable and flexible workforce. Increasing workplace performance appears to be a firm response to assisting with organizations' business needs. Organizational commitment links to work outcomes such as workplace performance and absenteeism (Hunter & Thatcher, 2007). Hunter and Thatcher (2007) also noted commitment influenced workplace performance through recognition and internalization. Committed individuals connect with an organization and assume the attitudes and behaviors endorsed to establish a satisfying, self-defining connection with it. Further, they actively embrace the values and goals of the organization and exert effort toward these goals (Hunter & Thatcher, 2007). Employee participation has a positive outcome shown by positive work attitudes and employee commitment (Brown et al., 2011). Another assumption was respondents would share information ethically and without restraint.

Limitations

Limitations in completing the study included the travel time and the ability to obtain an interview return rate of 100% in the study. The research focused on workplace performance in organizations located in Southwest Georgia. Therefore, the peripheries surrounding conditions limited the application of the results. Another limitation pertained to examining specific aspects of poor workplace performance rather than all components of performance and providing credible findings. The conclusion of the case study should indicate credible or contradictory findings (Yin, 2009).

Delimitations

I acquired the majority of the data from interviews and a case study. Yin (2011)

implied an interview acquires minimal additional information after 20 interviews. I analyzed data from one organization in Southwest Georgia using a sample size of 20 participants. I also conducted interviews utilizing identical questions submitted to the participants.

Significance of the Study

Over the years, policy analysts and researchers have continually offered recommendations to the public and private sector to consider preparing the workplace for strategic initiatives from business leaders and all levels of government (Riccucci, 2009). The study may provide recommendations to the corporate world reflecting the successful advancement of leaders more knowledgeable and responsive to the various barriers of workplace performance.

Contribution to Business Practice

Managing the performance of the workforce is a strategic necessity, but challenges exist, and organizational success requires strategic management. Individuals familiar with organizational changes are confident and likely to accept the changes. Confident people are more likely to find organizational changes as an exciting challenge rather than an unpleasant burden (Yukl, George, & Jones, 2010). Individuals associated with strategic initiatives use different forms of influence to reduce the uncertainties that limit initiative performance (Lechner, 2012). If they are not familiar with proposed changes, typical responses such as anxiety and stress become a serious challenge for an organization. Slater and Yan-de-Soriano (2010) presented an overview of studies on cross-cultural consumer behavior and marketing research because issues have become

more difficult due to challenges associated with a changing global environment.

In a study by Hunter and Thatcher (2007), the authors suggested that more experienced employees excelled higher than employees new to the workplace because of their accumulated skills in the position. Tenure in position can be associated with performance because experience provides the means for learning. Experience has a bigger impact on performance when workers have relatively short tenure and are still learning how to perform jobs; the positive relationship between experience and performance typically declines as workers gain experience. Managing any workforce encompasses recognizing people from all backgrounds as valued members. From another perspective, Dovidio, Saguy, and Gaertner (2010) suggested various adverse effects of group differences weaken when people conceive of themselves as belonging to a distinct and common unit.

Implications for Social Change

In a study completed by Carroll and Shabana (2010), the authors explored traditional arguments made both for and against the view of leaders assuming any accountability to society beyond profit seeking and maximizing its financial wellbeing. The alignment of strategy, structure, and management systems is beneficial for organizations in both coordinating activities and motivating employees (Epstein, 2009). Strategy relates to making successful choices, and successes in organizational social responsibility are no different. American organizations are competing with companies globally and should have the personnel equipped and prepared to work with others. Ray and Sethi (2010) noted educational institutions have veered towards criteria that meet

goals without being contingent on applicant identity but abilities.

Organizational leaders might utilize international teams to meet customer demands. These are individuals from different demographic backgrounds who work together to achieve the organization's goals (Berg & Holtbrugge, 2010). Yang and Konrad (2011) stated various groups engaged in organizational decision making have the potential for positive influence than similar groups because of the depth of the resources at their disposal during the innovation process. Harrison and Humphrey (2010) stated comprehensive reviews have determined the findings did not provide a clear consensus related to the performance effects of work teams.

Shin, Kim, Lee, and Bian (2012) tested the conditions under which cognitive work teams positively related to team initiative. Results from the study indicated a team member's creativity determined the relationship between cognitive team uniformity and individual initiative. Organizational leaders have begun to recognize that diverse teams have the ability to deliver products to market before other competitors. Trust is an essential element within a virtual diverse environment. The reason trust is beneficial is due in part to the lack of face-to-face interaction (Olsen & Olson, 2012).

Dijk, Engen, and Paauwe (2012) focused on the debate on managing teams and organizations between equality and business case scholars. The core assertion was from an ethical reading when equality and business case perspectives appear wedged. The ability to manage teams is challenging. Having a diverse team can lead to mixed feelings (Haas, 2010).

A Review of the Professional and Academic Literature

A review of the literature related to workplace performance and the strategies central to organizational leaders. This review involved the exploration of information pertaining to the research question: What strategies are essential for organizational leaders to improve workplace performance? I searched numerous sources including 149 peer-reviewed articles and publications relevant to the research topic and 25 books and articles. The databases used in the literature search include Google Scholar, ProQuest, Emerald Management Journals, Management & Organization Studies, and government websites and databases. Key search terms were *case study*, *workplace performance*, *cultural diversity*, *organizational demography*, *shared values*, and *qualitative research*.

I addressed three components of workplace performance that may influence the strategic decisions of leaders. The components were (a) development strategies for workplace performance, (b) barriers that influence workplace performance, and (c) groups influencing changes in the workplace. A literature review is a vital area of study because it highlights other studies conducted in similar areas along with a description of the gaps the literature reveals (Marshall & Rossman, 2011). In this study, I used the job performance model of motivation to explain how motivation influences job behaviors and performance. Maslow's theory addressed individuals' desire for achievement in the workplace (De Brouwer, 2009). According to the model, two categories stimulate motivation: individual inputs and job conditions. Individual inputs are what individuals introduce such as work ethic, goals, and job knowledge. Job context is what

organizational leaders offer to the individual in relation to motivations such as the physical environment, supervisory support and reward systems (De Brouwer, 2009).

Gilbert (1978) studied the human competency model. Gilbert stated that behavior is the result of the personal characteristics of an individual and the environment where behaviors occur. Six conditions of behavior discussed by Gilbert were data, instruments, incentives, knowledge, capacity, and motives. All six conditions of behavior were equally effective and should be present for performance to occur. Organizational leaders should develop core competency needs such as skills, knowledge, and abilities necessary for employees to deliver business results (Ferris, Lian, Brown, Pang, & Keeping, 2010). It is through these motivators managers may develop strategies to improve enthusiasm in the workforce.

Development Strategies for Workplace Performance

Strategic planning is the process of reviewing, and ensuring tactics link up to corporate goals and strategies (Fairholm, 2009). Strategic planning involves choosing how to respond to incidents, following a process of structure, and choosing priorities. Leaders should decide where the organization's existing viewpoint is and what the organization's goals are before implementing action plans (Bordum, 2010). Bordum (2010) noted the alignment of strategy, structure, and management systems is essential for organizations in both coordinating activities and motivating employees. Strategic planning provides leaders with a way to determine adaptive contingencies required to exploit opportunities and challenges (Bordum, 2010). Strategic planning is also a way of directing leaders in a changing economic environment. The entire process includes vision

and mission, an exhaustive review of the internal and external contextual environment, strategy development, and implementation of specific, measurable plans (May, 2010). Hamrouni and Akkari (2012) noted failure to adapt adequately to the environment and external factors could cause businesses to fail.

Strategic thinking is the process of reviewing and ensuring value and enthusiasm throughout the organization, allowing established goals and tactics to meet the needs of organizational leaders (Fairholm, 2009). Wooton and Horne (2010) asserted managers who understand the criticality of strategic implementation may optimize strategically minded marketing efforts. Without strategies, retention challenges create different barriers preventing organizational leaders from reducing turnover rates and retain valuable employees (Stewart, Volpone, Avery, & McKay, 2011).

Although retention strategies reduce turnover and retention costs, few leaders in organizations have retention strategies in place (Armstrong-Stassen & Ursel, 2009). If strategies are in place, few organization strategies come from strong theories (Dagger & O'Brien, 2010). Despite the organizational efforts to reduce employee turnover, retention costs continue to grow (Iqbal, 2010). Leaders may use downsizing to change management strategy or to redesign the organization. Ballinger, Craig, Cross, and Gray (2011) suggested an increase in employee turnover in the organization could have a significant negative impact on performance. Gbervbie (2010) examined the relationship between employee retention strategies and performance and concluded improper retention strategies can have negative consequences on the organization's bottom line. Organizational leaders experience higher turnover rates when there are unsuitable

retention strategies (Mohlala, Goldman, & Goosen, 2012), and inappropriate strategies can lead to a decrease in performance (Gberevbie, 2010).

Rekha and Kamalanabhan (2010) examined the relationship between employee internal and external work environment in information technology enabled services and business process outsourcing organizations and employee turnover. The focus of the qualitative study was to determine if commitment resolved the relationship amongst job satisfaction, organizational commitment, stress, and employee turnover intentions.

Although there were significant differences among employees, some of the employees showed a lack of commitment to jobs and claimed stress was a work factor.

Organizational leaders should create retention strategies to improve employee loyalty and reduce stress to keep turnover down (Rekha & Kamalanabhan, 2010).

Akintayo (2010) investigated the effect of emotional intelligence on the work family role conflict and employee retention in private organizations in Nigeria. Using a descriptive research design, Akintayo surveyed 321 participants by means of a purposive sampling technique. The qualitative method used in Akintayo's study included surveys to understand the attributes that correspond to work family involvement and withdrawal intentions. Iqbal (2010) studied the causes and effects of employee turnover in Saudi Arabia. The forecasters of voluntary turnover included job dissatisfaction, poor performance appraisals, lack of communication, and lack of career development and income. Sustainability should be an inspirational component of corporate strategy, and the United States is leading the way by promoting sustainability throughout organizational operations.

Individuals seek cognitive stability or balance between attitudes and behaviors (Ferris et al., 2010). Individuals with high morale are motivated to do well in the workplace and maintain cognitive consistency with high evaluations. High morale provides a barrier against role stressors that impede workplace motivation and performance. Organizational leaders may desire to influence employee confidence levels and contingencies directly through strategic planning. With respect to increasing self-esteem levels, different theoretical perspectives converge on the notion that to increase employee confidence levels leaders should provide employees with an environment that supports a sense of competence and belonging.

Yukl, George, and Jones (2010) noted organizational culture is the set of mutual values, beliefs, and norms that influence the way employees think, feel, and behave toward each other. Organizational culture can make change transformation easier or harder, which is why at times someone new is less accepted (Laroche, 2011). Significant transformation creates issues, and resistance may hinder or destroy an organization's success. Peoples' perceptions and assumptions cause them to view others differently. Both are noteworthy because decisions and behaviors influence how people relate and make sense of others. When people do not understand events occurring around them, resistance is oftentimes the result (Perryer, Jordan, Firms, & Travaglione, 2010). Resistance to change can delay, hinder, or even destroy an organization's success (Yukl et al., 2010).

Robertson and Geiger (2011) stated cultures familiar with proposed changes are more willing to accept and initiate change because they are familiar and become

confident with the changes. Confident people are more likely to consider a change as an exciting challenge rather than a burden. If people are not familiar with changes, then natural responses such as fear and anxiety become a significant challenge for an organization. Resistance alters strategic thinking.

Developing strategies to influence, inspire, and motivate others to perform at high levels in the work environment enables a leader to harness the best talent and capabilities of others (Bordum, 2010). Yukl et al., 2010 noted management and employees coexist with one another and either can enhance or prevent the success of an organization. Employees who perceive supportive relationships with managers and leaders have favorable attitudes and engage in constructive secondary role behaviors that support the accomplishments of the managers. The behavior of employees and those under their guidance is different in favorable relationships as subordinate satisfaction, commitment, and performance are usually higher when the connection is favorable (Yukl et al., 2010).

The study completed by Tatli (2011) reiterated the twofold role of conflict in drawing the confines of the management field. Management initiatives involve embodying all employees. Efficient operations of leadership in organizations may gain competitive advantage and strengthen strategic advantage. In a study by Robertson and Geiger, (2011), the authors mentioned the potential for employers to understand their employees are critical to leaders. Employees bring unique knowledge and perspectives on organizational functioning in regards to how organizations make decisions, how leaders achieve goals, and the motivation of employees (Cocchiara et al., 2010).

Yang and Konrad (2011) established that employer engagement practices have

positive outcomes for employees and organizational leaders because these practices empower workers. The inspiration experienced by employees in organizations utilizing high involvement customs results in innovation. It engages employees in the idea generation and elaboration system to influence organizational learning. These practices allow employees to participate in making decisions and share new ideas. Employee participation in collaborative behaviors increases the likelihood that a workforce comprised of a variety of groups produces a variety of ideas as well as implement those ideas (Yang & Konrad, 2011).

Leaders who encourage high quality relationships among employees in the workplace assist in developing trust, respect, and a willingness to share information, resources, and perspectives (Phillips, Rothbard, & Dumas, 2009). Leadership is a prominent element of an organization's culture. Leaders who create and sustain a culture in organizations represent interconnect and role model high standards and maintain relationships within and outside the organization. An ethical culture relates to a system that provides equally distributed authority and shared responsibility. Ethical cultures have policies such as ethical codes of conduct that are clear, well communicated, and are specific about expected procedures and practices (Ardichvili et al., 2009).

Theoretical perspectives show support from organizational leadership positively influences self-esteem levels (Ferris et al., 2010). For instance, increasing responses to employees and the contact of the workforce with customers and fellow employees, can promote feelings of relatedness. In favorable work environments, organizational leaders understand feedback occurs through open communication between management and

employees. Knowing an employee by name and giving recognition to people in an organization can build trust and give employees a sense of belonging to the organization. Similarly, providing employees with the freedom to plan work hours, make decisions, or choose how to complete work may affect the sense of autonomy (Ferris et al., 2010). Improving self-esteem levels would have other beneficial outcomes apart from self-esteem's interaction with performance. Evidence that higher self-esteem leads to established positive attitudes, suggesting that high morale simultaneously promotes employee satisfaction and wellbeing (Ferris et al., 2010).

The environment may be set for resolution if employers convey the sense of urgency that employee performance is a primary goal for organization sustainability (Perez-Batres, Miller, Pisani, Henriques, & Renau-Sepulveda, 2012). Both management and social aspects of sustainability deserve attention because society needs a sense of the community as well as a commitment. The existence of social capital is essential for the livability of society (Bijl, 2011).

An organization's success involves acceptance as well as an action plan. Organizational leaders should recognize that strategy implementation is extremely difficult, and they cannot diminish challenges. Executing the strategy is just as difficult as creating the right strategy (Speculand, 2011). For instance, unrealistically high confidence might drive individuals overly sensitive to or unwilling to pay heed to negative feedback (Ferris et al., 2010). Such individuals may show egotistical and narcissistic behavioral patterns. To avoid such a situation, individuals should not provide unconditional positive regard to foster self-esteem levels, but rather accomplishments

should form the basis of one's self esteem level (Ferris et al., 2010).

Sustainability relates to new ways of working to accomplish improved outcomes and different dimensions promote sustainability in organizations. One of the key elements is adaptability. How leaders choose to strengthen and promote adaptability is a crucial factor to success. Organizational leaders should provide continual opportunities for personal growth for employees. Developing knowledge and training programs that inform employees about changes and why they are occurring is essential to the success of the organization.

Having people who are willing to take on additional tasks in the organization is vital as leaders learn to collaborate with colleagues across the organization. The success of the organization can depend upon leaders and followers' ability to become committed partners (Speculand, 2011).

Leaders should ensure corporate initiatives are successful by recognizing core business objectives, and being clear about where change needs to happen (Cocchiara et al., 2010). Mantere, Schildt, and Silliance (2012) noted that changes within organizations may seem simple, but that is not the case in some instances because strategic changes represent a fundamental organizational change that creates a shift in business as usual. Change is not always welcome and can create serious problems for management. Strategic management is a theory of how entities should happen without a time limit.

In a study by Talke, Salomo, and Kock (2011), the authors suggested that an organization's strategic innovation was crucial for an organization's innovativeness and performance. Mantere et al. (2012) noted employees might be fuel providing energy or

roadblocks creating hurdles for the efforts of a leader. Another element considered is the social environment. As the global environment continually adapts to change, individual characteristics and behaviors of people in high-level leadership positions matter in determining the extent to which socially responsible practices of an organization exist.

Employees are making career choices based on the organization's reputation in corporate responsibility (Martin-Alcazar, Romero-Fernandez, & Sanchez-Gardey, 2012). The role of corporate social responsibility is critical to ensuring the organization's ethical standards, and norms encourage a constructive impact in the community (Tienne, & Mallette, 2012). Baxter International Inc. (Baxter) is a worldwide healthcare organization located in Deerfield, IL. Baxter supports efforts toward environmental/sustainability performance and reporting each year. The company defines sustainability as a long-term means that includes social, economic, and environmental responsibilities among business priorities. Baxter has numerous awards and accolades for efforts in sustainability (Dhanda, 2013). Awino (2013) noted studies have found characteristics of leadership impact the performance of organizations while others have found they do not.

Miller and del Charment Triana (2009) noted accountability to a larger community by boards constituted acceptable organizational behavior to achieve uniformity. Success in organizations begins with internalizing awareness of positive organizational performance as mandatory rather than an option. Innovation oriented cultures contribute to product innovation and have significant impacts on the organization's growth and performance (Tienne, & Mallette, 2012). Historically, limitations of opportunities for group interaction in the workplace have occurred through biases and hostility (Massey &

Sanchez, 2010).

A significant amount of literature on workplace threats exists, and training in academic and business settings has established goals of assisting people to learn awareness, attitudes, and skills. The centrality of individual rather than organization factors means downplaying principal workplace threats, making it less likely those employers will initiate structural remedies needed for any changes (Hart, 2010).

