

2020

Strategies to Reduce Workplace Bullying in the Pharmaceutical Industry

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Walden University

College of Management and Technology

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Gina J. Nelson

has been found to be complete and satisfactory in all respects,
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Walden University
2020

Abstract

Strategies to Reduce Workplace Bullying in the Pharmaceutical Industry

by

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MBA, Kaplan University (Purdue University Global), 2008

BS, Oakwood University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2020

Abstract

Approximately 60% of employees are affected by workplace bullying. Leaders who do not adequately address workplace bullying experience reduced productivity, increased attendance issues, or risk of losing skilled employees. Grounded in the behavior engineering model, the purpose of this multiple-case study was to explore strategies some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance. The population consisted of 4 leaders from 2 pharmaceutical organizations in Florida who have successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. Data were collected from semistructured interviews and document analysis to accomplish methodological triangulation. Member checking was used to improve data accuracy and mitigate any personal bias during the research study. Four major themes emerged from the research: (a) need for a zero-tolerance policy, (b) training required for all leaders and employees, (c) open communication/reporting, and (d) the organizational culture. A key recommendation for leaders in the pharmaceutical industry is to reduce workplace bullying to improve organizational culture and employee performance by developing a zero-tolerance policy on workplace bullying, implement training programs for staff and leaders, and open communication reporting. The implication for positive social change includes creating a healthy work environment and increasing work harmony that might transfer to home and communities. A healthy work environment impacts employees' personal lives with less stress and improves positive interactions with family, friends, and others in the community.

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Dedication

I want to dedicate this doctoral study to my family. This journey has not been comfortable, and you all have sacrificed so much to help me accomplish this educational journey. To my loving and caring daughters, Amira and Angelina, thank you for being so understanding and loving me through this process. You are my motivation and the reason I push myself every day. I know it was not easy for both of you to hear me say, I got to do schoolwork, and sacrifice precious time with both of you. One day, you will understand and appreciate the sacrifices we made and use them as an example. To my dear and caring husband, Louis Nelson, I want to thank you for your caring support throughout this process and for always pushing me to do my best. Without you, this would not be possible. To my dear mother (Celira Julceus), you are and will always be my motivation. Even though you're not here, the lessons you've taught me will always be close to my heart. And to the rest of my family, thank you for pushing me to go back to school and finish this degree; I genuinely appreciate you. For this reason, this doctoral degree is *our* accomplishment.

Acknowledgments

I want to take this opportunity to acknowledge the people who have helped me throughout this doctoral journey. I first want to acknowledge God and say thank you for allowing me to complete this journey. To the many professors who have guided me and for taking the time to help me in this journey, thank you for your support and all your help. Thank you to my current chair, Dr. Teresa Jepma, for guiding me on the right path, your consistent feedback, and for your words of encouragement. I want to thank Dr. Janet Booker for taking the time to review my doctoral study repeatedly and for providing helpful feedback. I want to thank my second committee member, Dr. Douglas Gilbert, for taking the time out of your busy schedule to review my paper and to share your knowledge and expertise. To my URR, Dr. Kennett Gossett, for your suggestions and feedback throughout this process. I want to acknowledge all my peers and future doctors who have been going through this process. There is a light at the end of the tunnel.

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Section 1: Foundation of the Study

The definition and characteristics of culture have changed with time. Schein (2016) defined culture as the beliefs, assumptions, and values of a shared community to solve internal and external conflicts. Schein also noted that providing a solution to internal and external community conflict is essential in creating a positive and successful organizational culture. An organization's culture significantly impacts its success and achievement (Riupassa, 2018), thereby influencing its operation, success, and performance (Magsi et al., 2018). The culture of an organization represents a significant factor in how employees view their work environment. When the culture of the organization is impacted by workplace bullying, employee performance will likely diminish. Park and Ono (2017) defined *workplace bullying* as being repeatedly targeted by acts of violence such as harassment, intimidation, insults, social isolation, and verbal and physical abuse over time. The Workplace Bullying Institute (2017) reported that approximately 60% of employees are affected by workplace bullying and that 61% of bullies are leaders. Furthermore, the Workplace Bullying Institute also stated that when employees report workplace bullying, 71% of the employers have an adverse reaction that further harms them, and 65% lose their job. Therefore, businesses have sought ways to improve their cultural environment, particularly during the economic changes occurring within the last 5 years (Pawirosumarto et al., 2017). According to Irwan (2018), organizational leaders can implement different approaches to increase organizational culture and increase employee performance. Becton et al. (2017) stated that leaders could create or modify training, policies, and procedures to decrease

workplace bullying and create a positive culture. A leader's responsibility is to create a healthy culture so employees can thrive and be productive.

Background of the Problem

The culture within an organization has become the topic of discussion for many organizational leaders because an organization's culture has a significant impact on employee performance, behavior, and productivity, which impact the entire organization (Warrick, 2017). An influential culture is one with motivated employees who have positively influence organizational performance (Warrick et al., 2016). A supportive organizational culture could be a motivational tool that encourages employees to perform better, increase productivity (Kamble & Wankhade, 2018; Rofcanin et al., 2017), and stay engaged (Ukil, 2016). A thriving organizational culture is; increased productivity, conflict resolutions, increased employee retention, decreased workplace bullying, and positive communication (Georgakopoulos & Kelly, 2017; Hanaysha, 2016). A thriving culture can increase morale and organizational value.

Workplace bullying creates a corrupt work environment that negatively affects employee health, performance, and overall success (Rajalakshmi & Gomathi, 2016). Employees who encounter bullying in the workplace may become depressed, discouraged, and disengaged, leading to lower performance (Hollis, 2016). According to Nielsen et al. (2017), failure to identify workplace violence can lead to a hostile work environment and decreased employee performance. Employees who have been impacted by workplace bullying can have long-term psychological, physical, and emotional problems (Kocakülâh et al., 2018). Through effective leadership, employee morale and

performance increase, creating a high organizational culture (Maamari & Saheb, 2018). A leader who understands the importance of engaged employees can successfully create a positive organizational culture that reduces workplace bullying.

Problem Statement

Leadership can negatively affect organizational culture, workplace bullying, and employee performance, which increases organizational costs (Meng & Berger, 2019; Pheko et al., 2017). Lack of workplace policies makes it difficult for leaders to address workplace bullying (Spruce, 2019). Eighty percent of employees' work-related performance issues are due to an unhealthy organizational culture (Anjum et al., 2018). In the first quarter of 2014, 74% of employees reported workplace bullying (Rouse et al., 2016). Workplace bullying cost organizational leaders \$40 billion in additional expenses due to productivity, absenteeism, and sick leave (Porter et al., 2018). The general business problem is that leaders are unaware of how workplace bullying impacts organizational culture, which reduces employee performance and organizational profits. The specific business problem is that some leaders in the pharmaceutical industry lack strategies to reduce workplace bullying to improve organizational culture and employee performance.

Purpose Statement

The purpose of this qualitative multiple-case study was to explore strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance. The population consisted of four leaders from two pharmaceutical organizations in Florida who have successfully

implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. The study findings could contribute to social change by reducing workplace bullying, which may increase work harmony that might transfer to home and communities. When work is more harmonious, employees are less stressed and less withdrawn from the community (Lohikoski et al., 2019). Reducing workplace bullying may improve organizational culture and reduce employee stress; less stress at work translates to a happier employee with concomitant benefits to families and friends (Lohikoski et al., 2019).

Nature of the Study

For this research study, I used a qualitative methodology. Researchers use qualitative methodologies to identify and understand participants' experiences with a phenomenon through interview questions (Park & Park, 2016). A qualitative method was an appropriate choice to understand the pharmaceutical leaders' experiences related to workplace bullying. Quantitative researchers use close-ended questions to gather numerical data to test a hypothesis about variables' characteristics or relationships (Levitt et al., 2018; Saunders et al., 2016). Testing a hypothesis about variables would not lead to an understanding of participant experiences, making the quantitative method inappropriate for my study. Mixed-method researchers use both qualitative (exploratory) and quantitative (confirmatory) research methods to address research questions (Schoonenboom, 2018). The mixed-method was not the optimal choice for this study because the quantitative component of testing hypotheses was not required to address the research question. Closed-ended questions would not produce a rich discussion needed to

understand the participants' experiences of decreasing bullying to improve organizational culture and employee performance.

I chose a qualitative multiple-case study. A case study is a design used by researchers to understand the phenomena for addressing research questions using multiple data (Alpi & Evans, 2019; Yin, 2018). Researchers use a single case study design to answer one specific case or phenomena while using various data through documentation, artifacts, interviews, archival records, participants' experiences, journals, and direct observations (Ridder, 2017; Yin, 2018). Researchers use a multiple-case study design to explain what, how, and why questions to provide a larger picture and compare data from two or more cases (Yin, 2018). In addition, research conducted through case study design is not limited by time or historical events (Yin, 2018). The multiple-case study design is expected to be more rigorous than a single case study, as researchers review similarities and differences related to the answers to the research question (Yin, 2018). The multiple-case study design was an appropriate choice for this study because I used more than one case to compare the research question's similarities and differences. The multiple-case study design includes a broader picture of the problem, which can help validate and improve the research study's validity.

Researchers use a phenomenological design to understand a descriptive phenomenon through participants' lived experiences, beliefs, and attitudes and what the experiences mean to them as they relate to the phenomena (Stainton, 2018). A phenomenological research design was not suitable for this study because the study's intent was not to focus on participants' personal beliefs and attitudes about the specific

phenomenon of workplace bullying but relatively successful strategies used to address a phenomenon. For ethnography, a researcher immerses themselves into the culture to provide detailed descriptions of a cultural group (Cappellaro, 2017). The ethnographic design was not appropriate for this study because the study's focus was not to observe a specific cultural group's shared patterns.

Research Question

What strategies do some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance?

Interview Questions

1. What strategies do you use to reduce workplace bullying to improve organizational culture and employee performance?
2. What role does leadership have in implementing strategies to reduce workplace bullying to improve organizational culture and employee performance?
3. What principal barriers have you experienced when implementing strategies to reduce workplace bullying?
4. How did your organization address the principal barriers to implementing the strategies for reducing workplace bullying?
5. How have you communicated the strategies to reduce workplace bullying to improve organizational culture and employee performance?
6. How do you measure the strategies' effectiveness to reduce workplace bullying to improve organizational culture and employee performance?

7. What, if any, type(s) of training do you provide to managers and employees to prevent or address incidents of workplace bullying?
8. What additional information would you like to add related to strategies used to reduce workplace bullying to improve organizational culture and employee performance?

Conceptual Framework

I used Gilbert's behavior engineering model (BEM) as the conceptual framework for this study. Thomas Gilbert created the BEM in 1978 to help researchers and organizations understand factors that may enhance performance and behaviors to create a positive workplace culture (Winniecki, 2015). To increase performance, leaders make necessary changes that help with their organization, employee behaviors, and the organizational culture (Winniecki, 2015). Gilbert observed organizational leaders and their employees, identifying factors such as data, instruments, and incentives (environmental) and knowledge, capacity, and motives (individual) that contribute to employee performance and behavior issues (Wooderson et al., 2018). Gilbert also stated that employee performance could change if leaders make changes to the environment (Wooderson et al., 2018). The BEM was used to understand the environmental and individual factors that affect the workplace and employee performance with profitable results.

Gilbert's research on the BEM provided a detailed overview of performance and the framework for recognizing the underlying factors of organizational issues to explore the environmental and performance issues that significantly affect organizational

performance (Wooderson et al., 2018). Leaders and researchers have used the BEM to understand factors that influence behaviors and performance (Turner & Baker, 2016; Winiecki, 2015). This model may be used to better understand environmental and behavioral risks to employee performance and may provide strategies leaders can use to reduce workplace bullying to improve organizational culture and employee performance. This model was connected to my study because factors such as bullying impact the workplace culture and employees' ability to be productive. When a workplace culture is not healthy, employee performance and productivity are negatively impacted (Wooderson et al., 2018).

Operational Definitions

Adaptive leadership: A leader's ability to rally people to attack tough challenges and succeed (Wong & Chan, 2018).

Motivation: Internal and external factors that influence employee behavior (Alshmemri et al., 2017).

Organizational commitment: Employee participation and identification toward their organization (Lotfi et al., 2018).

Performance management: A tool for executing a strategic plan and supervising the people and the organization (Schleicher et al., 2019).

Transformational leadership: A leadership style that leaders use to persuade, encourage, and motivate employees to achieve the organizational goal through their innovative and compelling approach (Get, 2018).

Workplace bullying. A consistent pattern of being repeatedly targeted by negative behaviors in the workplace, such as insults, intimidation, embarrassment, harassment, or physical abuse, over a long time by one or more employees or leaders against another employee or employees (Paciello et al., 2019).

Work engagement: Employee behavior that connects to their work and is fully energized and dedicated to their work. In other words, work engagement is lively, fulfilling work characterized by strength, dedication, and captivation (Magee et al., 2017).

Workplace violence: A broad definition focuses on a spectrum of intolerable violence that affects employees' behaviors. It encompasses physical violence where employees feel abused, threatened, discriminated against, harassed, intimidated, bullied, and other disturbing behaviors due to situations related to their work, which represent a threat to their safety, health, and well-being (Hart & Heybrock, 2017).

Assumptions, Limitations, and Delimitations

Assumptions

According to Schoenung and Dikova (2016), assumptions are ideas that researchers understand to be true without authentication. In this study, I assumed that each participant understood the research because of their leadership position. In qualitative research, the research topic serves as the criteria to select participants based on their experiences of the phenomenon (Ghirotto, 2016). According to Day et al. (2016), creating an open, communicative space allows participants to be honest and provide reliable and complete information on the topic, which helps establish credibility. The

second assumption was that the participants would be honest and truthful during the interview. Participants' honesty was key to ensuring that the data were focused on their experiences and not the researcher's perspective. The final assumption was that a case study was the best option because of the data collection process.