The automatic activation of categorizing people can pose a barrier to the consciousness of people's qualifications and achievements (Yang & Konrad, 2011). Buttner, Lowe, and Billings-Harris (2010) explored the relationship between psychological contract violations related to professional employee outcomes. The authors discovered perceptions of infringement leads to lower organizational commitment and higher turnover rates. Buttner, Lowe, and Billings-Harris (2012) examined the effect of climate dimensions and organizational commitment and turnover intentions. Results from the study indicated each predicted unique variance in employee outcomes and dedication related to turnover intentions. Torchia, Calabrò, and Huse (2011) observed a discrepancy between commitments to the workplace at corporations and policies directed at encouraging career development of employees.

In a study by Dobbin and Kaley (2011), the authors focused on how programs serve as alternatives. When external pressure already exists, escalations in internal support will not alter the likelihood of program adoption. Acar (2010) found the theory that studies on group uniformity are cross-sectional. The study established an empirical basis for intergroup relations research as groups mature. The results revealed that shared

leadership moderated the relationship between uniformity and emotional conflict (Acar, 2010).

In a study by Tadmor, Ying-yi, Chao, Wiruchnipawan, and Wei (2012), multicultural experiences reduced intergroup bias through epistemic unfreezing. Six studies reviewed reflected on the effects, and discovered that multicultural exposure led to a decrease in stereotype advocacy and discriminatory hiring decisions. Employee involvement has optimistic outcomes for both employees and organizations because these practices motivate workers. More specifically, reinforced practices build workers' skills and provide authority to make decisions (Yang & Konrad, 2011). Baer (2012) commented the relation between creativity and implementation regulates individuals' motivation to put their ideas into practice and their ability to gain strong relationships within an organization. Individuals improve negative odds of creative ideas developing when positive outcomes accompany implementation efforts.

Barriers that Influence Workplace Performance

The inclination for similar others is a physical barrier to workplace performance. Beliefs, attitudes, and values reflect in groups with the similarity of experiences (Yang & Konrad, 2011). Glavas and Goodwin (2013) found employees' perceptions of their organization's social responsibility behaviors are more influential than organizational reality in determining organizational identification (Glavas & Godwin, 2013).

Barriers are policies, procedures, or practices that limit employment opportunities for members of a race, ethnic or religious background, gender, or individuals with disabilities (Equal Employment Opportunity Commission, 2012). Although some barriers

are detectable, there are barriers in the daily policies, inclusive of incentive programs, hiring, and recruitment and separations. Holmes (2010) stated race, ethnicity, and gender are fundamental dimensions of cultures. These core characteristics significantly influence attitudes and behaviors of individuals. They affect how others recognize and respond to individuals who do not share unique characteristics. The secondary dimensions are susceptible factors such as educational background, income, geographic location, and religion, which affect the attitudes of society and behaviors towards others (Holmes, 2010).

The development of multicultural and support competencies progressed from the multicultural and social justice movements (Ratts, 2011). Culture influences all aspects of organizations including resolving conflicts, negotiations, and communications, building relationships, delivering presentations, and setting business priorities. The changing backgrounds and characteristics of managers means lower costs and potentially provide more opportunities than in the past (Khan et al., 2010). Managing culture is usually a low priority for managers who consider economic and strategic aspects higher priorities (Marks & Mirvis, 2011).

Yang and Konrad (2011) noted barriers to individual involvement results in underutilization of employee comprehension for organizational innovation. In particular, the knowledge held by employees on the lower level of the organizational pyramid is an underutilized source of innovative ideas that can accumulate wealth to the organization. Organizational leaders should set the tone within work environments by promoting acceptance of differences. Framing positive feedback as a continual process within the

organizations is a way of increasing organizational performance. Ways of doing this would be to recognize team members for successful projects. Feedback should not be limited to poor performance.

Another tool that can assist leaders with decreasing barriers in the workplace is training. Panagiotakopoulos (2011) noted workforce training is necessary to provide employees with skills necessary to become productive and versatile. Employees engaging in negative behaviors such as harassment and discrimination justify mandatory training in workplaces. A growing body of research validates training can be successful in enhancing attitudes towards different groups. However, there is a delicate line between training seen as a positive learning experience and training perceived as punishment (Cocchiara et al., 2010). In a study completed by Marques (2010), an analysis of three primary United States corporations revealed managers are posting statements on their websites in an attempt to obtain awards from various minority-promoting organizations.

Triana, Wagstaff, and Kim (2012) examined how personal standards diminish negative relationships. Findings from the study indicated observers high in personal values have stronger negative reactions to biases than observers deficient in personal value. These findings confirm and extend the perspective that people who have strong personal values had the deepest adverse reactions toward the discriminatory treatment of others. Khan, Clear, Al-Kaabi, and Pezeshki (2010), found three intervening components correlated to individual attitudes in the workplace. The three components are frustration in the work environment, perceptions of respect and fairness, and commitment to the organization. In any organizational structure, the employees have a vital role in ensuring

sustainability strategies has positive results (Epstein, 2009).

Sustainability strategies in organizations should encompass the talents and responsibilities of different departments while at the same time developing a common recognition of values for the entire corporation (Epstein, 2009). Stewart, Volone, Avery, and McKay (2011) utilized the stakeholder approach to corporate social responsibility to assess the impact of a distinguished climate for ethics on the connection between work climates and voluntary turnover intentions. The authors examined how ethics climate (employees' perceptions of how leaders valued and enforced appropriate behavior) affected the climate-turnover objective relationship. Results indicated turnover intentions were lowest among workers with high ethical climate. The findings from the study completed by Crisp and Turner (2011) suggested demographic differences that challenge expectations might encourage not only lenience, but also have benefits beyond intergroup relations to wide ranging aspects of cognitive functioning.

A study by Herdman and McMillian-Caprehart (2010) examined the idea that a different environment moderates organizational performance. Ponterotto, Ruckdeschel, Joseph, Tennenbaum, and Bruno (2011), examined the relationship between multicultural personality characters and trait emotional intelligence. The multicultural personality dispositions of demographic awareness and social initiative envisaged difference in trait emotional fitness above the variance accounted for by gender and conceivable socially desirable responding.

The condition of equality between identify groups is difficult to manage in an organizational context and members of historically excluded groups often find

themselves in a situation of a numerical rarity (Herdman and McMillian-Caprehart, 2010). Being around a majority group attributes to the behavior of minority members. Employees in the numerical minority often feel highly visible and socially isolated. Majority groups tend to omit subordinate groups from participating in collaboration procedures. Instead, in an atmosphere high in independence and no sound management policies, demographic parties may end up in stereotypical positions (Harrison & Humphrey, 2010), constricting participative prospects for marginalized groups. Because of this, involvement practices may not lead to preferred results in various workplaces (Yang & Konrad, 2011).

King, Dawson, West, Gilrane, Peddie, and Bastin (2011) indicated organizational demography is representative of community demography and positively related to civility and ultimately improve organizational performance. These findings underscored the understudied effects of community context and implied intergroup biases manifested in contempt toward out group members hinder organizational performance (King et al., 2011). Triana, Garcia, and Colella (2010) examined the possibility of adverse effects of discrimination and organizational efforts. The authors examined three studies and found perceptions of workplace discrimination negatively relates to affective commitment.

This impact depended on the quality of an organization's culture (Sobel, Dutta, & Roy, 2010). Vertovec (2010) blamed multiculturalism for issues. The rise and collapse of multiculturalism have been inconsistent processes, contingent on the disposition of the matter and the country involved (Kymlicka, 2010). Portillo and Block (2012) argued in favor of a private employer's right to discriminate among job applicants, and the authors

suggested confining laws to protecting these rights.

Within all societies, conflicting views on accepting different cultures exist, as well as the refusal to participate in any action that might encourage accepting positive results. Disciplinary and political debates will always exist because of different perspectives of groups. Organizational atmospheres vary to the extent about harassment towards employees. Karjalainen and Soparnot (2012) reiterated there has been a gap in research concerning social support in intercultural organizations. The authors noted managers should develop a strong organizational culture and increase interpersonal projects to create a sense of belonging within an organization. Organizational leaders who tolerate high levels of harassment subject employees to unnecessary stressors, which can lead to loss of performance and motivation.

Hai and Sherif (2011) noted organizational culture consists of visible and invisible characteristics. The visible level consists of behavior modes, clothing, myths, rites, and languages. The invisible level consists of norms, shared values, and beliefs of business organization members. Organizational culture and the ability to integrate daily activities of employees to achieve goals might assist leaders with adapting effectively to the external environment for fast and appropriate responses (Hai & Sherif, 2011). Some cultures create a barrier because of the content of core values. Yang and Konrad (2011) noted people prefer to spend time with someone whose attitudes and values are similar.

Belonging to a cultural community creates new customs and traditions, which a person receives as a member of a certain group (Epstein, 2009). Circumstantial evidence proliferates that leaders have distinct conflict cultures on managing conflict. Research to

date has focused on conflict management styles at the small group level but has yet to assess if organizational leaders create socially shared ways to manage conflict (Gelfand, Keller, Leslie, & deDreu, 2012). Leaders cannot force employees into individual friendships. They can create opportunities for interaction that encourage people to connect to different groups (Hai & Sherif, 2011). Even if the teams consist of demographically diverse individuals if the team members do not communicate with each other positive organizational performance cannot be achieved (Hyung-Jin & John, 2013).

Organizational leaders and scholars have demonstrated a strong interest in promoting ethical behavior in organizations. Kacmar, Andrews, Harris, and Tepper (2013) stated reasons for the economic downturn occurring over the past years has centered on organizations plagued by unscrupulous management behaviors. Ethical leadership refers to the display of behaviors consistent with appropriate norms, which is visible through leader actions and relationships. Negative outcomes associated with these behaviors are individual behaviors that do not support formal authority. These behaviors have the potential to interfere with the achievement of organizational goals.

Individuals learn by focusing attention on role models to determine the appropriate behaviors, values, and attitudes to demonstrate. These role models should be effective, legitimate, attractive, and credible to be effective. In organizations, successful models are those who hold high esteem, and hold the ability to control rewards (Kacmar et al., 2013). Employees follow signs from employers regarding appropriate behavior in the workplace. Ethical leadership influences followers' behaviors by establishing ethical standards for employees. Work environments with strong moral leaders are more likely to

influence norms and policies that value and reward ethical conduct. Organizations characterized by strong ethical leaders are apt to hold followers accountable and exercise discipline and punishments accordingly.

Leaders who fail to punish corrupt behaviors and administer rewards inconsistently may foster an environment that is conducive to negative behaviors (Kacmar et al., 2013). Hunter and Sawyer (2011) noted research on destructive leadership relates to characteristics responsible for hazardous organizational outcomes. Research suggests that certain organizational conditions may serve as catalysts for employer bullying such as interpersonal conflicts, heavy workload, poor team atmosphere, and poor job autonomy. Large organizations employing workers with low levels of freedom tend to promote bullying.

Hunter and Sawyer (2011) noted an organization's financial performance and atmosphere have the potential to influence follower perceptions. When negative leader behavior becomes an established part of an organization, victims may perceive these behaviors a normal part of the organization's attitude they should cope with through fear and resignation. Studies have revealed that individuals are more willing to accept unacceptable behavior as normal within workgroups that espouse dysfunctional behavior (Hunter & Sawyer, 2011).

An organization's climate can influence perceptions and behavior by influencing how individuals interpret aspects of the work environment. Wilson and Brown (2012) conducted a descriptive qualitative case study using semistructured interviews with nine participants who described their perceptions of their experiences involving services from

the Minnesota Dislocated Worker program. Individuals observe organizational values, norms, and behaviors to guide behavior. In so doing, the individual learns what behaviors are acceptable within a given organizational context. Organizational climates may play a significant role in determining whether employees will report aversive leaders to higher authorities. In fact, certain normative practices allow climates where fraud, waste, and corruption can thrive (Hunter & Sawyer, 2011). Employees may experience greater risks by speaking out, especially if the organization's culture overshadows ethical concerns in relation to practice. Employees may fear reporting aversive leaders because of retaliation by demotions or terminations. These fears can cause stress, which leads to dissatisfaction of employees.

Beheshtifar and Nazarian (2013) remarked stress is a difficult concept that can affect a person's behavior, their interaction with others, and the individual's work efficiency. Stress is a leading source of employee turnover and absenteeism. Occupational stress is the inability to adjust to pressures of a job, such as an inadequate correlation between someone's abilities and work requirements. Work related factors that contribute to occupational stress include job overload, role conflict, and role ambiguity. Lack of resources, work schedules, and organizational climate are factors that contribute to occupational stress (Beheshtifar & Nazarian, 2013).

Occupational stress is the notion of a conflict between environmental stressors and individual capacities to fulfill these demands. Studies have shown that occupational stress may lead to negative consequences in the workplace (Beheshtifar & Nazarian, 2013). Individual and organizational levels are consequences of occupational stress. On

an individual level, there are three subgroups of strains such as unwanted behavior, physiological diseases, and psychological diseases. On an organizational level, consequences of occupational stress have two subgroups: organizational symptoms and organizational costs. The negative effects of occupational stress in an organization include impaired performance or a reduction in productivity, absenteeism, high turnover rates, accidents, and purposefully destructive behaviors (Beheshtifar & Nazarian, 2013).

Zeynep (2013) noted managing emotions in the workplace is a complex issue. The ability to govern emotions in the workplace facilitates the relationship between organizational trust and occupational stress. High levels of trust can promote emotion management in the workplace that in turn may contribute to reducing stress in the workplace. In recent years, managers have tried to identify areas that extract advantages to organizations so they can stay ahead of competitors. Organizational trust is an influential factor in organizational efficiency. People process knowledge about others in terms of cognitive components; they determine how much risk to take with others and that outlines the basis of trust in a working environment. Besides cognitive factors, trust also involves emotions (Zeynep, 2013).

Embedding new behaviors within the social patterns and shared values of the organization are necessary but strategic management also involves internal resistance. Resistance to change within any organization can hinder success. Usually, senior management directs substantial changes in organizations, but any member within the organization may contribute to the success of an organization (Yukl, George & Jones, 2010). Ng and Sears (2012) examined transformational and transactional executives in

relation to organizational practices. The research findings suggested leadership correlates with the implementation of management practices when executives' social values are relatively high.

Van Woerkom and de Reuver (2009) reviewed the dimensions of personalities by transformational leadership. In the study, cultural empathy, open mindedness, and social initiative have a constructive impact on transformational leadership. Organizational leaders who emphasize the integration of uniformity into all policies and practices may progress more than leaders who do not (Scott, Heathcote, & Gruman, 2011). In a study by Cui and O'Connor (2012), the authors argued that an alliance portfolio could only benefit innovation when alliances share resources and information. This study highlights the importance of coordination among different alliances. In a study by Ameer and Othman (2012), the authors reviewed companies concerned with uniformity and how they addressed the responsibilities of sustainable practices in their organizations. Findings from the study indicate financial performance of sustainable companies increased.

Literature on corporate responsibility is an essential aspect of leadership in support of organizational change. The persuaders of ethical leadership occur not only directly among employees within an organization, but indirectly through senior leaders' influences on subordinate behavior (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Trevinno, Dimotakis, & Peng, 2012). When leadership is diverse, the development of innovative ideas brings about improved processes in organizations. Rubera and Kirca (2012) noted organization innovativeness indirectly affects organization value through its

effects on market position and financial position. Importantly, the results reveal positive effects of innovativeness on market position and financial position are stronger for larger organizations.

This section relates to the research question because it summarizes why organizational leaders should consider employees when developing organizational strategies. Employees can be fuel providing energy or roadblocks for the efforts of a leader (Mantere et al., 2012). Culture influences all aspects of organizations including resolving conflicts, negotiations, building relationships, communications, and setting business priorities (Khan et al., 2010). The literature review findings in this section helped me to understand that an organizations' climate can shape behaviors by influencing how people interpret aspects of the work environment. According to Kwon et al. (2012), retention can become a problem for organizations when workgroup members demographically different from other coworkers feel disconnected to the group and leave.

Groups Impacting Changes in the Workplace

Mantere et al. (2012) noted that changes within organizations may seem simple. However, that is not the case in all instances because strategic changes represent an organizational change that creates a shift in business as usual for those who have become comfortable within organizational cultures. Hallencreutz and Turner (2011) established the terms organizational change, change management, and best practices exercised in a variety of perspectives and research applications. Hallencreutz and Turner (2011) argued that leaders manage and operate in a complex and unstable social world, and one of the constants is change. Organizational leaders should ensure employees positively

acknowledge changes to facilitate a proactive innovation orientation (Talke et al., 2011).

Cui and O'Connor (2012) commented that since the 1980s, researchers have reviewed more studies about organization culture globally than previously. Leaders should retain qualified talent (Kaplan et al., 2011). If opportunities in an organization are not adequate, normal hiring procedures will not be sufficient to retain employees. Employee involvement practices intensify the negative relationship between voluntary turnover and organizational performance, particularly for minority employees who tend to have a higher turnover rate (Kwon et al., 2012).

Lichter (2013) noted current and future demographic changes pose astonishing challenges for America. Based on research studies in reference to the effects of group performance, demographic diversity is a double edged sword in that diversity has both positive and negative relationships with performance. The basis of a negative relationship is the case that diversity negatively relates to the variables with respect to group processes (e.g., Communication, integration, cooperation) and reduces performance (Lichter, 2013). For example, demographic diversity makes teams have difficulty in communicating because individuals having different backgrounds were cognitively dissimilar and less communication, in turn, leads to less performance (Hyung-Jin & Overby, 2013).

The concept of acceptance encompasses respect and means progressing beyond simple tolerance to embracing and celebrating the rich dimensions of all persons (Crisp & Turner, 2011). Jones and Lewis (2011) noted that discrimination in the workplace is still an issue in America. Although discrimination still occurs in the 21st Century, numerous

discrimination claims involve subtle hidden bias (Jones & Lewis, 2011). Accordingly, such discrimination would fall in the realm of perceived discrimination, as opposed to proven bias. Experiencing real or perceived discrimination in the workplace might cause harm to the psychological well-being of employees. Wilson and Brown (2012) conducted a descriptive qualitative case study using semistructured interviews with nine participants who described their perceptions of their experiences involving services from the Minnesota Dislocated Worker program.

Fortune 500 companies encounter fewer barriers as a wider range of options are available to help employees manage personal health risk factors (Jitendra et al., 2011). The concern for obesity has resulted in organizations such as Microsoft implementing wellness programs that have shown positive returns on investment. Managers encounter a substantial challenge of managing costs, endorsing healthy lifestyles and working to counter the dysfunctional and negative effects of stereotypes about weight that can ultimately benefit the organization with improved productivity and decreased health costs. Smaller employers (those with fewer than 500 employees) need increased policy development because they are far less likely to offer health promotion programs (Jitendra et al., 2011).

Cocchiara et al. (2010) stated America's next generation labor force would become more diverse than at any other time in the nation's history. Demographic trends are foreseeable, and leaders would do well to plan for future predictions. Organizational leaders who support an inclusive environment promote equal opportunity. Current management practices focusing on uniformity resonate well with corporate preference for

organizations (Thomas, 2011). Regardless of the geographic location, positive workplace performance is becoming an essential element not only in America but globally. Business trends toward globalization are serious activities spanning countries and continents so workers engage with counterparts from other cultures globally (Yang & Konrad, 2011).

Dobbin, Kim, and Kaley (2011) identified women as champions in interviews conducted with human resources (HR). A major factor for the increase in women's labor force participation is women no longer leave the workforce after getting married or starting a family. Although some individuals have argued that proponents of gender diversity ensures greater transparency and makes organization earnings more profitable, minimal supporting evidence exists (Srinidhi, Gul, & Tsui, 2011). Kotin, Dyrness, and Irazbal (2011) noted that religion has become a matter of preference by scholars, especially when promoting political engagements within certain cultures. Various religious faiths have flourished in the United States.

Beekun and Westerman (2012) investigated the cross-cultural connections between spirituality and ethical decision making. Karakas (2010) found spiritual anchors referred to an inimitable way of observing and practicing spirituality. The study instituted anchors as the origin leadership values and roles in organizations that include: appreciation, dedication, determination, inspiration, and cooperation.

Persons with disabilities have asserted their rights to work opportunities, and organizational leaders in America should provide sufficient accommodations for persons with disabilities to work. Kaye (2011) noted decisions made by employers are essential to enhancing employment rates among working age adults with disabilities. Leaders in

organizations tend to shy away from disabled applicants because of the inability to organize accommodations for disabled workers, the cost of accommodations, and fear of the inability to discipline or dismiss a disabled worker because of the possibility of a lawsuit. A study completed by Okubo (2012) summarized the findings of a National Civic League (NCL) study. This study provided a baseline of understanding policies in place as a template for other cities to recognize the growing changes in the demographics in America's cities.

The early retirement trend no longer exists, and older workers plan to work past normal retirement ages (James, McKechnie, & Swanberg, 2011). Yang and Konrad (2011) noted the aging of the workforce and the sluggish economy means workers will remain actively involved in the labor force for longer periods. Older workers are becoming more predominant in the labor force and are increasingly becoming indispensable as a customer base for organizations.

Employers in various sectors have begun to recognize the need to retain these skilled workers to avoid lost knowledge. Because of this, it is notably common for two or three generations of individuals to work together in an organization. Yang and Konrad (2011) advocated lesbian, gay, bisexual, and transgender (LGBT) workers have asserted their rights to equal opportunities in organizations. Members of the LGBT communities no longer are willing to hide. In the United States, 86% of Fortune 500 organizations include sexual orientation in nondiscrimination policies and 253 of the Fortune 500 offer benefits to same sex employees' domestic partners equivalent to benefits offered to spouses of heterosexually married couples.

Leaders in organizations recognize the increased perceptions of equal opportunity and are responding with practices that emphasize recruiting and retaining employees (Cocchiara et al., 2010). Heinen and Darling (2009) noted there is minimum research focused on the impact of workplace culture and programs on family health. Recruitment and retention are essential in a competitive labor market, but health benefits are becoming increasingly expensive to employers. Employers have pursued strategies over the years to control health care costs and improve care.

Subsequently, employers are taking a positive health approach to employee and family health (Heinen & Darling, 2009). Organizational leaders have introduced programs directly aimed at helping employees choose healthy lifestyles. Heinen and Darling (2009) noted the average medical spending for a family of four was \$15,609 in 2008. Twenty seven percent of the growth of health spending between 1987 and 2001 was attributable to obesity, and the total cost of obesity to private employers is almost \$45 billion per year, in 2002 dollars (Heinen & Darling, 2009). Leaders realize the growing population of employees at serious risk for illness and preclude any moderation of costs in health care utilization. Employers realize they cannot manage medical claim costs if they do not start changing the need for care driven by illnesses such as diabetes, heart disease, depression, or other illnesses (Heinen & Darling, 2009).

The United States has higher obesity rates than other countries, including the United Kingdom and France, even though the prevalence of obesity is increasing globally. Approximately 64% of Americans are overweight (Jitendra, Courtney, Kathryn, Mithilesh, & Bharat, 2011). The cost of obesity for employers involves higher medical

claims expenses, increased absenteeism, and lower productivity (Gabel, Whitmore, Pickreign, Ferguson, Jain, Shova, & Scherer, 2009). Gabel et al. (2009) stated obesity is an increasing challenge due to injuries and other healthcare costs such as absenteeism. Heinen and Darling (2009) noted obese employee's costs are higher because of high absenteeism rates, more medical claims, and lower productivity rates. Obesity creates costs for employers by increasing workers' compensation claims and related lost workdays, absenteeism, presenteeism, and disability.

These components can lead to discrimination of overweight workers. Obese people are stereotyped and often discriminated against in the workplace (Jitendra et al., 2011). The majority of adverse reactions show the negative impact of preferential selection based on irrelevant workplace characteristics (Martín-Alcazar, Romero-Fernández, & Sánchez-Gardey, 2012). Prejudices and stigmas will always exist in society if there is no plan of action available to eliminate biases (Shin, Kim, Lee, & Bian, 2012).

This section relates to my research question because it summarizes how leaders in organizations should consider work groups that impact performance when evaluating organizational strategies. Fostering a supportive working environment in which employee morale is high is essential to employee retention and motivation (Brown et al., 2011). Strong commitment to an organization develops because employees impart values with both the organization and employees. Individuals leave organizations for various reasons, but one reason that motivates people to leave positions are an unsuccessful fit with the organizational climate and culture (Buttner, Lowe, & Billings-Harris, 2010). The

literature review findings in this section improved my understanding of strategies essential to enhancing workplace performance.

Transition and Summary

Performance measurement is a means by which agencies can measure the effectiveness of programs through established parameters that provide a way to measure achievement of goals and objectives, managerial efficiency, and organizational responsibility. The practice of performance measurement is essential in the management of any program because a system that does not have a decent feedback mechanism is out of control (Smith, 2009).

Success in organizations begins with recognizing and internalizing the abilities of all individuals in organizations. The expected transformation of the economic environment advances in technology and aggressive national and international markets have generated enormous pressure on leaders to manage the workforce. High retention workplaces are using employee attitude assessments to determine the atmosphere of workforce. All organizational leaders should conduct some form of assessment periodically to assist with establishing developmental opportunities for employees within the organization (Choi & Rainey, 2010). Leaders should encourage employees learning and thinking by creating a stimulating environment. Organizational leaders should develop communication between employees and managers regarding career development.

Some employees resist incidents occurring in an organization by disrupting the workplace with negative behaviors contributing to low productivity and causing withdrawal behaviors such as tardiness, absenteeism, and high retention rates within

organizations. Low confidence in an organization can affect job satisfaction and productivity, and in turn affects the organization's bottom line. Turnover rates in organizations cost time, money and a variety of other resources (Kwon et al., 2012). Brown, Hyatt, and Benson (2010) conducted a study on the effects performance appraisals has on employee job satisfaction and commitment. The author gathered data from 2,336 public sector employees. The results indicated poor performance appraisals affected employee satisfaction, job commitment, and increased desire to quit. Inadequate performance appraisals impact the organization in numerous ways (Iqbal, 2010).

A framework approach to workplace performance can potentially provide practical insights that may improve the effectiveness of management practices. Buzan (2010) investigated whether or not a society of states lacking a shared culture because of the expansion beyond its original base would be unstable. The author found culture was not as much of a problem for international society. The evidence for the considerable success was strong and provided ample stability to outcomes. The main problem was not culture, but the socio-political structure. Sections two and three of the study center on the procedures used to gather information and the methods used to verify the reliability and validity of the study.

Section 2: The Project

In this section, I discuss the details of the qualitative methodology in accomplishing the research (Glesne, 2011). Qualitative inquiry offers different theoretical assumptions, strategies of inquiry, and approaches of data collection, investigation, and interpretation (Glesne, 2011). Wise, Alexander, Green, Cohen, and Koster (2011) used a qualitative method to address the reason for pursuing patient-centered medical homes. Alyahya (2012) observed the effect of pay-for-performance schemes on general practitioner practices in the United Kingdom.

The focus of the interviews was to explore the perceptions and experiences of individuals (Marshall & Rossman, 2011). Employees and managers participated in the study through interviews. Interviewing in depth allowed the interviews to remain open ended and takes on a conversational manner, but it allowed me to follow a certain set of questions (Yin, 2011). One significant source of case study information is the interview (Yin, 2011).

Purpose Statement

The purpose of this qualitative explorative case study was to determine what strategies are essential for organizational leaders to improve workplace performance. The research design for this study consisted of semistructured, face-to-face interviews and case study using archival documents. Semistructured interviews are open and provide new ideas discussed during the interview because of an interviewee's comments (Marshall & Rossman, 2011). I collected data using a purposive sample of 20 participants from a business organization located in Southwest Georgia. The participants were

comprised of managers, floor employees, and clerical staff.

The rationale for using a case study was to maintain the holistic and relevant traits of real-life events such as organizational processes (Yin, 2009). According to Neuman (2011), a case study method has significant merits, including conceptual validity, the ability to trace processes, calibration, and holistic elaboration. The findings might affect business practices as well as provide strategy recommendations in regards to performance in the workplace. The findings might also contribute to the effectiveness of a knowledgeable and flexible workforce.

Role of the Researcher

A need for protecting human participants relates to the fact that almost all case studies are about human affairs (Yin, 2009). Audet and Everall (2010) noted information from the participants needs to remain confidential to protect the data. Wise et al., (2011) and Alyahya (2012) considered screening data to protect interview participants. To protect participants' identities, I did not use real names in the transcripts or study. When a study poses no risks to interview participants, written consent is typically not required outside of the research content (Amdur & Bankert, 2011). Each interview participant received a consent form to confirm their willingness to participate in the study. Alyahya (2012) found semistructured interviews were a trustworthy means of gaining data; neither the quantitative method nor the mixed method allows the researcher to achieve the unique experiences of participants as the qualitative method (Glesne, 2011).

I engaged participants, collected data, and reported all findings (Corman, 2010) as well as wrote down any shortcomings regarding the research study topic. Issues of other

human beings can easily become issues of the present research (Stake, 2010). I needed to obtain ethical approval from the Walden University's Institutional Review Board (IRB) before engaging research participants, and prior to the collection of any data. Approval from the IRB board, as well as ethical training from the National Institute of Health or similar boards, demonstrates awareness of ethical treatment of participants (Yin, 2009).

Participants

A sample population of 20 participants from an organization located in Southwest Georgia responded to questions that addressed the experiences of retaining a skilled workforce. The potential population in the business organization consisted of 42 individuals. The selection of the participants derived from the criteria of employees' current positions with at least 1 year of experience. I obtained data saturation once enough information extended to the point of diminishing returns by adding participants when necessary until data replication occurred (Bowen, 2008). Data saturation entails bringing new participants into the study until the collection of new data does not provide additional information on the problem (Bowen, 2008).

Wise et al. (2011) and Oberseder, Schledgilmilch, and Gruber (2011) chose a sample population from a larger population to collect data for their studies. Although a larger sample size is a way of boosting confidence in the study's findings, the homogeneity of the composition of 20 individuals nurtured the study's data findings against increasing biases and prejudices (Yin, 2011). I gained access to participants by purposefully making appointments to interview the participants in person and scheduling

follow-up interviews if necessary by telephone (Harsh, 2011). The participants had time to review notes and information provided in the study after the interview.

After I received approval from the Walden IRB, each participant received a consent form to inform them of all of their rights as participants in the study. Information from the participants will remain confidential and all safeguards possible to protect the data will be followed (Audet & Everall, 2010). I explained the purpose of the study including any benefits or consequences of participating in the study to the participants before the interview. The advantages of this study include the opportunity to participate in a scholarly study expected to complement and enhance social change and reduce discriminatory acts within organizations.

There were no known consequences of participating in the study. I asked participants to answer questions in reference to performance in the workplace and personal experiences within the work environment. Seeking participants with experience provided the greatest potential to produce excellent relevant information (Marshall & Rossman, 2011). The data will remain confidential and contained in a secure place for the required 5-year period, and it will be destroyed afterwards (Yin, 2011).

Research Method and Design

Research methods and designs are procedures encompassing decisions from theories to specific methods of data collection. The overall decision involves the design used to study a subject (Yin, 2011). Qualitative case studies are appropriate for addressing experiences associated with businesses and social studies encompassing evolving practices (Neuman, 2011)

Method

Yin (2009) noted the mixed method research is an approach to inquiry that combines or associates both qualitative and quantitative forms. Mixed method research seeks to minimize the weaknesses and draw from the strengths of qualitative or quantitative research methodology. Quantitative research uses a hypothesis statement to describe a situation with numbers and objective data. Quantitative research uses a scientific approach to generate statistical data. In this way, quantitative results tend to be more scientific than qualitative results. Neither the quantitative method nor the mixed method allows the researcher to achieve the unique experiences of participants as the qualitative method (Glesne, 2011)

Qualitative research provides in-depth details. Wise et al. (2011) and Oberseder et al. (2011) chose the qualitative method to complete their studies. Marshall and Rossman (2011) presented a framework for completing qualitative research and divulged the concepts of creativity in research. I used a qualitative method to complete research in the study. Qualitative inquiry offers different theoretical assumptions; strategies of inquiry; and approaches of data collection, investigation, and interpretation (Glesne, 2011). Using the qualitative method for interviews ensured the research addressed issues of validity (Marshall & Rossman, 2011). Qualitative research is a method for exploring and understanding the meaning individuals or groups ascribe to a social or human problem (Stake, 2010). The contributions towards an improved science are slow, and new questions emerge more frequently than new answers (Stake, 2010).

Research Design

Selecting the appropriate research method can be a difficult problem in doctoral research. Within the qualitative research method, the researcher considers five types of qualitative research designs (Tashakkori & Teddlie, 2010). Although different from each other, they share the basic characteristics of qualitative research that include the purpose of understanding and interpretation (Marshall & Rossman, 2011). Narrative research is challenging because the researcher obtains detailed information about the participant, which could lead to issues in collecting and analyzing data (Yin (2009).

Grounded theory is a systematic methodology of inquiry involving collecting, analyzing, and numerous data collection techniques (Hutchison et al., 2010). The early phase of the research tends to be open and can take months (Savage-Austin & Honeycutt, 2011). Grounded theory is different from the traditional model of research, where the researcher selects a theoretical background and applies the model to the phenomenon for further study (Denzin & Lincoln, 2011). Grounded theory may be a sufficient choice for a Ph.D. program student, but it is not suitable for an applied doctorate in business administration (DBA) study. The primary difference is in the program's orientation and intended outcome. The center of a Ph.D. program is to make a notable contribution to knowledge or theory, whereas the concentration of a DBA program is to apply existing theories/knowledge to make a significant contribution to professional practice in the area of business. This design was not suitable for the study because of these restraints.

Grounded theory establishes various risks to the doctoral researcher. One risk is the researcher may not reveal significant theory after commencing data collection (Stake,

2010). Another risk is the possibility the unorthodox nature of grounded theory isolates any potential participants from the research findings (Lawrence & Tar, 2013).

Ethnographic research comprises strategies for a researcher to collect data about the environment or condition under investigation (Marshall & Rossman, 2011). Ethnography is a qualitative design in which a researcher describes and interprets shared and learned behaviors and beliefs of a culture sharing group (Stake, 2010). Culture is a unifying form of ethnography with consideration to the history of racial and ethnic makeup, and the socioeconomic factors (Denzin, 2011). This type of research involves observation over time and can be helpful during initial research, but this research is time consuming.

The phenomenological research design like the case study involves understanding different human perspectives (Savage-Austin & Honeycutt, 2011). Phenomenological research involves streamlined data collection as the researcher carefully chooses participants who have experienced the phenomenon (Stake, 2010). Although this type of research design was a consideration for my study, the advantage of using the case study design is a case study is distinguishable by the identification of boundaries, modification of occurrences, depth, and context (Suri, 2011).

Wise et al., (2011) used a case study design to assess the readiness for change in selected primary care practices. Neuman (2011) used a case study design because of the significant merits including conceptual validity and the ability to capture the complexity and trace processes. The use of multiple sources in case studies permits the researcher to concentrate on a range of historical and behavioral issues (Yin, 2009). A significant advantage of using multiple sources of evidence is the promotion of converging lines of

inquiry, a process of triangulation and corroboration (Yin, 2009).

The exploratory case study was an appropriate design for this study. I used the case study design to obtain information using archival documents, as well as interviews. The case study findings are more compelling and accurate if the data comes from different sources of information (Yin, 2009). The case study method has conceptual validity, heuristic impact, and the ability to trace processes. The case study design helped my efforts to explore an authentic setting within a specific location as determined (Neuman, 2011).