Limitations

Researchers try to avoid limitations that may affect their research. According to Marshall and Rossman (2016), limitations are weaknesses that affect the research's validity. The experiences of pharmaceutical leaders limit the scope of this study. For instance, some leaders may deem that their leadership style and strategies are the most effective while their counterparts disagree. Failure to address these differences may lead to ineffective strategies. Researchers utilize qualitative research to observe participants in their natural setting and collect detailed information based on actual experiences (Willis et al., 2016). The second limitation was finding a corporation that would allow its leaders to be part of the study. Leaders had to be willing to adjust their schedules to be part of the study, limiting the opportunity to obtain diverse perspectives. Because participation was voluntary, participants may withdraw anywhere during the research process, which may cause a delay or removal of data. The third limitation was collecting enough data through the selected research method and design.

Delimitations

Delimitations are boundaries that a researcher can regulate to control the location, size, and study parameters (Gill et al., 2016; Yin, 2018). In this multiple-case study, participants were leaders in the pharmaceutical industry who have successfully

implemented effective strategies to decrease workplace bullying to improve organizational culture and employee performance. This study did not include employees. The study's delimitations are that I chose two pharmaceutical organizations that consisted of leaders who have at least 5 years of experience, supervise at least 10 employees, and understand the research topic. This study did not include multiple organizations. The other delimitation was that this study focused on pharmaceutical leaders, and the results were not generalized or beneficial to other industry leaders.

Significance of the Study

Irwan (2018) explained that culture plays an essential role in employee satisfaction and organizational performance. This study's results are of potential significance because the findings may provide information that could improve organizational culture and performance. This study's findings may provide pharmaceutical leaders with strategies to improve their organizational culture and employee performance, which could benefit the organization through improved productivity and spending less time and money on addressing bullying behaviors and claims.

Contribution to Business Practice

Organizational leaders may benefit from this study by identifying strategies to reduce workplace bullying to improve organizational culture and employee performance, improving organizational performance and profits. A thriving organizational culture includes a positive work environment where employees are loyal and committed, which can increase performance and profitability (Farrell, 2018). Organizational culture is

influenced by organizational policies and strategies that affect organizational success (Farrell, 2018). Organizational leaders could apply the findings from this study to create strategies to reduce workplace bullying, supporting a positive organizational culture. This study's findings include ideas to create an organizational culture that supports employee performance, development, and productivity to increase organization performance, profitability, and expansion.

Implications for Social Change

This study contributed to positive social change by including strategies to reduce workplace bullying that may improve employees' overall well-being, which transfers to their homes and personal lives. Workplace bullying creates a toxic workplace culture and can catalyze stress, turnover, mental illness, and disease (Xu et al., 2018). Engaged employees use their knowledge and talent to help support charitable programs that benefit their communities, such as morning/after-school programs, community service, feeding the homeless, backpack lunches for children, disaster relief, or international missions (Shibia & Barako, 2017). Creating effective strategies could positively affect social change by creating a performing and productive environment to allow the organization to expand and create jobs to assist families in need and invest in their social and economic development.

A Review of the Professional and Academic Literature

The purpose of a literature review is to provide a comprehensive analysis of the research phenomenon (Veletsianos & Shepherdson, 2016). This literature review consists of the (a) BEM theory for the conceptual framework, (b) supporting theories, (c) and the

relationship of this on organizational culture and how the culture of an organization affects the different aspects of employee behavior and performance. The purpose of working for an organization is for employees to increase their knowledge, develop their skills, enhance their well-being and financial support, and create a connection to the community (Lee & Jim, 2019). The goal of an organization is to provide a safe and nurturing environment free from bullying that is conducive to the success of the employees and the organization (Mills et al., 2019). This study's results contribute to strategies that some leaders in the pharmaceutical industry can use to decrease workplace bullying to improve organizational culture and employee performance.

This review encompasses materials from business journals, books, and multiple databases, including the Thoreau search engine, ABI/INFORMS Global, Business Source Complete, Google Scholar, and ProQuest. Peer-reviewed journal articles comprise over 85% of the sources used in this doctoral study to comply with Walden University's requirement. The keywords used to search within databases included *organization culture, workplace bullying, employee performance, job satisfaction, motivation, employee commitment, workplace violence, Gilbert's behavior model, and leadership*. I narrowed my search based on relevancy to the topic and selected the majority of sources published in 2016 and later. The literature consisted of 98 references, and 93 of them are scholarly, peer-reviewed articles demonstrating approximately 95% of the total references.

Behavior Engineering Model (BEM)

Thomas Gilbert created the BEM in 1978 (Gilbert, 2013). Researchers have used the BEM to evaluate the person and environmental influences that may influence performance (Stull & Freer, 2019). BEM has two categories: performance and environmental. The performance category addresses performance factors inside the person or employee, and the environment category refers to the work environment (Wooderson et al., 2017). Wooderson et al. (2007) further explained environmental factors are information, instruments, and incentives, and the performance factors are knowledge, capacity, and motives. The BEM provides a way for leaders to analyze performance issues and strategies to increase effectiveness (Gilbert, 2013). Gilbert believed that a system that compensates people based on their behavior supports ineffectiveness. A system that focuses on employee accomplishments and not their performance is a failed system that fails to understand human behavior and ability (Wooderson et al., 2017).

The BEM demonstrates that excellent performance is the combination of a person's behavior and their environment. This model illustrates performance to organizational outcomes (Wooderson et al., 2017). Employee behavior that focuses on achievement and movement has little to no impact on performance (Wooderson et al., 2017). The BEM consists of performance resulting from occupation and location among behavioral and environmental degrees (Wooderson et al., 2017). Gilbert (2013) stated that performance should be measured with accuracy and consistency.

Furthermore, Gilbert stated that when measuring performance, researchers should also measure competence. Gilbert argued that the reason for poor performance is a lack of leadership. Management could enhance human competency through behavior change that further advances environmental factors (information, instruments, or incentives), affecting the performance factors (knowledge, capacity, and motives; Gilbert, 2013). As leaders analyze the six elements, they can analyze performance (Gilbert, 2013).

Gilbert (2013) stated that employees carry with them knowledge, capacity, and motives to perform their duties. When employees use their behavior with organizational support, they can excel in their performance. Gilbert further explained that failures occur due to a lack of leadership and assigned responsibilities. Additionally, Gilbert believed that leaders fail to identify the root cause of employee behaviors; therefore, most leaders temporarily fix employee behavior, which causes significant disruption down the line. However, this temporary fix is not suitable for workplace bullying. Employees affected by workplace bullying have a more challenging time adjusting to temporary changes (Georgakopoulos & Kelly, 2017). Lack of organizational support from the management team is why employees underperform (Dean, 2016). Performance can increase if it is supported by environmental tools (Gilbert, 2013). Therefore, leaders need to identify the root cause of employee behavior and address missing factors that may affect performance before addressing employee behavior.