Population and Sampling

In qualitative research, the researcher develops a plan for how the research will evolve with a well outlined strategy for sampling and candidate recruitment (Marshall & Rossman, 2011). Out of the entire population of 42 individuals, I completed face to face interviews with a sample population of 20 participants who work in the business organization located in Southwest Georgia. The participants responded to open ended questions. These questions allowed me to explore the experiences of retaining and managing a skilled workforce. The rationale for selecting 20 participants was to ensure sufficient data for the study (Suri, 2011). The participants consisted of individuals with a minimum of 1 year of employment with the organization.

Purposeful selection involves selecting participants who meet certain criteria. Purposeful selection is suitable for the study because participants are required to meet the criteria of having experience and knowledge about workplace performance in a business setting (Stake, 2010). Participants received a consent form to determine if they were

willing to complete the interviews. All participants completed a consent form. There were two follow up conversations by telephone for clarity purposes (Harsh, 2011).

Salih and Doll (2013) collected data using semistructured in depth email interviews with 12 middle managers working in various types of organizations in the United States using a qualitative interpretative research approach. Harrington, Rayner, and Warren (2012) used semistructured interviews in their study. Seventeen in depth interviews occurred with participants based in the United Kingdom. The interviewees held a variety of different job roles at various organizational levels from Human Resource Advisor to Director, and all were in positions that involved dealing with bullying cases. Wilson and Brown (2012) conducted a descriptive qualitative case study using semistructured interviews with nine participants who described their perceptions of their experiences involving services from the Minnesota Dislocated Worker program.

In qualitative research, a researcher may use member checks or respondent validation to enhance the reliability and validity of the study (Marshall & Rossman, 2011). Subcategories of member checks include descriptive validity, interpretive validity, and evaluative validity. The researcher shares all findings in the study with the participants involved and allows participants to analyze the findings and provide comments (Williams & Morrow, 2009). The participants affirm the summaries, and express views and experiences. Once the participants confirm the accuracy and completeness, then the study reflects integrity (Marshall & Rossman, 2011). Respondent validation occurs during the period of data collection when I receive feedback from participants about the accuracy of the data given, as well as the researcher's interpretation

of that data (Williams & Morrow, 2009). The overall goal of this process is to produce findings that are legitimate, authentic and valid (Williams & Morrow, 2009). In this study, participants verified data through respondent validation. Data saturation entails bringing new participants into the study until data is complete (Bowen, 2008). When the collection of new data does not provide additional information on the problem, then saturation is complete.

Ethical Research

Alyahya (2012) received IRB approval to ensure research was ethical. On June 16, 2014, I obtained IRB approval to complete research on the study entitled, Enhancing Strategies to Improve Workplace Performance. The approval number is 06-16-14-0253284. The approval application protects the rights of human participants interviewed, and names screened to protect the names of the participants. Researchers should consider the safety of interview participants even if there is no expectation of harm to participants (Amdur & Bankert, 2011). The researcher should focus on studying the implications participants view about the problem, not the meaning the researcher brings to the research literature (Yin, 2009). I verified participants had a minimum of 1 year of experience to ensure they had sufficient work experience that could provide relevant information and reduce fraudulent uncertainty of the population (Marshall & Rossman, 2011). All data will remain confidential and stored in a secure location for a 5 year period, and destroyed afterwards (Yin, 2011). Anonymity of participants occurred by assigning aliases to individuals, and the participants received a consent form about the study and their rights to decline to participation (Yin, 2009).

Data Collection

Semistructured face to face interviews and archival data were the data collection strategy for this study. Interviews are an excellent technique to establish perspective of individuals (Turner, 2010). Face to face interviews offer advantages such as inserting the researcher into the contextual environment of the interview and providing the researcher with the opportunity to observe facial expressions and gestures of the interviewee, which may add to the interpretation of responses (Neuman, 2011).

Panagiotakopoulos (2011) recommended semistructured interviews as a technique to ask open ended questions without governing the possible answers, which could lead to massive amounts of data unrelated to the topic of the study. Using semistructured interview questions allowed the respondents to elaborate on perspectives about the subject matter in a conversational manner. Using semistructured interview questions also allowed me to follow a certain set of questions derived from the case study protocol (Yin, 2011).

Instruments

In qualitative research, the investigator or researcher is the primary data collection tool, whereas quantitative analysis uses various forms of instruments (Marshall & Rossman, 2011). In qualitative procedures, the researcher is a key instrument because qualitative researchers collect data by examining documents, observing behavior, or interviewing participants (Stake, 2010). According to Marshall and Rossman (2011), there are three interviewing types: structured, semistructured, and unstructured. Structured interviews involve questions asked in a specific order with a limited number

of responses. Unstructured interviews involve informal discussions with study participants and are common in ethnographic studies. Semistructured interviews involve questions organized in advance. This interviewing method permits me the freedom to explore based on participant responses. Semistructured interviews provide new ideas discussed throughout the interview because of what the interviewee says (Marshall & Rossman, 2011).

Semistructured face-to-face interviews and archival data were the data collection strategy for this study. I used semistructured interviews to address the proficiencies business leaders need to reduce poor workplace performance and the high costs to retain employees. Rubin and Rubin (2012) advocated interviewing to reveal and examine complicated, concealed phenomena. Responsive interviewing accentuates the shared involvement of both the interviewee and the interviewer. To obtain reliable and logical interpretation, the interviewer should establish a common relationship with the interviewees and exhibit respect to building a communicative partnership.

Qualitative reliability requires the researcher's approach be consistent across different researchers and different projects (Yin, 2011). In a relevant study, Wise et al. (2011) used open-ended questions to establish credibility and dependability. Riiskjær et al., (2012) used open-ended questions to allow participants to choose from an unrestricted number of responses and allow participants to respond in detail. Wise et al., (2011) conducted 66 face-to-face semistructured interviews that addressed reasons for pursuing patient centered medical homes. Alyahya (2012) found face-to-face semistructured interviews were a principled approach to monitoring the impact of the Quality and

Outcome Framework, a Pay-for-Performance scheme, on general practitioner practices in the United Kingdom. Wooten and Reed Ii (2000) used face to face interviews to minimize concerns about self-presentational. Bristol and Fern (2003) used face to face interviews to in an effort to reduce the pressure on the interviewees to do the right thing.

Bloomberg and Volpe (2012) recommend the use of a fundamental question that encompasses the entire research design. Using follow up questions, the interviewer may drive in depth interviews to understand the obvious aspects of complex human behavior. The interviewer should utilize main questions to structure the interview, probes to elicit more specifics and maintain conversation flow, and follow up questions to explore comments and ideas emerging during partnership conversations (Denzin & Lincoln, 2011). The process for accessing credibility and dependability involve feedback from participants and interpreting a detailed analysis of the results.

The following question influenced my research in this study: What strategies are essential for organizational leaders to improve workplace performance? The interview questions assisted me with understanding what strategies organizational leaders need to motivate workplace performance in business organizations. Questions 1 through 3 assisted me with eliciting information about the kind of system managers might use for job performance. Questions 4 and 5 allowed me to understand performance issues addressed by leaders in the organization.

Archival data and documents are notebooks maintained with work instructions or specific action plans, procedures housed on a computer database, and any other variables that can add meaning, increase understanding and develop insights related to the research

problem (Yin, 2009). I gained access to participants by purposefully making appointments to interview the participants in person, with follow up conversations by telephone (Harsh, 2011). Each interview took 20-30 minutes to complete. I transcribed the responses from the interviews using software that helped me analyze and report the results. I recorded interviews using a digital recorder to ensure accurate data retention as well as detailed understanding of interview participants' experiences, and I also took notes (Yin, 2011).

The application based software enhancements included Walden University online databases. I used Microsoft Word and Excel to interpret the qualitative data via a coding system using segments of color coded text (Yin, 2009). The use of computer software allowed me to organize large amounts of data and provided consistent data analysis (Hutchison et al., 2010). Using computer analysis software provides a powerful qualitative data analysis tool for the research project (Leech & Onwuegbuzie, 2011).

Data Collection Technique

One source of case study information is the interview (Yin, 2011). The difference in data collection amid the quantitative and the qualitative approaches is the researcher is the data collection tool in qualitative research (Draper & Swift, 2009). Oberseder et al. (2011) collected data using taped interviews and notes. Alyahya (2012) collected data using interviews and taped each participant's responses. Yin (2009) expounded on strategies used to support qualitative researchers improve the security of digitally created and stored data.

I recorded the interviews using a digital recorder to ensure accurate data retention as well as detailed knowledge of interview participants' experiences. Glesne (2011) noted the researcher's decision about sample size induces the inconsistency of the population sampled if the population is homogeneous. Studies that require a large population of subjects, or attempt to answer a broad question, or require extensive research over a considerable period have an increased risk of failure (Glesne, 2011).

In qualitative research, the participant sampling size is moderately small but contains plentiful information (Yin, 2011). The consistency of the formation of 20 persons in management and employment of one year or more supported the study's data findings against increasing biases and prejudices (Yin, 2011). An appropriate sample size makes it possible to answer the research question without gathering enough data to prevent in-depth analysis (Draper & Swift, 2011).

Data Organization Techniques

The compiling of chronological events is a frequent strategy in case studies. The chronological order focuses on the major strength of case studies cited earlier (Yin, 2011). I processed the data to determine what information focused on the questions to complete the study. The case study design supported my efforts to explore an authentic setting within a specific situation as determined (Yin, 2009). Oberseder et al. (2011) completed data analysis using a coding system to establish patterns and themes.

Qualitative research explores patterns, themes, and categories by organizing the data into appropriate intellectual units of information (Kerr, 2010). I used a color coding system, Microsoft Word, and Excel to interpret the qualitative data. Purple represented

the respondent's knowledge and experience about workplace performance. Blue represented the feedback sources used in the organization. Red represented the training strategies in place. Olive represented management's relationships with employees. I created a matrix of categories to evaluate patterns and themes of significant comments from the interviews and formulated meanings that assisted me with collecting certain information pertaining to workplace performance (Yin, 2011). Both Wise et al. (2011) and Oberseder et al. (2011) used a coding system in the analysis of data.

Recording interviews using a digital recorder ensured accurate data retention as well as detailed knowledge of interview participants' experiences. Field notes enhanced the interviews as well. For case studies, the researcher's notes are one of the common components of the database as they contain the results of interviews, observations, and document analysis (Yin, 2011). I created notes using index cards and a notebook diary. Researchers should document the steps of the procedures for reliability when dealing with case studies (Yin, 2009), and includes eliminating transcript mistakes and ensuring coding errors are at a minimum.

The data is on a home computer protected by a password and Dell Data Safe Online, which protects files by placing backup copies on a secure storage location. To protect participants' identities, I did not use real names in the transcripts or study. All data will remain confidential and stored in a secure location for a 5 year period, and destroyed afterwards (Yin, 2011).

Data Analysis Technique

Rubin and Rubin (2012) stated the choice of subject influences question wording and how the questions asked affect the analysis. The data analysis process encompasses organizing and analyzing data in a way allowing for initial assessment followed by significant levels of inquiry (Glesne, 2011). Oberseder et al. (2011) completed data analysis using a coding system and relevant sections of the transcripts analyzed in the search for patterns and themes. I reviewed all transcripts and interview notes and used a specific code system to identify key words (Yin, 2009). Word and Excel Software allowed me to organize large amounts of data and provide reliable data analysis (Hutchison et al., 2010)

Interview Questions

High retention organizational leaders spend inordinate amounts of resources on recruiting and replacing employees. Individuals leave organizations for various reasons, but significant areas that motivate people to leave their positions are an unsuccessful fit with the organizational climate and culture, an uncomfortable connection between the individual and coworkers, a pitiable alignment between performance and salary, and limited opportunities for growth and advancement (Buttner, Lowe, & Billings-Harris, 2010). Employee retention commences by paying attention to what causes inadequate job satisfaction as well as what attracts, motivates, and retains workforces. Money and benefits may entice employees through the front door, but inadequate work conditions force them out the back (Avery, Volpone, McKay, King, & Wilson, 2011).

Uniformity in an organization includes employees of varying races, ages as well

as education and experience (Holmes, 2010). Uniformity is challenging to maintain within an organization that encounters high turnover. High retention workplaces are using employee attitude assessments to determine the attitudes of the workforce. All organizational leaders should conduct an assessment periodically to assist with establishing developmental opportunities for employees within the organization. Organizational leaders should encourage employees learning and thinking by creating a stimulating environment. In addition, leaders should promote communication between employees and managers regarding career development.

Although changes can lead to healthier corporate performance (Chan, Cheng, & Leung, 2011), all employees do not respond constructively to certain types of differences. Biases and prejudices continue to rise due to the continual integration of cultures (Chan et al., 2011). Some employees resist the integration of cultures and disrupt the workplace with negative behaviors contributing to low productivity and causing withdrawal behaviors such as tardiness, absenteeism, and high retention rates within organizations (Kwon et al., 2012). Low confidence in an organization can affect job satisfaction and productivity, and in turn affects the organization's bottom line. Turnover costs the organization time, money, and a variety of other resources (Kwon et al., 2012).

Wise et al. (2011), Oberseder et al. (2011), and Alyahya (2012) found interview questions as a good approach to obtaining qualitative data for studies. According to Riiskjær, Ammentorp, and Kofoed (2012), open ended questions allow participants to choose from an unlimited number of responses with extensive details. To assist with understanding performance issues, I asked the following interview questions:

Specific interview questions for managers:

1. How do managers quantify performance in the organization?
2. What determines the achievement of performance requirements?

Questions 1 and 2 assisted me in determining what kind of system organizational leaders' use for job performance.

3. How do you perceive the current training within the organization?

This question allowed me to observe the level of training provided to supervisors/management to assist them in understanding how to manage employees.

4. What materials or tools are available to enhance learning and performance?

This question allowed me to observe how leaders in the organization encourage learning and team development.

5. What obstacles/barriers do you think hinder employees' performance levels in the organization?

This question helped me to understand performance issues addressed by leaders.

Specific interview questions for employees:

1. What is the working environment like in your organization?

This question allowed me to analyze the organization's environment for employees.

2. How is performance determined in your organization?

This question assisted me with determining how management responds to

employees.

3. What tools/materials might help you with understanding performance requirements?

This question allowed me to observe the level of understanding employees have about their performance requirements.

4. What are some barriers that impede work performance in the organization?

This question helped me to understand performance issues addressed by management.

5. What recruitment/promotion strategies exist in the organization?

This question allowed me to observe the existing strategies in the organization.

Yin (2011) identified five stages in data analysis: collecting the data, separating the data into groupings, grouping the data into themes, assessing the material, and developing conclusions. After reviewing archival documents and completing interviews, I completed an analysis of the data (Marshall & Rossman, 2011) using Word and Excel Software to create a coding process. Both Wise et al. (2011) and Oberseder et al. (2011) used a coding system in the analysis of data. Coding is the process of organizing materials into segments of text prior to bringing meaning to the information (Yin 2009).

The four types of triangulation are data triangulation, investigator triangulation, theory triangulation, and methodological triangulation (Denzin, 2011). I used methodological triangulation to examine the archival data and transcripts from the interviews. Neuman (2011) noted the data analysis process involves categorizing and

examining the data in a way that allows for preliminary assessment followed by distinctive levels of inquiry. I created codes after the review of preliminary archival data and interviews (Yin, 2011). I identified key words during the initial review of the data and included selected codes to the analytical process after the first stage of analysis. The coding of information supported the development of emergent groups of similar data allowing for initial categorization of patterns (Neuman, 2011). During the process, revision of codes occurred based on emergent themes.

Purple represented the respondent's knowledge and experience about workplace performance. Blue represented the feedback sources used in the organization. Red represented the training strategies in place. Olive represented management's relationships with employees. I incorporated the information into a matrix of categories to evaluate patterns/themes of significant comments from the interviews and formulated meanings that assisted me with collecting certain information pertaining to workplace performance (Yin, 2011). Documents, notes, and other data will remain confidential, and maintained in a secure unit at my residence. Vast research focuses on the workforce, but despite an increasing number of studies, few consistent conclusions show the outcomes of performance (Shin, Kim, Lee, & Bian, 2012).

Reliability and Validity

Establishing and implementing reliability and validity approaches are essential within any research to legitimize the results as valid and reliable (Yin, 2009). Qualitative dependability requires the researcher's approach is consistent across different researchers and different projects (Yin, 2011). Wise, et al., (2011) used open ended questions to

ensure dependability and validity. According to Neuman (2011), the researcher ensures the consistency of procedures (e.g., Interview questions and the order of questions) when conducting interviews. The overall goal of this process is to present findings that are accurate, genuine and valid (Marshall & Rossman, 2011).

Reliability

Researchers should document the steps of events for dependability when dealing with case studies (Yin, 2009) by eliminating transcript mistakes and ensuring coding errors are at a minimum. I asked interview participants questions that sought answers regarding workplace performance and personal experiences within the work environment. Riiskjær et al., (2012) used open ended questions to allow participants to choose from an unrestricted number of responses and allow participants to respond in detail. Recording the interviews allowed me to focus on taking accurate notes. I transcribed all notes as soon as practicable using participants background information such as the current position, years of experience in management, and years of experience in the current organization.

Data saturation entails bringing new participants into the study until data is complete (Bowen, 2008). I obtained data saturation once enough information extended to the point of diminishing returns by adding participants when necessary until data replication occurs. When the collection of new data does not provide additional information on the problem, then saturation is complete.

Validity

Marshall and Rossman (2011) noted the researcher should anticipate questions

about the credibility and trustworthiness of the findings. Poor sampling design decisions may threaten these findings. To justify a sample, the researcher should understand the formation of the potential population and its variability (Stake, 2010). Developing trustworthiness and credibility is a key component to validity. Qualitative research based on more than one method of data collection can enhance the study's importance (Williams & Morrow, 2009). In ensuring the credibility of the study, I collected data using a case study and interviews (Stake, 2010). Wise et al., (2011) verified the validity of their study by using consistent questions and comparative case study design. I recorded the interviews in their entirety and then transcribed all interviews verbatim (Marshall & Rossman, 2011). Ensuring the information is correct by reviewing notes and respondent validation for clarity will reduce mistakes and avoid errors (Williams & Morrow, 2009).