Gilbert found that training often did not improve employee performance and other workplace factors had a better chance of improving employee performance (Stull & Freer, 2019). Using the BEM, leaders had a greater chance of improving workplace

culture if they could identify organizational performance deficiencies (Stull & Freer, 2019). According to Gilbert (2013), commendable performance is when behavioral and environmental align and are compatible. The organization depends on its employees to achieve organizational goals and productivity. Negative behaviors can significantly impact employment opportunities and production (Wooderson et al., 2017). Consistent communication with employees and leadership is essential for organizational success.

Leaders that fail to communicate effectively with their employees are often distracted, and their attention impaired. According to Tuckey et al. (2017), if leaders are distracted or their attention impaired due to the intensity of their workload, they failed to see issues that arise on workplace bullying and employee performance. While leaders may choose to focus on workplace bullying, leaders may improve undesirable effects through positive leadership behaviors and interactions (Tuckey et al., 2017). Mills et al. (2019) stated that leaders who allow employees some control over their assignments seek ways to decrease workplace strain and increase workplace support to minimize workplace bullying. For leaders to understand employee behavior, they need to be approachable so employees feel comfortable discussing issues that arise in the workplace (Mills et al., 2019).

According to Stull and Freer (2019), one of the BEM's main issues is that Gilbert failed to specify where environmental problems exist. Therefore, oversight of this area can have a significant impact on organizational performance. Gilbert (2013) suggested that leaders should evaluate environmental factors (information, instruments, or incentives) before making any organizational change that may impact employee

behavior. Leaders should evaluate data provided to employees on the organization and acceptable behaviors. Employees use this information to analyze their performance and analyze performance reviews to make behavior adjustments (Gilbert, 2013). Leaders can further analyze the instruments provided to employees to check for effectiveness and organizational cost. Lastly, leaders should evaluate the various organizational incentives that are based on performance and work achievement.

If all the necessary components are in place, the leader can evaluate employee behavior based on performance factors. According to Gilbert (2013), if leaders asked the right questions for each of the BEM factors, they should understand and make critical evaluations of their employee's performance. Organizational leaders use BEM to eliminate the cause for poor performance without increasing organizational cost (Dean, 2016). Leaders use the BEM to measure employees' accomplishments. BEM highlights employee performance in the workplace, which consists of three leisurely theorems: (a) understanding the meaning of benevolent performance, (b) understanding the difference between exceptional and typical performance and analyzing the gap between the two to improve performance, and (c) identifying deficiencies and understanding how to increase exceptional performance (Gilbert, 2013). BEM includes six categories (a) information, (b) resources, (c) motivation, (d) knowledge, (e) capacity, and (f) motives focused on employee performance and their environment to clarify further the lack of performance in the workplace (Stull & Freer, 2019).

Binder (1998) simplified the BEM into six components to encourage nonresearchers to use the human performance model. Binder changed *performance to the*

environment and environmental sections to individuals. Binder also changed information to expectations and feedback, instruments to tools and resources, and incentives to consequences and incentives. Furthermore, Binder changed knowledge to skills and knowledge to select an assignment and motives for motives and preferences. Binder stated the reason for these changes was for better flow and understanding for nonresearchers. The main purpose behind Binder's change to the names was to entice leaders to have an open dialogue on performance and make necessary changes in a way participants understand and to find strategies to enhance employee performance (Stull & Freer, 2019). Gilbert's (2013) later research mentioned Binder's human competency model. The two models intertwine, as Binder's, can be used to clarify Gilbert's terminology. According to Gilbert (2013), if leaders followed all the factors in order and did not rush the process, they should address employee behavior, improving employee performance. According to Stull and Freer (2019) and Pershing (2016), both performance and environmental factors play a role in employee performance. Wooderson et al. (2017) suggested that leaders should evaluate their organization before and during this model's implementation. By doing this, leaders ensure that they identify all factors that may affect employee performance.

Herzberg's Two-Factor Theory

Herzberg conducted a 5-year research project to understand employees' attitudes toward their jobs and what influences employee motivation and employee satisfaction. The two-factor theory is also known as the motivation-hygiene theory (Rahman et al., 2017). Herzberg concluded two major factors influence employee satisfaction: motivation

and hygiene factors. Job satisfaction results from employees' feelings toward work, and motivation is the employee forces that inspire, lead, and sustain the person's behavior to meet necessities and achieve goals (Rahman et al., 2017). Employee morale plays a significant role in employees' perceptions and behavior.

According to Rahman et al. (2017), hygiene factors will not increase motivation but simply provide methods to prevent employee dissatisfaction. The hygiene factors, if not used properly, can cause dissatisfaction. The motivation factors are part of employees' jobs, and part of employees' work should be to increase intrinsic motivation in the workplace (Hur, 2018). The Herzberg theory's motivation factors focus on the quality or optimistic fulfillment of employee experience at work and the stipulation of the job itself (Rahman et al., 2017). Motivation factors encourage employees to work hard and to take pleasure in their work.

The motivational factors are psychological factors an employee feels when they achieve something they have never done before, which results in a positive response and performance (Rahman et al., 2017). The motivational factors are accomplishment, acknowledgment, the job itself, increased accountability, progression, and employee growth (Hur, 2018). Motivational factors have a significant influence over performance. The hygiene factors are organization policy, organizational practices, management, working environment, wage, position, security, and interpersonal connection (Rahman et al., 2017). The hygiene factors focus on the work environment and employee satisfaction. The hygiene factors fail to provide lasting satisfaction among employees, and the deficiencies of these factors result in dissatisfaction among employees. Therefore, the

Herzberg two-factor theory provides the basis for understanding various factors that influence employee satisfaction.

Job Satisfaction and Motivation

Job satisfaction is the result of employee feelings toward his or her work, and motivation is the employee forces that inspire, lead, and sustain the person's behavior to meet the employee's necessities and achieve the goals (Hur, 2018). Gu et al. (2019) stated that job satisfaction is how well employees like their job. Countless internal and external factors influence job satisfaction that comprises organizational environment, salary, working condition, and leadership (Duong, 2016). According to Siahaan (2017), job satisfaction is important for organizational success and leadership behaviors to contribute to employee satisfaction and performance. According to Clayton (2018), job satisfaction plays an important role in employee performance and turnover. Narasuci et al. (2018) stated that employee performance and commitment increase when employees are satisfied with their organization. Anjum et al. (2018) stated that the relationship between job satisfaction, organizational culture, and employee productivity are interconnected. Leadership plays an important role in employee satisfaction. According to Gotsis and Grimani (2016), the leadership style is derived from the leaders' behavior. Anbari et al. (2016) indicated that leadership behavior is one of the key components in understanding leadership style and its impact on employee behavior. Gotsis and Grimani further stated that leaders who wish to create an organizational environment that positively impacts employee satisfaction; he or she must demonstrate behaviors that will

strive in that environment. Herzberg (1966) suggested that motivation plays a significant role in employee satisfaction.