Case studies are identifiable for triangulated research strategy. Triangulation can occur with data, investigators, theories, and even methodologies. Denzin (2011) noted triangulation is a method used to determine the validity in studies and is a way of confirming the validity of research results through the use of various research methods and approaches. The benefits of triangulation include revealing specific findings, increasing creating innovative ways of understanding the phenomenon, and providing a clearer understanding of the problem. The four types of triangulation are data triangulation, investigator triangulation, theory triangulation, and methodological triangulation (Denzin, 2011). Theory triangulation employs a number of different theories to explain the conclusions of the research.

Theory triangulation involves the use of multiple perspectives to comprehend a

single set of data (Denzin, 2011). This method entails using professionals outside of the field of study. Methodological triangulation is a combination of any of these methods and involves the use of multiple qualitative or quantitative methods to study the program (Yin, 2009). Investigator triangulation uses multiple rather than individual observers to record the same event. Investigator triangulation involves using different investigators in the analysis process (Stake, 2010). I used methodological triangulation to examine the archival data and transcripts from the interviews. This type of triangulation, where the researchers use different resources is popular, and the easiest to implement (Denzin, 2011). In this study, methodological triangulation verified the validity of the study (Yin, 2011).

In qualitative research, a researcher may use member checks or respondent validation. Respondent validation occurred during the period of data collection when I received feedback from participants about the accuracy of the data given, as well as the researcher's interpretation of that data (Williams & Morrow, 2009). The overall goal of this process is to produce findings that are legitimate, authentic and valid (Williams & Morrow, 2009). In this study, participants verified data through respondent validation.

Transition and Summary

Various organizational leaders encounter an uncertain market environment and should continually improve their business performance to maintain competitive advantage in this type of environment (Van De Voorde, Paauwe, & Van Veldhoven, 2010). A shift in thinking is the difference between random initiatives and a revolution that could transform society. The research findings may provide additional

documentation on workplace performance and how it will continue to affect organizations. The expected transformation of the economic environment, cutting across borders, and advances in technology have created enormous pressure on organizational leaders to manage workforces.

Oerlemans and Peeters (2010) found organizational leaders are encouraging groups to interact on a daily basis because it is becoming beneficial to understand how uniformity in organizations relates to pertinent work-outcomes. Findings from the study by Ddau and McAllister (2010) indicated the inability to act collaboratively comes from a fundamental resistance to change, both within and across organizational and professional boundaries. Section three of the study centers on the techniques used to obtain data as well as the methods used to verify the reliability and validity of the study.

Section 3: Application to Professional Practice and Implications for Change

In Section 3, I provide an analysis of information gathered from semistructured, face-to-face interviews with a diverse group of 20 participants. The participants comprised managers, floor employees, and clerical staff. The rationale for using a case study was to maintain the holistic and relevant traits of real-life events such as organizational processes (Yin, 2009).

After thoroughly reading the transcripts of the interviews, participants confirmed their portions of the transcripts for validity before I proceeded to develop codes and themes from the information as recommended by Yin (2011). The process involved collecting data via 20 interviews, developing groups of data using codes, developing themes from the coding process, evaluating the information, and developing conclusions. I demonstrated linkage to the conceptual framework and literature review provided in Section 1 of the study by discussing examples provided by the participants. Section 3 includes discoveries and thoughts relative to the application of the findings to professional practice, suggestions for social change, recommendations for action and further study, and reflections on the research experience.

Overview of Study

The purpose of this qualitative single case study was to determine what strategies are necessary for organizational leaders to improve workplace performance. The research design for this study included semistructured, face-to-face interviews and case study using archival documents; a process recommended by Neuman (2011) guided the interviews. Semistructured interviews are open and provide new ideas discussed during

the interview because of an interviewee's comments (Marshall & Rossman, 2011). A private setting allowed participants a relaxed environment conducive to few interruptions.

In this study, participants verified data through respondent validation. The interviews involved providing the participants with the interview plan, asking questions, and closing the interview by thanking the participants and leaving the interview location. Letters A through T replaced real names. The following was the overarching research question in the study: What strategies are essential for organizational leaders to improve workplace performance? Semistructured interviews of 20 respondents out of a total population of 42 employees in a business located in Southwest Georgia were the source of the data. The participants consisted of individuals with a minimum of 1 year of employment with the organization.

Each participant signed a consent form and agreed to the interviews. Recording interviews using a digital recorder ensured accurate data retention as well as detailed knowledge of interview participants' experiences. However, two of the participants asked not to be audio recorded during their interviews, but allowed detailed field notes, and they confirmed answers for clarification. Field notes enhanced all of the interviews. I transcribed responses from the interviews and codes and themes created in accordance with the methods advocated by Kerr (2010), and I synthesized my analysis and conclusions. I evaluated my conclusions for prospective limitations and delimitations, identified implications for social change, made recommendations for a follow-up study, and revealed introspective growth perceptions from the experience. The information and themes assembled from the interviews provided a basis for understanding how

organizational leaders might make decisions and develop strategies to adapt to the changing economic environments. Word and Excel Software allowed me to organize the large amounts of data and provide reliable data analysis (Hutchison et al., 2010). The research and evaluation methods integrated the problem statement, purpose statement, research question, and other elements of this study originally presented in Sections 1 and 2. Five themes emerged from the analysis of the data, and the recommendations involve leadership strategies and communication strategies.

Presentation of the Findings

The presentation of findings (a) includes conclusions that address the research question, (b) covers all the data, (c) is confined by the evidence accumulated, and (d) relates the findings to a grander body of literature on the subject, including the conceptual framework and literatures on efficient business practice. I established reliability by documenting all steps and ensuring the procedures were consistent and accurate throughout the study. The general goal of this process is to present findings that are genuine and valid (Marshall & Rossman, 2011). Establishing validity required transcript review and respondent validation.

In the study, the following was the central research question: What strategies are essential for organizational leaders to improve workplace performance? The following additional questions (five for management and five for employees) provided detailed focus to the central question related to workplace performance strategies.

Specific interview questions for managers:

1. How do managers quantify performance in the organization?

2. What determines the achievement of performance requirements?

Questions 1 and 2 assisted me in determining what kind of system organizational leaders' use for job performance.

3. How do you perceive the current training within the organization?

This question allowed me to observe the level of training provided to supervisors/management to assist them in understanding how to manage employees.

4. What materials or tools are available to enhance learning and performance?

This question allowed me to observe how leaders in the organization encourage learning and team development.

5. What obstacles/barriers do you think hinder employees' performance levels in the organization?

This question helped me to understand performance issues addressed by leaders.

Specific interview questions for employees:

1. What is the working environment like in your organization?

This question allowed me to analyze the organization's environment for employees.

2. How is performance determined in your organization?

This question assisted me with determining how management responds to employees.

3. What tools/materials might help you with understanding performance

requirements?

This question allowed me to observe the level of understanding employees have about their performance requirements.

4. What are some barriers that impede work performance in the organization?

This question helped me to understand performance issues addressed by management.

5. What recruitment/promotion strategies exist in the organization?

This question allowed me to observe the existing strategies in the organization.

Researchers use triangulation methods in order to check results. In this study, I used methodological triangulation by combining interviews, archival data, and document analysis. Using this method of triangulation decreased biases and validated the data. The organization under study had six sister companies, and all employees could view human resource information using the Internet. Internet archiving has become extremely popular. I examined policy and procedure documents, benefits information, as well as the organization's history. Reviewing policy and procedure documentation assisted me with understanding the categorized decisions created to support administrative personnel functions, employee relations, and performance management. The establishment of policies can ameliorate an organization's ability to meet requirements for training, as well as the management of employees. Reviewing the documents supported the emerging theme of feedback sources in the organization.

Codes began to develop after the review of preliminary archival data and interviews (Yin, 2011). From the codes, keywords developed during the initial review of the data and included selected codes to the analytical process after the first stage of analysis. The coding of information supported the development of emergent groups of similar data allowing for initial categorization of patterns (Neuman, 2011).

The findings were organized using color coding and clustering the data into major themes. The results in this study addressed the central research question as well as factors and motivators in relation to workplace performance. Midpoint of interviewing Participant P, data saturation began and extended to the point of replication. I verified this further through the data analysis process. The participants had the opportunity to review the transcripts once completed. Through a process of repeated and prolonged data analysis, I determined five prevalent themes from this study. The themes were (a) workplace environment, (b) feedback sources in organizations, (c) management relationships, (d) barriers in the workplace, and (e) recruitment/promotion strategies. The themes that emerged are significant factors that influence workplace performance strategies. The significance of exploring the effects of performance in the workplace may assist organizational leaders with implementing strategies to increase productivity, profitability and reduce turnover rates allowing leaders to sustain organizational and economic development.

Theme 1: Workplace Environment

The first theme in this study was the supportive working environment. Characterizing a supportive work environment is important, especially considering the

association of the industry in which an organization belongs. Fostering a positive, supportive, encouraging working environment in which employee morale is high is important to employee motivation. Beheshtifar and Nazarian (2013) noted employees who do not feel connected exhibit dissatisfaction through withdrawal behaviors such as a reduction in productivity, absenteeism, low employee morale, and high turnover rates.

Kavitha, Geetha, and Arunachalam (2011) conducted a study on employee retention to examine the factors that influence turnover. Using a random sampling method, a sample size of 102 employees provided research data. The results indicated benefits, communication, job satisfaction, pay, and training influenced performance and turnover rates. For example, an increase in employee turnover rates may have a negative effect on employee motivation. When employees become dissatisfied with their job, employee turnover increases (Galletta et al., 2011).

The administrator received a list of all questions. Employees provided data on the work environment by addressing question 1. In the transcript excerpts, participants received anonymity using an alphabet (e.g., Participant A) not representing any part of the real name. The transcript excerpts supporting the findings on the workplace environment are as follows: "Our environment is pleasant but can be hectic at times" (Participant A). "We have a laid back work environment, but professional even though I work behind the scenes with customers" (Participant B). "It is self-paced, and we work in and out of the office" (Participant C). "It is always changing because it is customer driven...can have good or bad days" (Participant D). "The work environment is demanding and challenging... You do not know what to expect because we work in

sales" (Participant E). One participant agreed to the interview but appeared more agitated than the other participants. Participant G noted, "I am leaving for another position, but it has been uncomfortable here". Not all participants gave negative views as noted by Participant H, who stated, "I enjoy it here, and it is a relaxed environment". Participant J stated, "there are measurable standards met every month... well the environment is stressful but pleasant" (Participant L).

The results in this study revealed that 90% of participants had a positive attitude about the work environment. Participants were aware of the challenging work environment and the required employee involvement with customers. Employee involvement has optimistic outcomes for both employees and organizational leaders because these practices motivate workers. Positive work environments lead employees to utilize higher levels of effort in support of the goals and strategies of the organization (Allen, Ericksen & Collins, 2013). More specifically, reinforced practices build employees' decision skills, and employees are more willing to contribute their skills on behalf of the organization. A positive environment reduces emotional fatigue and job related stress, both of which positively relate to turnover rates in organizations. As employees feel that they have influence in the work setting, they are less likely to seek alternative employment arrangements further reducing turnover (Allen, Ericksen & Collins, 2013).

Theme 2: Feedback Sources in the Organization

The second theme in the study was the feedback sources in the organization. Managers provided data on the feedback sources by addressing Questions 1, 2, 3, and 4. Employees addressed Questions 2 and 3.

Performance measurements. Organizations have sought ways to improve the performance of workers, and scholars have developed and tested theories to predict performance in work environments. There are differences among scholarly theories, but the consensus is that leadership strategies are vital for improving the performance of workers (Cailler, 2014).

According to Cailler (2014), effective leadership has a positive effect on employees after proper feedback. The participants' transcript excerpts regarding performance measurements are as follows: "Our performance reflects from sales and commission" (Participant A). "We have goals to meet, customer satisfaction, sales base pay, and commission" (Participant B). "We have goals set every month..." (Participant C).

All of the participants in this study were aware that performance measurements were revenue based, and required employee involvement with customers as shown by the following comments, "Performance relates to numbers, dollars, and bottom line" (Participant D). "Meeting goals and generating contracts from customers", (Participant E). "Performance relates to revenues and quality of work. Second, we look at how employees work with staff and their writing qualities" (Participant F, manager). Participant G noted her reason for skepticism about the organization was personal.

Participant G also commented that she had not seen any specific policies addressed other goal requirements, and she did not know how they evaluate employees. "By goals and numbers tracked weekly" (Participant H). "Everything relies on revenues and numbers, but also customer complaints because we are a customer based organization" (Participant I, manager).

A system that does not have adequate feedback mechanisms is out of control (Smith, 2009). Conclusive evidence regarding the practice of performance measurement exists with feedback mechanisms in place as further shown by the following responses, "We have measurable standards and steps to achieve" (Participant J). "I guess reviewing complaints or pulling our activities for the week" (Participant K). "By what I do" (Participant L). "On numbers and work activities, we work in sales (ha ha)..." (Participant M). "Oh well, it is based on sales and meeting goals" (Participant N). "We only have goals" (Participant O). "We are self-paced, and we meet performance based on how we meet goals around here" (Participant P). "Numbers are the game for any sales environment" (Participant Q). "It is determined by goals" (Participant R). "Goals, goals and goals... weekly" (Participant S). "There are goals we must meet" (Participant T).

Taylor (2014) asserted a number of empirical studies have shown instances where the actual behavioral outcomes contradicted the desired behavioral outcomes of performance management due to different desires of employees. Organizations consist of numerous different individuals and groups who have different aspirations, goals, and views. However, using elements such as incentives, positive feedback, and improved decision making mechanisms may shape more positive behaviors and performance.

Tools/materials/education. Van De Mieroop and Vrolix (2014) noted organizational leaders are continually using the performance appraisal as a strategy tool to improve competencies. Tools and resources are things individuals need to accomplish a task. Employees cannot meet performance requirements without them. They can be physical items such as access to technology or intangible things comparable to content knowledge. Resources are the places individuals can go to for assistance, such as financial resources, training, or other information.

The findings indicated 80% of participants believed having the resources to perform the job increased performance. Additionally, 10% of participants believed that having inadequate resources to perform the job makes employees dissatisfied. Furthermore, 10% of participants believed that providing effective resources to do the job can improve. Participants' transcript excerpts are as follows: "There may be a need for training to help understand the computer system or tie into other systems for each other..." (Participant A). "We already have the tools but not everyone utilizes them" (Participant H).

Decision making relates to routines and beliefs that allow the possibility of satisfaction. Collier, Green, and Peirson (2011) asserted organizational leaders who train employees are significantly more likely to survive than establishments that do no training, and the structure of organizations are more likely to survive if leaders employ individuals with more education. Participants gave different views on training and performance as follows: "There are different levels of training, and the more experienced employees may need less, but I would like to see more one-on-one training for newer

employees... smaller group training maybe" (Participant I, manager). "In the military, training drove everything" (Participant J). "We need the handbook in place for everyone because goals are not clear and we do not know who to go to" (Participant G). "Some people do not know how to perform around others. All resources should be used to help" (Participant R). "Everybody needs training from time to time" (Participant T). Training and quality decisions affect the profitability of organizations. In addition, taking time to develop career paths and learning opportunities within an organization will keep employees engaged and ensure the next level of leadership is proactively developed (Ross, 2012).

Theme 3: Management Relationships

The third theme identified by participants related to leadership. Managers provided data by addressing question 3. Employees addressed question 2. Dezsó & Ross (2012) asserted the behavior and performance of employees were largely a function of organizational leaders who determines the organization's strategic and organizational decisions. Leaders are in an ideal position to detect and investigate effects in the workplace that pose potential performance harming or performance enhancing challenges for organizations. (Ruark, 2010). Information transmitted by leaders has a powerful influence on employees' interpretations of their work experiences (Yiwen, Lepine, Buckman, & Feng, 2014). In fact, Mollick (2012) asserted leadership in organizations had a large impact on the performance of employees.

Eighty percent of the participants in this study described the working environment as demanding and challenging. Additionally, 10% of participants believed

disorganization is a contributing factor to stress. Participant E stated employees never know what to expect because sales positions are revenue based. Participant G felt the lack of communication between employers and employees create barriers. Ross (2012) implied communication strategies should go beyond merely having a suggestion box, and managers should explain how employees might meet their goals (Ross, 2012). The individual themes were not reciprocally exclusive meaning some key words were in more than one theme. The findings based on data from Participant G, indicate organizational leaders can improve communications by sharing important information with employees on a regular basis.

Theme 4: Barriers in the Workplace

When asked about barriers that may impede performance in the organization, managers provided data by addressing question 5. Employees addressed question 4. The transcript excerpts supporting the findings are as follows: "Nothing internal, just relying on business to come in from customers" (Participant A). Participant B indicated, "Some people are not aggressive in sales, which can cause numbers to go down". Hopp and Zenk (2012) analyzed the emergence of work patterns and the influence of personal traits on performance and individual gratification. The authors determined inferences into why employees perform better than others is a measurable element managers should consider regarding performance and barriers.

Five participants (D, E, G, L, and T) described key barriers within the organization. Participant D asserted that she and two other employees approached the same customer about a business opportunity because neither of them communicated with

the others. "There are too many irons burning around here" (Participant E). "There is no HR person on this site, and the nearest one is at our sister company in Atlanta... we have no promotion opportunities other than given other duties and meeting goals" (Participant G). "We have some communication issues, and things are not explained well at times, and they expect miracles" (Participant L). "I think our barriers are from outside sources because we do not know who our next customer will be to make our goals" (Participant T). Carraher (2011) noted that understanding retention strategies is important to decrease barriers. All of the participants noted internal or external barriers existed within the organization but none of them addressed retention strategies for the organization.

Theme 5: Recruitment/Promotion Strategies

Employees provided data by addressing question 5. Understanding employee compensation was an important factor to the participants. The results revealed 100% of participants knew about and understood the organization's compensation incentives. The work hours are from 8:30 am to 5:00 pm with weekends off. Employees receive paid holidays, a retirement program, and health benefits. However, there are no authentic promotional advantages. Instead, employees maintain the same position but can earn higher pay through sales. Transcript excerpts supporting the findings on recruitment/promotion strategies are as follows: I do not see any advancement. We can earn more money, but the position never changes" (Participant A). "We are offered pay plus commission. The more you sell, the more you make" (Participant B). There is no set limit on making money, and that is an incentive to make more" (Participant C).

In the study by Allen, Ericksen, and Collins (2013), the authors asserted leaders

depend on employees to achieve goals because employee knowledge and behaviors are the essential inputs to a multitude of processes such as customer service, quality control, and sales that drive the performance of any organization. However, not all organizations offer proper incentives to retain employees. Participants provided data as follows: "This company goes through a lot to vet employees, but employees perform only one job but can have additional duties" (Participant D). There are no promotion opportunities other than other duties and meeting goals" (Participant G). Everyone does not receive promotions the same because we work in different divisions. Some work in sales and can make more" (Participant H). "When I first came here, there was a 70% turnover in the first 7 to 8 months, and there were no terminations. In a performance based organization, those who perform higher receive acknowledgment. We work in advertising and compete against radio and television so there is accountability to perform here. The findings in this study indicate there might be differences in perspectives between employees and management. Participant I stated, "I've been in this business for over 20 years, and this organization has six sister companies in various locations that encourages growth and offers great opportunities." Participant I is a manager in the organization.

Applications to Professional Practice

The study adds to the existing body of knowledge to develop strategies and provide knowledge on how the findings are relevant to improving business practices, which may contribute to the effectiveness of a knowledgeable and flexible workforce. The Herzberg motivation hygiene theory or two-factor theory depicts variables that affect job satisfaction or dissatisfaction, employee turnover, and retention rates. Factors that led

to employee dissatisfaction were work relationships, work conditions, and income (Ashraf & Joarder, 2010).

Employee engagement is a key feature in high performance workplaces. Employee participation, which includes collaborative decision making, has a positive relationship with work attitudes and the engagement of employees (Brown et al., 2011). The results revealed that 90% of participants had a positive attitude about the work environment because they were aware of the challenging work environment, and allowed to interact with customers using their judgment. All participants stated pay, effective organization, and excellent communication with management improve workplace performance. When employees are not satisfied with income or their role in the organization, turnover rates increase (Nyberg, 2010). The lack of strategies that decrease barriers, improve incentives, and improve workplace relationships between management and employees might have a significant impact on organizations. It is important for leaders to understand how to develop strategies for positive workplace performance.

Implications for Social Change

The suggestions for social change reflect the significance of Section 1 and conclusions presented in Section 2. The qualitative case study may fill a gap in related literature by providing additional perspectives into the strategic and operational decisions of organizations. The results of the study support positive social change aspired at expanding the understanding of behaviors that positively influence workplace performance and therefore retaining an effective workforce.

Individuals associated with strategic advantages use different forms of motivation to reduce ambiguities that constrain performance (Lechner, 2012). When individuals are not familiar with changes, retorts such as apprehension and stress become a challenge for organizational leaders. Leaders may receive positive insight and knowledge on reducing workplace performance barriers.

Organizational leaders might understand employers' responsibility to establish an environment that supports constant learning and enhancement of employees through professional training and other environmental elements. The findings found in Theme 3 on management relationships and communication may further highlight the importance of support for creating connections between management and employees that decrease stress and negative behaviors. Considering people from all backgrounds as valued members is a strategic element for any organization to survive (Dovidio, Saguy, & Gaertner, 2010).

The recommendations could support improved long term sustainability strategies for leaders of organizations and communities. The significance of exploring the effects of performance in the workplace may assist organizational leaders with developing strategies to increase productivity, profitability and reduce barriers in the workplace.

Recommendations for Action

Leaders who develop workplace strategies may provide a positive assortment of abilities, motivation, and opportunities to increase performance. Effective organizational leaders understand that their principal objective is to enhance the performance of their employees, but the lack of workplace strategies may have a negative impact on organizations. Samnani, Salamon, and Singh (2014) indicated negative behaviors

increase negative actions that increase barriers and high retention rates. Negative actions relate to conditions that are uncomfortable, distracting, or hazardous (James, McKechnie, & Swanberg, 2011).

Workplace design can be an influential tool for supporting workplace performance. For example, a building can positively affect the performance of employees by providing a relaxed environment, as well as reducing safety and health risks. Moods create the background for thought processes and behaviors (Samnani, Salamon, & Singh, 2014). The study participants provided perceptiveness into the difficulties and challenges in the workplace. I recommend organizational leaders assist with implementing strategies that improve communications between employees and managers. Improving employee motivation may circulate to academic and professional conferences, organizations, and academic research journals. Organizational leaders may use the study results to improve workplace performance and decrease barriers and high retention rates.

The majority of the interview participants had a positive attitude about the work environment. Organizational leaders should create a positive working environment because it may increase employee productivity and decrease stress. In addition, allowing a casual dress day may invite a relaxing environment.

In Theme 2, participants addressed issues about performance measures and training. Participant T indicated everyone needs occasional training. Organizational leaders might consider providing electronic learning, as well as formal training. Providing the technology that allows employees to collaborate more effectively in person

and virtually using things such as teleconferences and other tools to communicate easily may be profitable to leaders.

Based on the study findings in Theme 3 related to management relationships, organizational leaders should consider improving communication that may improve work processes, employee management relationships, and it may demonstrate management's concerns and respect for employee contributions. In addition, providing outdoor areas for breaks encourage employees to go outside to relieve stress, and encourage co-workers to socialize.

In Theme 4, all participants noted internal or external barriers existed within the organization. Motivating employees may establish a healthier working environment and increase workflow. Leaders should contribute to the balance between work and non-work life to produce improved outcomes at work. The health of employees can affect health insurance costs, sick days, and productivity.

Based on the study findings in Theme 5, organizational leaders might consider providing incentives that encourage motivation in the work environment as well as outside of the workday. Incorporate awards and recognition that reinforce employee engagement. Engaged employees are likely to be an organization's best source of new ideas. I will provide the participants with a summary of the findings, distribute the complete doctoral study to those interested, and publish in ProQuest. The study may prove beneficial to leaders by sharing information or by prompting their intellect in areas such as strategy decisions and innovation. The findings may also stimulate interest in training programs to support heightened strategy formulations.

Recommendations for Further Study

There are common variables such as negative relationships with management, poor benefits and pay, and lack of positive feedback that contribute to employee turnover rates and retention strategies. Theme 3 principal study findings depicted leaders who train employees are considerably likely to maintain a valuable workforce over organizations that do not offer training. Training and other quality decisions affect the profitability of organizations.

Yin (2011) implied an interview acquires minimal additional information after 20 interviews. I analyzed data from one organization in Southwest Georgia using a sample size of 20 participants. Obtaining the experiences of participants from only one organization might have limited the application of results. Another limitation related to researching specific aspects of workplace performance rather than all components of performance in the workplace.

Because the elements of workplace performance are broad, conducting further studies on career decisions and career paths might provide leaders with ample resources to decrease barriers and increase workplace performance. The recommendations in this study might assist leaders' abilities to improve employee motivation, performance, management relationships, and organizations profits. The goal of career decisions is to advance the awareness of individual identify and to create enthusiasm for internal emotional movement. Individuals seeking employment may use knowledge of their career identity for all career related decisions. Although no one theory fully describes all career behavior and antecedents, the benefit to career decisions is that employees gain

motivation and self-esteem working and interacting with other employees in a more positive environment.

In addition, Participant I noted there are six sister companies located in other regions. As organizations in the United States expand businesses globally, it is important for organizational leaders to understand recruitment and retention strategies outside of the United States. For example, Coca Cola's home office is located in Atlanta, Georgia. However, their distribution centers are global. Feldman and Tyler (2012) explored the relationship between fairness employees experience in procedures related to pay and benefits, and if employees' adherence to workplace rules differs, based on procedures enacted by organizations' voluntarily or mandated by law. The findings from the study indicated employers responded more aggressively to mandated laws.

Reflections

The research process divulges significant information on the problem from diverse perspectives. The data collection process allowed me to converse with open ended questions with participants. The participants did not have any issues with answering the questions and the participants seemed sincerely interested in the study topic.

I adhered strictly to the interview protocol outlined in the research design by attempting to make participants comfortable and asked the interview questions in a conversational manner to develop a relaxed environment to elicit thoughtful responses from the participants. The participants engaged in the interviews and appeared interested in the study topic. Coding and interpretation of data was more complicated than

originally perceived, but consulting with another coder reinforced the suitability of themes and added validity to study findings.

During the progression of the interviews, I comprehended the importance of retention strategies. Participants addressed concerns about employee compensation, communication, and the working environment. All of the participants felt improving in these areas might decrease turnover and increase retention. Last, personal skills improved in data collection, data analysis, and reporting of study findings.

Summary and Study Conclusions

The purpose of this qualitative single case study was to determine what strategies are essential for organizational leaders to improve workplace performance. In this study, I used the purposeful selection to explore the experiences of employees in an organization located in Southwest Georgia. The findings revealed employee compensation, communication, and a positive work environment were significant factors in the workplace. The findings may be beneficial to organizational awareness and development of strategies to improve employee relationships. Employee turnover is a significant problem that negatively affects organizations' revenues as well as the entire economy (McKeown, 2010). In Theme 2, all of the participants were aware that performance measurements were revenue based. However, Homburg, Artz, and Wieseke (2012) noted the relationship between performance measurement systems to performance might incite negative implications. Each organizational leader should evaluate the needs and tailor strategies to their respective organizations to gain the optimal approach for retaining employees and decreasing barriers.

References

- Aaron, C. (2011). The positive impact of preceptors on recruitment and retention of RNs in long-term care. *Journal of Gerontological Nursing, 37*, 48-54.
doi:10.3928/00989134-20101112-01
- Acar, F. (2010). Analyzing the effects of diversity perceptions and shared leadership on emotional conflict: A dynamic approach. *International Journal of Human Resource Management, 21*, 1733-1753. doi:10.1080/09585192.2010.500492
- Agrawal, V. (2012). Managing the diversified team: Challenges and strategies for improving performance. *Team Performance Management, 18*, 384-400.
doi:10.1108/13527591211281129
- Akintayo, D. (2010). Influence of emotional intelligence on work-family role conflict management and reduction in withdrawal intentions of workers in private organizations. *International Business & Economics Research Journal, 9*, 131-140.
Retrieved from <http://journals.cluteonline.com/index.php/IBER>
- Allen, M. R., Ericksen, J., & Collins, C. J. (2013). Human resource management, employee exchange relationships, and performance in small businesses. *Human Resource Management, 52*, 153-173. doi:10.1002/hrm.21523
- Alyahya, M. (2012). Changing organizational structure and organizational memory in primary care practices: A qualitative interview study. *Health Services Management Research, 25*, 35-40. doi:10.1258/hsmr.2011.011023
- Amdur, R. J., & Bankert, E. (2011). *Institutional Review Board: Member handbook* (3rd ed.). Sudbury, MA: Johns and Bartlett Publishers.

- Ameer, R., & Othman, R. (2012). Sustainability practices and corporate financial performance: A study based on the top global corporations. *Journal of Business Ethics, 108*, 61-79. doi:10.1007/s10551-011-1063-y
- Ardichvili, A., Mitchell, J., & Jondle, D. (2009). Characteristics of ethical business cultures. *Journal of Business Ethics, 85*, 445-451. doi:10.1007/s10551-008-9782-4
- Armstrong-Stassen, M., & Ursel, N. D. (2009). Perceived organizational support, career satisfaction, and the retention of older workers. *Journal of Occupational & Organizational Psychology, 82*, 201-220. doi:10.1348/096317908X288838
- Ashraf, M. A., & Joarder, M. H. R. (2010). Corporate work satisfaction: An empirical investigation on the employees of mobile phone companies in Bangladesh. *South East Asian Journal of Management, 4*, 1-16. Retrieved from <http://seam.pascafe.ui.ac.id/>
- Audet, C. T., & Everall, R. D. (2010). Therapist self-disclosure and the therapeutic relationship: A phenomenological study from the client perspective. *British Journal of Guidance & Counselling, 38*, 327-342.
doi:10.1080/03069885.2010.482450
- Avery, D., Volpone, S., McKay, P., King, E., & Wilson, D. (2012). Is relational demography relative? How employment status influences effects of supervisor-subordinate demographic similarity. *Journal of Business & Psychology, 27*, 83-98. doi:10.1007/s10869-011-9230-9
- Awino, Z. B. (2013). Top management team diversity, quality decision and

- organizational performance in the service industry. *Journal of Management & Strategy*, 4(1), 113-123. doi:10.5430/jms.v4n1p113
- Baer, M. (2012). Putting creativity to work: The implementation. *Academy of Management Journal*, 5, 1102-1119. doi:10.5465/amj.2009.0470
- Baek-Kyoo, J., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention. *Leadership & Organization Development Journal*, 31, 482-500. doi:10.1108/01437731011069999
- Ballinger, G., Craig, E., Cross, R., & Gray, P. (2011). A stitch in time saves nine: Leveraging networks to reduce the costs of turnover. *California Management Review*, 53, 111-133. doi:10.1525/cmr.2011.53.4.111
- Beekun, R., & Westerman, J. (2012). Spirituality and national culture as antecedents to ethical decision making: a comparison between the United States and Norway. *Journal of Business Ethics*, 110, 33-44. doi:10.1007/s10551-011-1145-x
- Beheshtifar, M., & Nazarian, R. (2013). Role of occupational stress in organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 4, 648-657. Retrieved from <http://ijcb.webs.com>
- Berg, N., & Holtbrügge, D. (2010). Global teams: A network analysis. *Team Performance Management*, 16, 187-211. doi:10.1108/13527591011053269
- Binder, C. (1998). The six boxes: A descendant of Gilbert's behavior engineering model. *Performance Improvement*, 37, 48-52. doi:10.102/pfi.4140370612
- Bijl, R. (2011). Never waste a good crisis: Towards social sustainable development. *Social Indicators Research*, 102, 157-168. doi:10.1007/s11205-010-9736-y

- Bloomberg, L. D., & Volpe, M. (2012). *Completing your qualitative dissertation: A road map from beginning to end*. Thousand Oaks, CA: Sage Publications, Inc.
- Bordum, A. (2010). The strategic balance in a change management perspective. *Society and Business Review*, 5, 245-258. doi:10.1108/17465681011079473
- Bristol, T., & Fern, E. F. (2003). The effects of interaction on consumers' attitudes in focus groups. *Psychology and Marketing*, 20, 433-454. doi:10.1002/mar.10080
- Brown, M., Hyatt, D., & Benson, J. (2010). Consequences of the performance appraisal experience. *Personnel Review*, 39, 375-396. doi:10.1108/00483481011030557
- Brown, S., McHardy, J., McNabb, R., & Taylor, K. (2011). Workplace performance, worker commitment, and loyalty. *Journal of Economics & Management Strategy*, 20, 925-955. doi:10.1111/j.1530-9134.2011.00306.x
- Buttner, E., Lowe, K., & Billings-Harris, L. (2010). The impact of diversity promise fulfillment on professionals of color outcomes in the USA. *Journal of Business Ethics*, 91, 501-518. doi:10.1007/s10551-009-0096-y
- Buttner, E. E., Lowe, K., & Billings-Harris, L. (2012). An empirical test of diversity climate dimensionality and relative effects on employee of color outcomes. *Journal of Business Ethics*, 110, 247-258. doi:10.1007/s10551-011-1179-0
- Buzan, B. (2010). Culture and international society. *International Affairs*, 86, 1-25. doi:10.1111/j.1468-2346.2010.00866.x
- Cailler, J. G. (2014). Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study. *Public Personnel Management*, 43,

218-239. doi:10.1177/0091026014528478

Carraher, S. M. (2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania. *Baltic Journal of Management*, 6, 25-52.

doi:10.1108/17465261111100905

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practice. *International Journal of Management Reviews*, 12, 85-105. doi:10.1111/j.1468-2370.2009.00275.x

Chan, R. Y., Cheng, L. T., & Leung, T. Y. (2011). Corporate performance implications of relational demographic differences: On age and titles of chairpersons versus general managers of listed Chinese companies. *British Journal of Management*, 22, 96-113. doi:10.1111/j.1467-8551.2010.00710.x

Chen, Y., Wang, W. C., & Chu, Y. C. (2010). Structural investigation of the relationship between working satisfaction and employee turnover. *Journal of Human Resource and Adult Learning*, 6, 41-50. Retrieved from <http://www.hraljournal.com>

Chevalier, R., & Strayer, J. (2008). A manager's guide to improving workplace performance. *Performance Improvement*, 47, 46-48. doi:10.1002/pfi.211

Choi, S., & Rainey, H. G. (2010). Managing diversity in U.S. federal agencies: Effects of diversity and diversity management on employee perceptions of organizational performance. *Public Administration Review*, 70, 109-121. doi:10.1111/j.1540-6210.2009.02115.x

Cocchiara, F. K., Connerley, M. L., & Bell, M. P. (2010). "A GEM" for increasing the

- effectiveness of diversity training. *Human Resource Management*, 49, 1089-1106.
doi:10.1002/hrm.20396
- Collier, W., Green, F., Kim, Y., & Peirson, J. (2011). Education, training and economic performance: Evidence from establishment survival data. *Journal of Labor Research*, 32, 336-361. doi:10.1007/s12122-011-9116-7
- Corman, J. (2010). Principles of ethical review. *Applied Clinical Trials*, 19(7), 8-9.
Retrieved from <http://www.appliedclinicaltrials.com>
- Crisp, R. J., & Turner, R. N. (2011). Cognitive adaptation to the experience of social and cultural diversity. *Psychological Bulletin*, 137, 242-266. doi:10.1037/a0021840
- Cui, A. S., & O'Connor, G. (2012). Alliance portfolio resource diversity and firm innovation. *Journal of Marketing*, 76, 24-43. doi:10.1509/jm.11.0130
- Dagger, T. S., & O'Brien, T. K. (2010). Does experience matter? *European Journal of Marketing*, 44, 1528-1552. doi:10.1108/03090561011062952
- De Brouwer, P. J. (2009) Maslowian portfolio theory: An alternative formulation of the behavioural portfolio theory. *Journal of Asset Management*, 9, 359-365.
doi:10.1057/jam.2008.35
- Denzin, N. K., & Lincoln, Y. S. (2011). *The Sage handbook of qualitative research* (4th ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Dezso, C. L., & Ross, D. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33, 1072-1089. doi:10.1002/smj.1955
- Ddau, A. I., & McAllister, L. (2010). Developing collaborative capabilities by fostering

diversity in organizations. *Public Management Review*, 12, 385-402.

doi:10.1080/14719030903286623

Dhanda, K. (2013). Case study in the evolution of sustainability: Baxter International Inc.