According to Fatima et al. (2016), the two motivational factors influencing employees' decisions to participate in activities are intrinsic and extrinsic motivations. An example of intrinsic motivation is an employee's choice to complete an activity based on self-gratification and pleasure rather than a particular outcome. In contrast, extrinsic motivation is an employee participating in an activity as a means to an end (Fatima et al., 2016). Intrinsically motivated employees complete tasks because they want to, not because they have to, and are highly motivated. These types of employees are beneficial to an organization because they do not need leadership direction or satisfaction. Fatima et al. (2016) described three types of intrinsic and extrinsic motivation. Intrinsic motivation includes the need to know, accomplish, and stimulate, while extrinsic motivation focuses on regulation, personal rejection, and identification.

Herzberg's (1966) argued that motivation increases employee performance and satisfaction. The motivation-hygiene theory focuses on extrinsic and intrinsic motivational factors that influenced employee satisfaction and performance. According to Herzberg, extrinsic motivation focus on organizational policy, supervision, leadership style, interpersonal relation, job status, work condition, and job security. Herzberg stated the best motivational factors derived from intrinsic motivation: accomplishment, acknowledgment, accountability, advancement, growth, and the job itself.

According to Ren et al. (2017), motivational factors significantly influence employee behavior and expectations. Leaders should take the time to understand these

factors and how they may influence employee behavior and motivation. These factors can increase employees' expectations of their job on encouragement, professionalism, and improvement to influence employee satisfaction (Sahito & Vaisanen, 2017). Delaney and royal (2017) noted that 67% of employees worldwide are engaged globally, and 59% feel motivated by their organization. Ukil (2016) found that empowered and engaged employees tend to be more productive, committed, creative, and dependable, increasing organization morale, which increases performance.

Hur (2018) and Rahman et al. (2017) found Herzberg's two-factor theory shows a correlation between job satisfaction and dissatisfaction. However, in their studies, several of the hygiene factors were more influential. Alshmemri et al. (2017) found hygiene factors have a greater influence on employee satisfaction than motivational factors. Alshmemri et al. and Rahman et al. asserted that Herzberg's research on motivation and hygiene lacks sufficient data and that leaders play an important role in employee motivation and satisfaction. Theory X and Y provide a better understanding of management style and leadership influence on employee satisfaction.

McGregor's Theory X and Theory Y

BEM and Herzberg's theory focuses on behaviors and factors that influence employee behaviors. However, Theory X and Y are influential in understanding how leadership affects employee motivation. Theory X describes employees' dislike and dissatisfaction with work. Employees in the Theory X category avoid their tasks and find themselves in an environment that is hard to control, while Theory Y describes a more positive working environment (Prottas & Nummelin, 2018). In Theory X, leaders assume

employees are careless and lazy and lack the proper tools to stay motivated and do whatever it takes to avoid doing their work and assigned tasks (Bojadziev et al., 2016). According to Theory X, leaders assume employees need to be intimidated, forced, and managed through punishment (Bojadziev et al., 2016).

Theory Y is a more humane approach that suggests that employees can accomplish their assigned tasks with less supervision (Prottas & Nummelin, 2018). Theory X is more dictatorial and focused on the results, while Theory Y is more democratic, and the employees are more involved and people-oriented (Prottas & Nummelin, 2018). Theory X is authoritarian and centered on productivity and outcomes; employees are told what to do and dislike their work and management and are constantly monitored (Hommelhoff, 2017; Prottas & Nummelin, 2018). Theory Y is a more participative management style, with the assumption people will exercise self-control and motivation to achieve organization goals without force or coercion (Hommelhoff, 2017). Employees aligned with Theory Y want to become more productive. Still, they need the opportunity to show it, and employees will seek more responsibility and ways to increase productivity for the organization (Hommelhoff, 2017). Both theories exist within an organization. Each employee is different and has different goals that are crucial for an organization to remain competitive. An organization is more organized when leaders understand its employees as they go through changes.

According to McGregor (1960), people have the motivation and potential to do their best and can handle great responsibility. Theory Y assumes that people can accomplish their assigned tasks and are often the result of Theory X leaders. According

to Sahin et al. (2017), Theory X and Y are not theories to run an organization but are theories to motivate employees. Sahin et al. further explained that consultants and organizational leaders misuse these two theories. Schein (2016) further explained that Theory X and Y do not imply management behavior but employee behavior.

Although the Herzberg two-factor theory is similar to the BEM, in many ways, however, the Herzberg theory focuses solely on hygiene and motivational factors that influence employee satisfaction (Rahman et al., 2017). Based on the studies conducted by Hur (2018) and Rahman et al. (2017), only the hygiene factor significantly influenced employee performance. Stull and Freer (2019) and Wooderson et al. (2017) stated that the BEM is still the best theory to explain employee performance.

Workplace Bullying

Workplace bullying has gained attention globally due to mistreatment and abuse that has become rampant in the workplace (Naseer et al., 2018). According to Naseer et al. (2018), workplace bullying is defined as constant and frequent negative behaviors or attacks targeted at one individual by a single person or a group over a period of time. Einarsen et al. (2016) defined bullying as mistreatment by leaders using force or powers to influence and dictate employees' behaviors and attitudes. Einarsen et al. (2016) further explained bullying as leadership intimidation for personal achievement affecting employee morale and productivity. Workplace bullying can be rumors, belittling, insults, excessive monitoring, constant critics, isolation, unrealistic workloads, or deadline (Gardner & Rasmussen, 2018). The definition of workplace bullying varies. These negative behaviors can be subtle and easily missed by leaders or coworkers, which can

worsen over time (Gardner & Rasmussen, 2018). Workplace bullying is a silent epidemic because most victims are afraid to speak up and report the abuse to their leadership team (Bartlett, 2016). According to Hurley et al. (2016), workplace bullies will continue negative behaviors when there are no consequences.

With the increase of technology and social media sites, other electronic media, and other online resources, cyber-bullying has increased. Cyber-bullying is an intentional malicious act carried by an individual or a group through electronic forms repeatedly over a period of time against an individual that is unable to defend themselves (Gardner & Rasmussen, 2018). One of the main issues with cyber-bullying is that it can be anonymous and can reach employees across the globe without consequences (Gardner & Rasmussen, 2018). Due to the adverse effects of workplace bullying, the World Health Organization has placed it on its significant hazards list requiring immediate attention (Naseer et al., 2018). The harmful effects of workplace bullying are detrimental to an organization.

In the United States, organizations spent between \$17 and \$36 billion annually to combat workplace bullying (Naseer et al., 2018). This form of behavior affects employees across all industries. According to research conducted by Naseer et al. (2018), employees exposed to workplace bullying either verbally, emotionally, or physically tend to suffer from anxiety, depression, burnout, and stress. Post-traumatic stress disorder and the risk of suicide and other psychological and physiological disorders also affect employee performance. Bullying is harmful to the victim's health. Sojo et al. (2016) stated that workplace bullying could be more detrimental to employees than sexual

harassment. Victims of bullying can suffer from musculoskeletal deficiencies, cardiovascular disease, headaches, fatigue, respiratory disorders, and can increase the use of alcohol and drugs (Gardner & Rasmussen, 2018). Bullying impacts organizational productivity, employee commitment, increased turnover, absenteeism, employee performance, and organizational culture.

Organizational demands influence employee's well-being and performance, which is essential for the growth of an organization. Workplace bullying is a barrier that impacts employee and organizational performance. The competitive environment and challenging work environment can become the breeding ground where workplace bullying flourishes (Gardner & Rasmussen, 2018). Gardner and Rasmussen (2018) examined the relationship between workplace bullying and destructive leadership. The results of the study showed that employee health and performance are affected by destructive leadership. Gardner and Rasmussen (2018) defined destructive leadership as repetitive behavior that challenges the organizational goals, values, and the performance and wellbeing of their employees. These leadership behaviors can vary from hostility to hopelessness and build a culture that supports bullying behaviors.

The destructive effects of workplace bullying are prevalent (Ritzman, 2016). Victims tend to refuse to come forward because of retaliation and the consequences that may come afterward (Ritzman, 2016). However, these consequences also affect coworkers or witnesses. Increased tension and hostility can significantly affect organizational and employee performance (Rajalakshmi & Naresh, 2018). Workplace bullying not only impacts the employees, but it also impacts the organization

(Rajalakshmi & Naresh, 2018). Workplace bullying impacts organizational cost and the organization's reputation (Rajalakshmi & Naresh, 2018), affecting customer relationships. The impact of workplace bullying on the organization can lead to decreased productivity, job satisfaction, morale, turnover, loss of creativity, and team dynamic (Rajalakshmi & Naresh, 2018). In the pharmaceutical industry, these can cause workplace errors. Human resource (HR) professionals may have to assist organizational leaders on the best approach on how to resolve bullying behaviors (Ritzman, 2016). Leaders should address bullying complaints as quickly as possible; failure to do so may leave a feeling of resentment and dissatisfaction that may result in absenteeism, resignation, and lawsuits (Rajalakshmi & Naresh, 2018).

According to Pheko et al. (2017), organizational culture is an indicator of workplace bullying. An organizational culture impacted by workplace bullying affects everyone in the workplace and their ability to function at their best (Rockett et al., 2017). Bullying and any form of violence or negative behaviors can significantly damage the organizational culture (Rockett et al., 2017). Organizational leaders can create a respectful culture that increases positive interaction between employees to increase their well-being and performance (Wong & Kelloway, 2016). Wong and Kelloway (2016) indicated that increased stress affects employees' performance and overall wellbeing both at home and at work. Organizational leaders need to implement an effective strategy to help prevent workplace bullying and increase positive social interaction.

Organizational Culture

An organization's culture directs employees on how to behave, interact, and perform according to the organization's principles, values, and helps explain what is essential or destructive about the organization (Abu Arrah et al., 2018). According to Porter et al. (2018), an organization has its set of beliefs, values, and management styles, which reflect on how the organization operates its organizational structure. Researchers have provided various definitions of organizational culture (Porter et al., 2018; Schein, 2016). According to Mikhail (2017), organizational culture is how the members of the organization differentiate themselves from each other within and outside the organization. Schein (2016) defined culture as the beliefs, assumptions, and values of the shared community about an organization's rules. According to Schein, the lack of a clear definition may influence how leaders evaluate cultures.

Each organization has its set of rules and culture that might either be positive or negative, strong or weak, and successful or unsuccessful (Mikhail, 2017). Organizational culture directs employees to behave according to an organization's values and beliefs (Abu Arrah et al., 2018). It helps if employees understand what is necessary and essential to an organization. Schein (2016) argued organizational culture is essential for organizational productivity and performance. An organization's culture provides an understanding of how its strategy developed and implemented (Abu Arrah et al., 2018). A supportive culture is a motivational tool used to encourage employees to perform better and guarantee better productivity (Rofcanin et al., 2017).

Leadership plays an essential role in creating a dynamic organizational culture. Abu Arrah et al. (2018) and Göksoy (2017) suggested that proper leadership and organizational culture are essential in creating a positive environment. Göksoy argued that cultural leadership might help increase positive change and exemplify organizational culture but cautioned that previous literature has focused on the positive aspect of organizational culture but failed to reveal the role of leadership in cultural maintenance. Cultural leadership is essential in sustaining and creating a thriving organizational culture. Göksoy stated that cultural leadership contains three significant tasks: (a) it maintains the mission, (b) it exemplifies its purpose, and (c) it upholds the organizational value. All organizations experience some form of change in several areas, including culture, leadership, and behavior.

Organizational behavior is part of organizational culture. Organizations should evaluate their culture to understand factors that may influence employee behaviors. Behavior is a learned habit, and socialization in an organization educates new employees of their established employees (Brashears et al., 2017). These behaviors might be useful or detrimental to the organization's success. Employee satisfaction and attitudes are essential in determining employees' behaviors and responses at work and organizational success (Calciolari et al., 2018). Leadership behavior has a significant impact on the organizational environment, employee satisfaction, and organizational success. When an employee is dissatisfied with the organization, the intention to quit rises, and the employee may work less and not contribute to the success of the organization (Asrar-ul-Haq & Kuchinke 2016).

According to Irwan (2018) and Yuniwati (2019), employee factors are essential to link organizational culture and employee performance. These factors require a further examination for a better understanding of how organizational culture affects employee performance. Even though culture is a significant factor that explains organizational success and performance, it is not a measurable characteristic (Schein, 2016). An influential organizational culture adjusts and expands employee performance by motivating employees toward a shared goal and purpose (Calciolari et al., 2018). A strong and influential organizational culture provides employees with opportunities to evaluate and question organization goals and values.

Farrell (2018) further explained the importance of allowing employees to ask questions and communicate their concerns on organizational issues, thus allowing employees to better understand the organization's culture and values. The employees' attitude will then emerge about the organizational vision, values, beliefs, and goals (Kyongmin et al., 2018). According to Irwan (2018), organizational culture, motivation, engagement, and job satisfaction are interconnected. Job satisfaction is the way employees evaluate their job responsibilities and work environment.

For instance, when employees are dissatisfied with their organization, they tend to quit their jobs, which negatively impacts employee performance and productivity (Meng & Berger, 2019). Dissatisfied employees significantly impact the culture of an organization. The estimated cost for dissatisfied employees in the United States is over \$355 billion annually (Osborne & Hammoud, 2017). According to the Society for Human Resource Management (2017) survey, only 38% of employees are delighted with their

current job, 19% of employees are unsatisfied with their organization, and 51% are somewhat satisfied with their current job. Stakeholders look towards their leaders to encourage, promote, and create and maintain a positive and productive work environment that increases profitability and performance (Riupassa, 2018). A positive environment may create a positive attitude and satisfaction if it has open communication, participation, and mutual dependence between supervisors and employees, which will increase performance and productivity (Calciolari et al., 2018). An increase in employee satisfaction will increase employees' perception of the organizational environment and increase their commitment to the organization.