Journal of Business Ethics, 112, 667-684. doi:10.1007/s10551-012-1565-2

Dijk, H., Engen, M., & Paauwe, J. (2012). Reframing the business case for diversity: A

values and virtues perspective. *Journal of Business Ethics*, 111, 73-84.

doi:10.1007/s10551-012-1434-z

Dobbin, F., Kim, S., & Kaley, A. (2011). You can't always get what you need:

Organizational determinants of diversity programs. *American Sociological*

Review, 76, 386-411. doi:10.1177/0003122411409704

Dovidio, J. F., Saguy, T., & Gaertner, S. L. (2010). Appreciating the role of the

“individual mind” in diversity science: Commodity, harmony, and social change.

Psychological Inquiry, 21, 108-114. doi:10.1080/1047840X.2010.486071

Draper, A. A., & Swift, J. A. (2011). Qualitative research in nutrition and dietetics: Data

collection issues. *Journal of Human Nutrition and Dietetics*, 24,

doi:10.1111/j.1365-277X.2010.01117.x

Epstein, M. (2009). Transculture: A broad way between globalism and multiculturalism.

American Journal of Economics & Sociology, 68, 327-351. doi:10.1111/j.1536-

7150.2008.00626.x

Fairholm, M. R. (2009). Leadership and organizational strategy. *Innovation Journal: The*

Public Sector Innovation Journal, 14(1), 1-16. doi:10.1108/01437730010318192

Feldman, Y., & Tyler, T. R. (2012). Mandated justice: The potential promise and possible

pitfalls of mandating procedural justice in the workplace. *Regulation & Governance*, 6, 46-65. doi:10.1111/j.1748-5991.2011.01122.x

Ferris D. L., Lian, H., Brown, D. J., Pang, F. X. J., & Keeping, L. M. (2010). Self esteem and job performance: The moderating role of self esteem contingencies.

Personnel Psychology, 63(3), 561-593. doi:10.1111/j.1744-6570.2010.01181.x

Fritz, J., O'Neil, N., Popp, A., Williams, C., & Arnett, R. (2013). The influence of supervisory behavioral integrity on intent to comply with organizational ethical standards and organizational commitment. *Journal of Business Ethics*, 114, 251-263. doi:10.1007/s10551-012-1345-z

Fusch, G. E., & Gillespie, R. C. (2012). *A practical approach to performance interventions and analysis. 50 models for building a high-performance culture*. New York, NY: Pearson-Financial Times Press

Gabel, J. R., Whitmore, H., Pickreign, J., Ferguson, C. C., Jain, A., Shova, K. C., & Scherer, H. (2009). Obesity and the workplace: Current programs and attitudes among employers and employees, *Health Affairs*, 28, 46-56. doi:10.1377/hlthaff.28.1.46

Galletta, M., Portoghese, I., & Battistelli, A. (2011). Intrinsic motivation, job autonomy and turnover intention in the Italian healthcare: The mediating role of affective commitment. *Journal of Management Research*, 3, 1-19. doi:10.5296/jmrv312.619

Gberevbie, D. E. (2010). Organizational retention strategies and employee performance of Zenith Bank in Nigeria. *African Journal of Economic and Management*

Studies, 1, 61-74. doi:10.1108/11028167

Gelfand, M. J., Keller, K., Leslie, L. M., & deDreu, C. (2012). Conflict cultures in organizations: How leaders shape conflict culture and their organizational-level consequences. *Journal of Applied Psychology, 97*, 1131-1147.

doi:10.1037/a0029993

Gibson, K. (2012). Stakeholders and sustainability: An evolving theory. *Journal of Business Ethics, 109*, 15-25. doi:10.1007/s10551-012-1376-5

Gilbert, T. F. (2007). *Human competence: Engineering worthy performance* (3rd ed.). Hoboken NJ: Pfeiffer.

Glavas, A., & Godwin, L. (2013). Is the perception of goodness good enough? Exploring the relationship between perceived corporate social responsibility and employee organizational identification. *Journal of Business Ethics, 114*, 15-27.

doi:10.1007/s10551-012-1323-5

Glesne, C. (2011). *Becoming qualitative researchers: An introduction* (4th ed.). Boston, MA: Pearson Education.

Greene, A., & Kirton, G. (2011). Diversity management meets downsizing: The case of a government department. *Employee Relations, 33*, 22-39.

doi:10.1108/01425451111091636

Haas, H. (2010). How can we explain mixed effects of diversity on team performance? A review with emphasis on context, equality, diversity, and inclusion. *International Journal, 29*, 458-490. doi:10.1108/02610151011052771

Hai, N. N., & Sherif, M. (2011). Leadership behaviors, organizational culture and

- knowledge management practices. *Journal of Management Development*, 30, 206-221. doi:10.1108/02621711111105786
- Hallencreutz, J., & Turner, D. (2011). Exploring organizational change best practice: Are there any clear-cut models and definitions? *International Journal of Quality and Service Sciences*, 3, 60-68. doi:10.1108/17566691111115081
- Hamrouni, A. D., & Akkari, I. (2012). The entrepreneurial failure: Exploring links between the main causes of failure and the company life cycle. *International Journal of Business and Social Science*, 3(4), 189-205. Retrieved from www.ijbssnet.com/update/
- Harrington, S., Rayner, C., & Warren, S. (2012). Too hot to handle? Trust and human resource practitioners' implementation of anti-bullying policy. *Human Resource Management Journal*, 22, 392-408. doi:10.1111/1748-8583.12004
- Harrison, D. A., & Humphrey, S. E. (2010). Designing for diversity or diversity for design? Tasks, interdependence, and within-unit differences at work. *Journal of Organizational Behavior*, 31, 328-337. doi:10.1002/job.608
- Harsh, S. (2011). Purposeful sampling in qualitative research synthesis. *Qualitative Research Journal*, 11, 63-75. doi:10.3316/QRJ1102063
- Hart, S. (2010). Self-regulation, corporate social responsibility, and the business case: Do they work in achieving workplace equality and safety? *Journal of Business Ethics*, 92, 585-600. doi:10.1007/s10551-009-0174-1
- Heinen, L., & Darling, H. (2009). Addressing obesity in the workplace: The role of employers. *Milbank Quarterly*, 87, 101-122. doi:10.1111/j.1468-

0009.2009.00549.x

- Herdman, A., & McMillian-Capehart, A. (2010). Establishing a diversity program is not enough: Exploring the determinants of diversity climate. *Journal of Business & Psychology, 25*, 39-53. doi:10.1007/s10869-009-9133-1
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New Brunswick, NJ: Transaction.
- Holmes, O. (2010). Redefining the way we look at diversity: A review of recent diversity and inclusion findings in organizational research. *Equality, Diversity and Inclusion, 29*, 131-135. doi:10.1108/02610151011019255
- Homburg, C., Artz, M., & Wieseke, J. (2012). Marketing performance measurement systems: Does comprehensiveness really improve performance? *Journal of Marketing, 76*, 56-77. doi:10.1509/jm.09.0487
- Hopp, C., & Zenk, L. (2012). Collaborative team networks and implications for strategic HRM. *International Journal of Human Resource Management, 23*, 2975-2994. doi:10.1080/09585192.2011.637063
- Hunter, L. W., & Thatcher, S. M. B. (2007). Feeling the heat: Effects of stress, commitment, and job experience on job performance. *Academy of Management Journal, 50*, 953-968. doi:10.5465/AMJ.2007.26279227
- Hunter, S., & Sawyer, K. (2011). Bad apples, bad barrels, and broken followers? An empirical examination of contextual influences on follower perceptions and reactions to aversive leadership. *Journal of Business Ethics, 100*, 647-672. doi:10.1007/s10551-010-0702-z

- Hutchison, A., Johnston, L., & Breckon, J. (2010). Using QSR-NVivo to facilitate the development of a grounded theory project: an account of a worked example. *International Journal of Social Research Methodology*, *13*, 283-302.
doi:10.1080/13645570902996301
- Hyung-Jin, P.M., & John, D. O. (2013). A conceptual framework for demographic diversity for performance. *Advances in Management*, *6*, 41-47. Retrieved from <http://www.managein.org>
- Iqbal, A. (2010). Employee turnover: Causes, consequences and retention strategies in the Saudi organizations. *Business Review, Cambridge*, *16*, 275-281.
doi:10.5171/2011.166128
- James J. B., McKechnie, S., & Swanberg, J. (2011). Predicting employee engagement in an age-diverse retail workforce. *Journal of Organizational Behavior*, *32*, 173-196.
doi:10.1002/job.681
- Jitendra, M., Courtney, B., Kathryn, M., Mithilesh, M., & Bharat, M. (2011). Obesity in the workplace - An international outlook, *Advances in Management*, *4*, 7-17.
Retrieved from <http://www.managein.org>
- Jones, J., & Lewis, D. (2011). Let's not go down that path again: Lessons from the past applied to immigrant-targeted discrimination. *Employee Responsibilities & Rights Journal*, *23*, 229-247. doi:10.1007/s10672-010-9161-z
- Kacmar, K., Andrews, M., Harris, K., & Tepper, B. (2013). Ethical leadership and subordinate outcomes: The mediating role of organizational politics and the moderating role of political skill. *Journal of Business Ethics*, *115*, 33-44.

doi:10.1007/s10551-012-1373-8

Kaplan, D., Wiley, J. W., & Maertz, C. P. (2011). The role of calculative attachment in the relationship between diversity climate and retention. *Human Resource Management, 50*, 271-287. doi:10.1002/hrm.20413

Karakas, F. (2010). Exploring value compasses of leaders in organizations: Introducing nine spiritual anchors. *Journal of Business Ethics, 93*, 73-92. doi:10.1007/s10551-010-0627-6

Karjalainen, H. (2010). Can multicultural human resources management problems be solved by an organizational culture? *Management International, 14*, 99-114. doi:10.7202/044662ar

Karjalainen, H., & Soparnot, R. (2012). Interpersonal cooperation in multicultural working context. *International Business Research, 5*, 73-82. doi:10.5539/ibr.v5n6p73

Kaye, H. S., Jans, L. H., & Jones, E. C. (2011). Why don't employers hire and retain workers with disabilities? *Journal of Occupational Rehabilitation, 21*, 526-536. doi:10.1007/s10926-011-9302-8

Kavitha, S. R., Geetha, S. R., & Arunachalam, V. (2011). An empirical study on employee retention strategies in a biscuit manufacturing company in India. *Interdisciplinary Journal of Contemporary Research in Business, 3*, 762-772. Retrieved from <http://ijcrb.webs.com/>

Kerr, C. (2010). Assessing and demonstrating data saturation in qualitative inquiry supporting patient-reported outcomes research. *Expert Review of*

Pharmacoeconomics & Outcomes Research, 10(3), 269-281.

doi:10.1586/erp.10.30

Khan, T. M., Clear, F., Al-Kaabi, A., & Pezeshki, V. (2010). An exploratory study of the effects of diversity dimensions and intervening variables on attitudes to diversity.

Team Performance Management, 16, 289-308. doi:10.1108/13527591011071359

King, E. B., Dawson, J., West, M., Gilrane, V., Peddie, C., & Bastin, L. (2011). Why organizational and community diversity matter: Representativeness and the emergence of incivility and organizational performance. *Academy of Management Journal*, 54, 1103-1118. doi:10.5465/amj.2010.0016

Kochanowski, Y. (2011). Human capital management in government: Replacing government retirees. *Journal of Health and Human Services Administration*, 34, 85-108. Retrieved from <http://www.spaef.com>

Kotin, S., Dyrness, G. R., & Irazabal, C. (2011). Immigration and integration. *Progress in Development Studies*, 11, 263-284. doi:10.1177/146499341001100401

Kymlicka, W. (2010). The rise and fall of multiculturalism? New debates on inclusion and accommodation in diverse societies. *International Social Science Journal*, 6, 97-112. doi:10.1111/j.1468-2451.2010.01750.x

Kwon, K., Chung, K., Roh, H., Chadwick, C., & Lawler, J. (2012). The moderating effects of organizational context on the relationship between voluntary turnover and organizational performance: Evidence from Korea. *Human Resource Management Journal*, 51, 47-70. doi:10.1002/hrm.20433

Lambert, E., & Paoline, E. (2010). Take this job and shove it: An exploratory study of

turnover intent among jail staff. *Journal of Criminal Justice*, 38, 139-148.

doi:10.1016/j.jcrimjus.2010.01.002

Laroche, P., & Wechtler, H. (2011). The effects of labor unions on workplace performance: New evidence from France. *Journal of Labor Research*, 32, 157-180. doi:10.1007/s12122-011-9106-9

Lawrence, J., & Tar, U. (2013). The use of grounded theory technique as a practical tool for qualitative data collection and analysis. *Electronic Journal of Business Research Methods*, 11, 29-40. Retrieved from: <http://www.ejbrm.com/main.html>

Leech, N., & Onwuegbuzie, A. (2011). Beyond constant comparison qualitative data analysis: Using NVivo. *School Psychology Quarterly*, 26(1), 70-84. doi:10.1037/a0022711

Lechner, C., & Floyd, S. W. (2012). Group influence activities and the performance of strategy. *Strategic Management Journal*, 5, 478-495. doi:10.1002/smj.959

Lichter, D. (2013). Integration or fragmentation? Radical diversity and the American future. *Demography*, 50, 359-391. doi:10.1007/s13524-013-0197-1

Mantere, S., Schildt, H., & Sillince, J. (2012). Reversal of strategic change. *Academy of Management Journal*, 55, 173-196. doi:10.5465/amj.2008.0045

Marga, A. (2010). Globalization, multiculturalism, and brain drain. *Journal of Organizational Transformation & Social Change*, 7, 105-115. doi:10.1386/jots.7.1.105_1

Marks, M. L., & Mirvis, P. H. (2011). A framework for the human resources role in managing culture in mergers and acquisitions. *Human Resource Management*, 50,

859-877. doi:10.1002/hrm.20445

- Marshall, C., & Rossman, G. B. (2011). *Designing qualitative research* (5th ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Marques, J. F. (2010). Colorful window dressing: A critical review on workplace diversity in three major American corporations. *Human Resources Development Quarterly*, 21, 435-446. doi:10.1002/hrdq.20045
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50, 370-396.
- Maslow, A. H. (1970). *Motivation and personality*. New York, NY: Harper & Row.
- Massey, D. S., & Sanchez, R. M. (2010). *Brokered boundaries: Creating immigrant identity in anti-immigrant times*. New York, NY: Sage Publications, Inc.
- Martin-Alcazar, F., Romero-Fernandez, P., & Sanchez-Gardey, G. (2012). Transforming human resource management systems to cope with diversity. *Journal of Business Ethics*, 107, 511-531. doi:10.1007/s10551-011-1061-0
- May, G. (2010). *Strategic planning: Fundamentals for small business*. New York, NY: Business Expert Press.
- Miller, T., & del Carmen Triana, M. (2009). Demographic diversity in the boardroom: Mediators of the board diversity firm performance relationship. *Journal of Management Studies*, 46, 755-786. doi:10.1111/j.1467-6486.2009.00839.x
- Mohlala, J., Goldman, G. A., & Goosen, X. (2012). Employee retention within the Information Technology division of a South African Bank. *South African Journal of Human Resource Management*, 10(2), 1-11. doi:10.4102/sajhrm.v10j2.438

- Mollick, E. (2012). People and process, suits and innovators: the role of individuals in firm performance. *Strategic Management Journal*, 33, 1001-1015.
doi:10.1002/smj.1958
- Muna, F. A. (2011). Voices: Cultivating multicultural leaders. *Business Strategy Review*, 22, 90-91. doi:10.1111/j.1467-8616.2011.00761.x
- Murray, A., Haynes, K., & Hudson, L. J. (2010). Collaborating to achieve corporate social responsibility and sustainability: Possibilities and problems. *Sustainability Accounting Management and Policy Journal*, 1, 161-177.
doi:10.1108/20408021011089220
- Neuman, W. L. (2011). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Boston, MA: Pearson.
- Ng, E., & Sears, G. (2012). CEO leadership styles and the implementation of organizational diversity practices: Moderating effects of social values and age. *Journal of Business Ethics*, 105, 41-52. doi:10.1007/s10551-011-0933-7
- Nyberg, A. (2010). Retaining your high performers: Moderators of the performance-job satisfaction-voluntary turnover relationship. *Journal of Applied Psychology*, 95, 440-453. doi:10.1037/a0018869
- Oberseder, M., Schlegelmilch, B., & Gruber, V. (2011). Why don't consumers care about CSR: A qualitative study exploring the role of CSR in consumption decisions. *Journal of Business Ethics*, 104, 449-460. doi:10.1007/s10551-011-0925-7
- Oerlemans, W. G. M., & Peters, M. C. W. (2010). The multicultural workplace: Interactive acculturation and intergroup relations. *Journal of Managerial*

Psychology, 25, 460-478. doi:10.1108/02683941011048373

Okubo, D. (2012). National civic league inclusivity and diversity survey findings, 2011:

Charter and municipal code language of Colorado cities. *National Civic Review*,

101, 51-56. doi:10.1002/ncr.21077

Olsen, J., & Olson, L. (2012). Virtual team trust: Task, communication, and sequence.