Maamari and Saheb (2018) defined culture as the conventional way of thinking and completing tasks shared by all organization associates. Qualities of an organization are the qualities of the shared values of its members. According to Maamari and Saheb, it is impossible to explain the issues happening within an organization without understanding its employees' cultural environment. The beliefs, values, and practices of leaders of an organization influence different areas in the organization. Specific changes require a shift in thinking and practices across the organization (Wong & Chan, 2018). Adaptive leaders need to respond to intricate changes through culture to survive, thrive, and create challenging approaches without fear (Wong & Chan, 2018). Employees are essential for organizational changes, and some organizational leaders classified them as costs or resources rather than members of an organization (Muluneh & Gedifew, 2018). Organizational changes affect the entire organization, and changes in the organization affect employee performance and behavior.

Employees are an intricate part of an organization. Employees have a significant role in the outcome, success, or failure of organizational change (Hussain et al., 2018). Leaders should consider employee behavior during organizational change. Organizational leadership is essential during organizational change and might determine organizational performance (Adserias et al., 2017). Maamari and Saheb (2018) stated that management's leadership style plays a significant role in the organization's change implementation process. Maamari and Saheb conducted a mixed study on organizational management and leadership styles. The results showed leadership styles did not significantly impact employee involvement in the various organizations used in the study. The result of the study did not show reveal or provide a relationship between leadership and employee behavior. Adserias et al. (2017) conducted a research study on organizational change that showed that organizational change significantly impacts leadership, quality management, learning process, and organizational environment and development.

Behavior and Performance

Organizational culture can help increase employee performance and productivity (Asrar-ul-Haq & Kuchinke, 2016). To remain competitive, an organization must continually improve employee performance (Bojadziev et al., 2016). Competition is necessary for development and sustainability. Organizational development is essential for all organization members, as employees want to grow with their organization, and the organization wants to remain competitive (Lau, Lee, & Chung, 2019). For an organization to remain competitive, the organizational culture needs to interconnect with the organization's goals and vision. According to Calciolari et al. (2018), performance

can substantially increase organizational culture if leaders understand all the factors that influence organizational culture and performance. Performance is the ability to perform a detailed task that leaders can measure using a rated low, medium, or high (Calciolari et al., 2018). Numerous researchers have link organizational culture to performance (Lau et al., 2019; Schein, 2016). According to Calciolari et al. (2018), an influential culture supports the change and increases performance by motivating employees toward a common goal and objective.

Organizational culture is essential in increasing employee behavior and performance (Lau et al., 2019; Schein, 2016). The organizational structure, communication, strategies, decision-making, and interpersonal relations may, directly and indirectly, influence employee behavior (Pheko et al., 2017). Organizational culture may significantly impact workplace bullying through those various practices (Pheko et al., 2017). According to Pheko et al. (2017), leaders may implement new policies to combat workplace bullying if they understood how organizational culture impacts employee behavior. Therefore, organizational practices and leadership reinforce workplace bullying's destructive behavior (Pheko et al., 2017).

According to Szara et al. (2018), organizational culture has two focuses, internal and external. Internal focus is person-oriented, while the external focus is characteristics based. The internal focal point of culture highlights employee improvement and participation and internal focus, commitment, and hard work fulfilled through HR improvement. Organizational climate is part of organizational culture. An organization's climate takes account of management and employees' relationship at any particular time

(Szara et al., 2018). A positive environment is the reflection of leaders' quality and relationships. When an organization's climate is favorable, performance management effectively increases employee and management behavior and performance.

Organizational management has become an increased topic for businesses and their leaders. Management and communication are essential for organizational success. Communication is part of who we are, and it is not separate or an extension of who we are. The purpose of communication is to allow people to connect with the environment that surrounds them (Chan & Lai, 2017). A leader's goal is to motivate its employees and create a positive attitude towards leadership styles, everyday situations, environment, and productivity (Chan & Lai, 2017). Organizational behavior is the study of personal and groups within organizations that involves understanding, forecasting, and calculating human behavior to improve organizational performance and productivity (Chan & Lai, 2017).

According to Gill et al. (2018), HR plays a vital role in motivation, objectives, and performance. Workplace bullying can have a damaging impact on an organization, and the HR department is primarily assigned to address workplace bullying complaints (Magee et al., 2017). Workplace bullying represents a substantial problem that unpleasantly affects the employees' well-being, performance, productivity, and job outcomes for those affected (Magee et al., 2017). The complexity of workplace bullying tends to significantly impact the HR leader when it comes to developing strategies to resolve bullying claims and the aftermath of workplace bullyings. The aftermath of workplace bullying can increase turnover, stress, low employee morale, and decrease

employee performance. Wall et al. (2017) stated that having strong HR policies that prohibit inappropriate behavior can decrease undesirable consequences. According to Salin et al. (2018), having an anti-bullying policy is the best method in reducing workplace bullying. Leaders can reduce workplace bullying incidents by having a supportive culture and reinforcing HR policies (Ariza-Montes et al., 2017).

Leaders need to have a strategy in place when it comes to workplace bullying. The strategy is a thought-out plan that contained the necessary steps to achieve its ultimate goal (Kaul, 2019). During the implementation and execution of a new strategy, it is necessary to monitor the progress and make necessary changes where applicable (Kaul, 2019). Leaders should communicate with the entire organization during implementing a new strategy (Kaul, 2019). Keeping members informed will provide and maintain a positive organizational culture. According to Kaul (2019), four core cultures depicted throughout history: (a) control focuses on certainty, (b) collaboration focuses on synergy and unity, (c) competence focuses on the distinction, and (d) cultivation focuses on enrichment. Each of these cores provided information on strategic development (Kaul, 2019). To implement a new strategy, the organization needs to focus and have a purpose and direction (Kaul, 2019). Strategies must coincide with organizational values and have measurable objectives.

Strategic management is the decisions or plans of an organization that determine its strategic goals and achieve them. Strategies should be both economic and non-economic gain for both stakeholders and shareholders (Kim, 2016). Strategies should include corporate responsibilities and clarify corporate positioning decisions (Kim,

2016). Leaders should check strategies periodically and make appropriate changes when necessary. The corporate policies and governing structures should be checked and attuned to organizational goals and strategies.

The purpose of human performance technology practices and theories are to create outcomes that are both valuable to the organization and employees by implementing successful and resourceful methods (Sayavaranont & Piriyasurawong, 2019). To increase the chance of success, organizations need to use both systematic and systemic processes (Sayavaranont & Piriyasurawong, 2019). A systematic approach focused on an organized plan that starts from the beginning and ends at the desired performance level (Sayavaranont & Piriyasurawong, 2019). According to Sayavaranont and Piriyasurawong (2019), this approach considers all interdependent elements and can significantly impact the desired result. Leaders used control practices to control employees to increase organizational commitment; these practices can be rules, work environment, penalties, or rewards. High-performance practices are used to motivate employees (Ciobanu et al., 2019). The job of a leader is to create an organizational culture that is conducive to success.