Team Performance Management, 18, 256-276. doi:10.1108/13527591211251131

Panagiotakopoulos, A. (2011). Workplace learning and its organizational benefits for

small enterprises. *The Learning Organization*, 18, 364-374.

doi:10.1108/09696471111151701

Perez-Batres, L. A., Miller, V., Pisani, M. J., Henriques, I., & Renau-Sepulveda, J. A.

(2012). Why do firms engage in national sustainability programs and transparent sustainability reporting? *Management International Review*, 52, 107-136.

doi:10.1007/s11575-011-0098-8

Perryer, C., Jordan, C., Firms, I., & Travaglione, A. (2010). Predicting turnover

intentions: The interactive effects of organizational commitment and perceived organizational support. *Management Research Review*, 33, 911-923.

doi:10.1108/10409171011070323

Phillips, K. W., Rothbard, N. P., & Dumas, T. L. (2009). To disclose or not disclose:

Status distance and self-disclosure in diverse environments. *Academy of*

Management Journal, 34, 710-732. doi:10.5465/AMR.2009.44886051

Ponterotto, J. G., Ruckdeschel, D. E., Joseph, A. C., Tennenbaum, E. A., & Bruno, A.

(2011). Multicultural personality dispositions and trait emotional intelligence: An

exploratory study. *The Journal of Social Psychology*, *151*, 556-576.

doi:10.1080/00224545.2010.503718

Portillo, J., & Block, W. (2012). Anti-discrimination laws: Undermining our rights.

Journal of Business Ethics, *109*, 209-217. doi:10.1007/s10551-011-1120-6

Ratts, M. J. (2011). Multiculturalism and subjective happiness with full mediation by ethnocultural empathy for African Americans, Asians, males, and females.

Journal of Multicultural Counseling and Development, *39*, 24-37.

doi:10.1002/j.2161-1912.2011.tb00137.x

Ray, D., & Sethi, R. (2010). A remark on color-blind affirmative action. *Journal of*

Public Economic Theory, *12*, 399-406. doi:10.1111/j.1467-9779.2010.01458.x

Rekha, S. K., & Kamalanabhan, T. (2010). A three-dimensional analysis of turnover

intention among employees of ITES/BPO sector. *South Asian Journal of*

Management, *17*, 85-103. doi:10.1504/IJLC.2010.032710

Riccucci, N. M. (2009). The pursuit of social equity in the federal government: A road

less traveled? *Public Administration Review*, *69*, 373-382. doi:10.1111/j.1540-

6210.2009.01984.x

Riiskjær, E., Ammentorp, J., & Kofoed, P. (2012). The value of open-ended questions in

surveys on patient experience: Number of comments and perceived usefulness

from a hospital perspective. *International Journal for Quality in Health Care*, *24*,

509-516. doi:10.1093/intqhc/mzs039

Robertson, C., & Geiger, S. (2011). Moral philosophy and managerial perceptions of

ethics codes: Evidence from Peru and the United States. *Cross Cultural*

Management: An International Journal, 18, 351-365.

doi:10.1108/13527601111152860

Ross, R. (2012). Managing perfectionism in the workplace. *Employment Relations Today (Wiley)*, 39, 1-6. doi:10.1002/ert.21370

Ruark, B. E. (2010). Questioning minds on the lookout for potential workplace research and improvement markers: Practice-based research. *Performance Improvement*, 10, 15-19. doi:10.1002/pfi.20182

Rubera, G., & Kirca, A. H. (2012). Firm innovativeness and its performance outcomes: A meta-analytic review and theoretical integration. *Journal of Marketing*, 76, 130-147. doi:10.1509/jm.10.0494

Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd ed). Thousand Oaks, CA: Sage Publications, Inc.

Salih, A., & Doll, Y. (2013). A middle management perspective on strategy implementation. *International Journal of Business & Management*, 22(1), 32-39. doi:10.5539/ijbm.v8n22p32

Samnani, A., Salamon, S., & Singh, P. (2014). Negative affect and counterproductive workplace behavior: The moderating role of moral disengagement and gender. *Journal of Business Ethics*, 119, 235-244. doi:10.1007/s10551-013-1635-0

Savage-Austin, A. R., & Honeycutt, A. (2011). Servant leadership: A phenomenological study of practices, experiences, organizational effectiveness, and barriers. *Journal of Business & Economics Research*, 9(1), 49-54. Retrieved from <http://journals.cluteonline.com/index.php/JBER>

- Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W., Lord, R. G., Trevinno, L. K., Dimotakis, N.,... Peng, A. C. (2012). Embedding ethical leadership within and across levels. *Academy of Management Journal*, *55*(1), 1053-1078. doi:10.5465/amj.2011.0064
- Scott, K. A., Heathcote, J. M., & Gruman, J. A. (2011). The diverse organization: Finding gold at the end of the rainbow. *Human Resource Management*, *50*, 735-755. doi:10.1002/hrm.20459
- Shin, S. J., Kim T., Lee, J., & Bian, L. (2012). Cognitive team diversity and individual team member creativity: A cross-level interaction. *Academy of Management Journal*, *55*, 197-212. doi:10.5465/amj.2010.0270
- Slater, S., & Yani-de-Soriano, M. (2010). Researching consumers in multicultural societies: Emerging methodological issues. *Journal of Marketing Management*, *26*, 1143-1160. doi:10.1080/0267257X.2010.509581
- Smith, D. (2009). Making management count: A case for theory- and evidence-based public management. *Journal of Policy Analysis and Management*, *28*(3), 497-505. doi:10.1002/pam.20444
- Sobel, R. S., Dutta, N., & Roy, S. (2010). Does cultural diversity increase the rate of entrepreneurship? *The Review of Austrian Economics*, *23*, 269-286. doi:10.1007/s11138-010-0112-6
- Sreedhar, U. (2011). Workforce diversity and HR challenges. *Advances in Management*, *4*(10), 33-36. Retrieved from <http://www.managein.org>
- Srinidhi, B., Gul, F. A., & Tsui, J. (2011). Female directors and earnings quality.

Contemporary Accounting Research, 28, 610-644. doi:10.1111/j.1911-

3846.2011.01071.x

Stake, R. E. (2010). *Qualitative research: Studying how things work*. New York, NY: Guilford Press.

Stewart, R., Volpone, S., Avery, D., & McKay, P. (2011). You support diversity, but are you ethical? Examining the interactive effects of diversity and ethical climate perceptions on turnover intentions. *Journal of Business Ethics*, 100, 581-593. doi:10.1007/s10551-010-0697-5

Sultana, M. A., Rashid, M., Mohiuddin, M., & Huda, M. (2013). Cross-cultural management and organizational performance: A content analysis perspective. *International Journal of Business & Management Studies*, 8, 133-146. doi:10.5539/ijbm.v8n8p133

Suri, H. (2011). Purposeful sampling in qualitative research synthesis. *Qualitative Research Journal*, 11, 63-75. doi:10.3316/QRJ1102063

Tadmor, C. T., Ying-yi, H., Chao, M. M., Wiruchnipawan, F., & Wei, W. (2012). Multicultural experiences reduce intergroup bias through epistemic unfreezing. *Journal of Personality & Social Psychology*, 103, 750-772. doi:10.1037/a0029719

Talke, K., Salomo, S., & Kock, A. (2011). Top management team diversity and strategic innovation orientation: The relationship and consequences for innovativeness and performance. *Journal of Product Innovation Management*, 28, 819-832. doi:10.1111/j.1540-5885.2011.00851.x

Tashakkori, A., & Teddlie, C. (Eds.) (2010). *Handbook of mixed methods in social and*

behavioral research (2nd ed.). Thousand Oaks, CA: Sage Publications, Inc.

- Tatli, A. (2011). Multi-layered exploration of the diversity management field: Diversity discourses, practices and practitioners in the UK. *British Journal of Management*, 22, 238-253. doi:10.1111/j.1467-8551.2010.00730.x
- Taylor, J. (2014). Organizational culture and the paradox of performance management. *Public Performance & Management Review*, 38, 7-22. doi:10.2753/PMR1530-9576380101
- Tellis, G., Prabhu, J., & Chandy, R. (2009). Radical innovation across nations: The preeminence of corporate culture. *Journal of Marketing*, 73(1), 3-23. doi:10.1509/jmkg.73.1.3
- Thomas, R. R. (2011). The management of workforce diversity: A continuing evolution. *Employment Relations Today*, 38, 1-9. doi:10.1002/ert.20349
- Tienne, D., & Mallette, P. (2012). Antecedents and outcomes of innovation-oriented cultures. *International Journal of Business & Management Studies*, 7, 1-11. doi:10.5539/ijbm.v7n18p1
- Torchia, M., Calabrò, A., & Huse, M. (2011). Women directors on corporate boards: From tokenism to critical mass. *Journal of Business Ethics*, 102, 299-317. doi:10.1007/s10551-011-0815-z
- Triana, M. D., Garcia, M. F., & Colella, A. (2010). Managing diversity: How organizational efforts to support diversity moderate the effects of perceived racial discrimination on affective. *Personnel Psychology*, 63, 817-843. doi:10.1111/j.1744-6570.2010.01189.x

- Triana, M., Wagstaff, M., & Kim K. (2012). That's not fair! How personal value for diversity influences reactions to the perceived discriminatory treatment of minorities. *Journal of Business Ethics, 111*, 211-218. doi:10.1007/s10551-012-1202-0
- Turner, D. W., III. (2010). Qualitative interview design: A practical guide for novice investigators. *The Qualitative Report, 15*(3), 754-760.
doi:10.1136/adc.2005.071761Arch
- Vatcharasirisook, V. (2011). *Organizational learning and employee retention: A focused study examining the role of relationships between supervisors and subordinates* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 3460075)
- Van De Mierop, D., & Vrolix, E. (2014). A discourse analytical perspective on the professionalization of the performance appraisal interview. *Journal of Business Communication, 51*, 159-182. doi:10.1177/2329488414525197
- Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2010). Predicting business unit performance using employee surveys: Monitoring human resource management related changes. *Human Resource Management Journal, 20*, 44-63.
doi:10.1111/j.1748-8583.2009.00114.x
- Van Woerkom, M., & de Reuver, R. M. (2009). Predicting excellent management performance in an intercultural context: a study of the influence of multicultural personality on transformational leadership and performance. *The International Journal of Human Resource Management, 20*, 2013-2029.

doi:10.1080/09585190903175589

Vertovec, S. (2010). Towards post-multiculturalism? Changing communities, conditions, and contexts of diversity. *International Social Science Journal*, 61, 83-95.

doi:10.1111/j.1468-2451.2010.01749.x

Wegner, P. M. (2011). *The relationship between employee engagement and employee retention in an acute healthcare hospital* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 3469938)

Westover, J. H., & Taylor, J. (2010). International differences in job satisfaction.

International Journal of Productivity and Performance Management, 59, 811-828. doi:10.1108/17410401011089481

Williams, E., & Morrow, S. L. (2009). Achieving trustworthiness in qualitative research: A pan-paradigmatic perspective. *Psychotherapy Research*, 19, 576-582.

doi:10.1080/10503300802702113

Wilson, M. S., & Brown, J. M. (2012). The perceptions of dislocated workers under the Workforce Investment Act. *Human Resource Development Quarterly*, 23, 389-410. doi:10.1002/hrdq.21139

Wise, C., Alexander, J., Green, L., Cohen, G. R., & Koster, C. (2011). Journey toward a patient centered medical home: Readiness for change in primary care practices.

Milbank Quarterly, 3, 399-424. doi:10.1111/j.1468-0009.2011.00634.x

Wooten, D. B., & Reed II, A. (2000). A conceptual overview of the self-presentational concerns and response tendencies of focus group participants. *Journal of Consumer Psychology*, 9, 141-153. Retrieved from <http://www.elsevier.com>.

- Wooton, S., & Horne, T. (2010). *Strategic thinking* (3rd ed.). Philadelphia, PA: Replika Press.
- Yang, Y., & Konrad, A. M. (2011). Diversity and organizational innovation: The role of employee involvement. *Journal of Organizational Behavior*, 32, 1062-1083.
doi:10.1002/job.724
- Yin, R. K. (2009). *Case study research: Design and methods* (4th ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Yin, R. K. (2011). *Qualitative research from start to finish*. New York, NY: The Guilford Press.
- Yiwen, Z., Lepine, J. A., Buckman, B. R., & Feng, W. (2014). It's not fair...or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of Management Journal*, 57, 675-697.
doi:10.5465/amj.2011.1110
- Youngs, G., & Widdows, H. (2009). Globalization, ethics, and the war on terror. *Globalizations*, 6, 1-6. doi:10.1080/14747730802692377
- Yukl, G., George, J. M., & Jones, G. R. (2010). *Leadership: Building sustainable organizations*. Upper Saddle River, NJ: Prentice Hall.
- Zeynep, O. (2013). Managing emotions in the workplace: It's mediating effect on the relationship between organizational trust and occupational stress. *International Business Research*, 6, 81-88. doi:10.5539/ibr.v6n4p81

Appendix A: Informed Consent Form

You are invited to take part in an interview for a research study. The researcher is inviting participants with at least one year of work experience who are knowledgeable about workplace performance to be a participant in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding to take part. This study is being conducted by a researcher named Francine W. Richardson, a doctoral student at Walden University.

Background Information:

The topic of the study is Enhancing Strategies to Improve Workplace Performance. The purpose of the study is to collect data that will aid the researcher in obtaining information on the research question, "what strategies are essential for organizational leaders to improve workplace performance."

Procedures:

If you agree to be in this study, you will be asked to:

- Answer questions in regards to workplace performance strategies and policies.
- This is a one-time audio recorded interview that will take approximately 20 - 30 minutes.

Here are some sample questions:

What is the working environment like in your organization?

What promotion/recruitment strategies exist in the organization?

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. If you decide to join the study now, you can still change your mind during or after the study. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study would not pose risk to your safety or wellbeing. Potential benefits include learning about motivational tools that assist organizations to train and educate employees on workplace performance.

Payment:

No gifts or payments are being offered for participation in this study.

Privacy:

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by locked box a researcher's residence. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via email at fwr6@yahoo.com. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 3121210. The researcher will give you a copy of this form to keep.

Statement of Consent:

I have read the above information, and I feel I understand the study well enough to make a decision about my involvement. By signing below, I understand that I am agreeing to the terms described above.

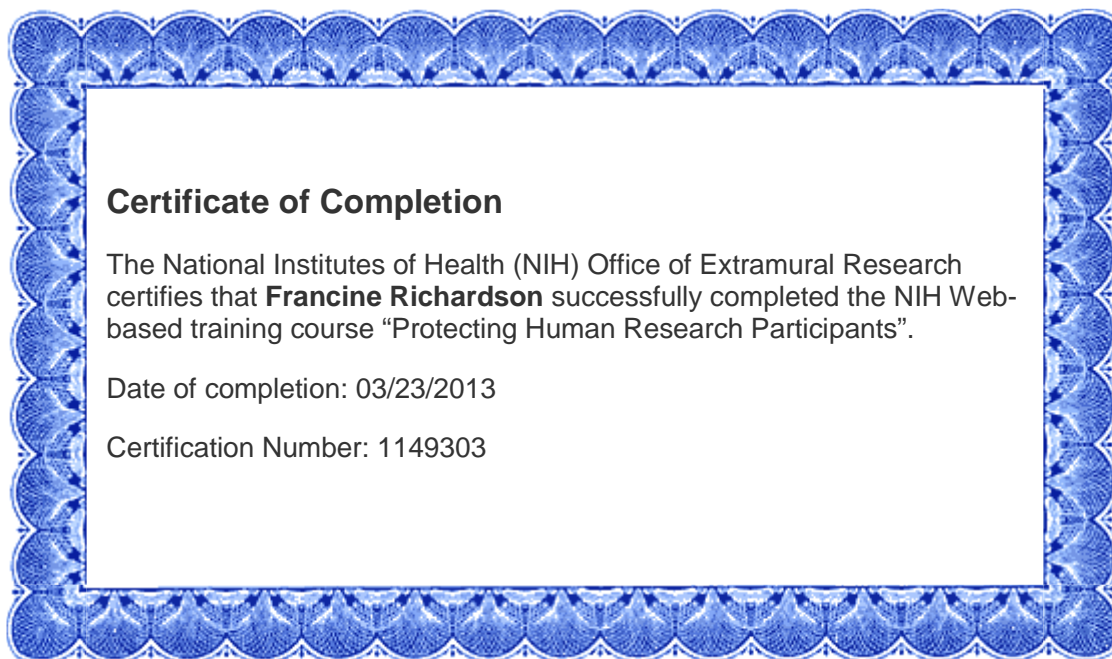
Printed Name of Participant

Date of consent

Participant's Signature

Researcher's Signature

Appendix B: Certificate of Completion



Curriculum Vitae

FRANCINE W. RICHARDSON

EXPERIENCE

2009 - Present Marine Corps Logistic Base Albany, Georgia

Contract Specialist

- Negotiate with suppliers for procurement contracts.
- Approves, administers, or rejects deviations from contract specifications.
- Evaluates/monitors contract performance
- Analyze price proposals and other data.

1991 - 2009 City of Albany Planning & Dev. Services Albany, Georgia

Planner I

- Prepared land use data and statistics.
- Researched, compiled, and analyzed zoning studies and special projects.
- Performed site inspections for permits.
- Served as liaison between Planning Department and other departments, and government agencies.

EDUCATION

2010 – Present Walden University Minneapolis, MN

- Doctorate in Business Administration

2009 Albany State University Albany, Georgia

- Master's in Public Administration

2006 Albany State University Albany, Georgia

- Bachelor's in Business Management