According to Sahito and Vaisanen (2017), organizations change their focus from tangible items to intangible items as part of performance measurements. Intangible items are described as job satisfaction, performance, organizational values, cultures, and employee safety. Due to shifting from tangible to intangible items, organizations are trying to find the best performing strategy or model best for their organization. One area that is considered when it comes to the strategic method is knowledge management.

Knowledge management is a strategic method that can lead to profits increase and competitive advantage (Ahmady et al., 2016).

Soares and Mosquera (2019) further explained that leaders influence the way employees to feel and understand organizational practices and performance. Employees may create a psychological contract with their organization. A psychological contract is referred to the way employees feel about their work and what they feel their employers owe to them (Soares & Mosquera, 2019). According to Soares and Mosquera, employees' expectations and beliefs strongly influence their performance, job length, and achievement. Leaders are the primary contact between employees and the organization, and they have a significant influence on employee satisfaction and motivation. Soares and Mosquera stated that leadership and employee fulfillment play an extra role in HR strategy and organizational performance.

The organizational culture is essential in achieving organizational goals and creating successful strategies. According to Woodrow and Guest (2017), the type of strategy used creates the organization's dynamic structure. Woodrow and Guest further explained when leaders are present and involved, the dynamic of the organizational culture change and workplace bullying decrease, which positively affects employee behavior. Leadership behavior has a significant influence on organizational success.

Leadership

Leaders create the culture of their organization, and their leadership style impacts the environment of their organization. Woodrow and Guest (2017) explained that creative leadership is an inventive and coherent response to possibilities and disputes issues that

restrain learning at any level. The leaders' leadership styles influence performance, culture, and productivity (Maqbool et al., 2017; Suprihno & Rohmawati, 2019). Suprihno and Rohmawati (2019) described leadership as character traits that are essential for successful leadership. Suprihno and Rohmawati (2019) further explained leadership characteristics such as authority, self-determination, boldness, self-competence, and self-confidence that make a person a leader. Leaders can influence strategic decisions and make a significant cultural change that will influence the behaviors, actions, and commitment to their organization (Battaglio & French, 2016; Irwan, 2018).

Leadership can motivate and manipulate a group of employees towards specific organizational goals. Committed leadership is essential for organizational success and change. Not all leaders could manage and bring forth change. A leader is a person who might motivate a group of employees in an organization to accomplish organization goals (Göksoy, 2017). A leader's personality will determine their leadership style and effectiveness (Suprihno & Rohmawati, 2019). According to Maqbool et al. (2017), 86% of projects fail due to a lack of leadership. The leadership style and leader's capability are essential in businesses' success (Bojadziev et al., 2016). Excellent leadership influences performance, helps employees feel valued, and create a positive environment (Get, 2018).

Leaders play an essential role in an organization and contribute to an organization's overall success and failures. Roter (2016) stated that leaders and their organizations cost the United States economy 23 billion dollars each year due to dysfunctional behavior and management. When leaders display dysfunctional behaviors, it may affect employee engagement and job satisfaction. Roter explained that

dysfunctional leadership characteristics could destroy an employee's morale, accelerate burnout, and stall careers. Dysfunctional characteristics are described as leaders lacking specific leadership skills. To remain competitive, an organization must continually increase performance (Bojadziev et al., 2016). Asrar-ul-Haq and Kuchinke (2016) stated that leaders' styles significantly impact employees' behaviors linked to organizational success and performance.

Leadership Styles

Leaders influence employee behaviors. Leaders that have open communication, build positive rapport, and build positive leader-employee relationships can create a positive workplace culture (Porter et al., 2018). The type of leadership style can positively or negatively impact employees' behavior (Suprihno & Rohmawati, 2019). Leaders who identify employee needs and motivate them to excel beyond their expectations are influential. Leaders should utilize various leadership styles to achieve the desired results and accomplish their goals (Bojadziev et al., 2016).

Authentic Leadership. Authentic leaders are leaders that influence organizational goals and employee behaviors. Mehmood et al. (2016) described authentic leaders as self-aware leaders who can balance and process information transparently and grounded in their morals. Authentic leaders understand their strengths and weaknesses and seek feedback from others to improve their social interactions and communicate effectively, listen to others without forcing their point of view, and process information from others' perspectives (Mehmood et al., 2016). Authentic leaders can be their true

selves and admit when they are wrong and are not quickly pressure to act (Mehmood et al., 2016). An authentic leader is a leader that understands the importance of integrity.

Authentic leadership and behavioral integrity are essential traits among leaders (Gill et al., 2018). Gill et al. (2018) argued authentic leadership and behavioral integrity have similar characteristics. Authentic leaders influence organizational commitment, performance, and organizational citizenship behaviors by establishing trust and behavioral integrity drive performance through leadership satisfaction and organizational commitment (Gill et al., 2018). An authentic leader's characteristic promotes compassion, understanding, and positivity that influence employee satisfaction and performance.

Authentic leaders promote positivity, self-awareness, guidance, development, and compassion. Gill et al. (2018) described four components of authentic leadership: self-awareness, balanced process, relational transparency, and internalized moral perspective. Leaders who understand these four components comprehend that their behavior and leadership style influence their functionality and employee behavior and performance. Self-awareness refers to leaders' understanding of needs, wants, motivation, and preferences (Gill et al., 2018). Balanced processing is a leaders' evaluation of specific data or information before concluding (Gill et al., 2018). Relational transparency is a leader's true self and feelings, and an internalized moral perspective is a leader's ethical and moral standards (Gill et al., 2018). Behavioral integrity is linked between the leader's actions and words. Personal values are the drivers behind behavioral integrity (Gill et al.,

2018). These leaders try to understand all aspects of the organization from others' perspectives and consider others' feelings and not force their demands.

Authoritarian Leadership. Authoritarian leadership is defined as behaviors that declare control over everything and employees and demands respect and obedience (Wang et al., 2016). Authoritarian leaders do not ask permission or actively engage employees; instead, they maintain a significant distance between them. Wang et al. (2016) stated that employees under this type of leader feel disrespected, unappreciated, and devalued. Authoritarian and directive leadership are similar in how they direct and control employees.

Authoritarian leaders tend to demand from their employees their best and make all the decisions without any input (Wang & Guan, 2018). Authoritarian leaders are depicted as powerful, discourteous, and controlling, who negatively influence employees' behaviors and performance (Chen et al., 2017; Wang & Guan, 2018). This type of leadership style is often marginalized as ineffective to organizational management and performance. The psychological effect of authoritarian leadership contributes to employee's morale, performance, creativity, and productivity (Schaubroeck et al., 2017; Wang & Guan, 2018).

Transformational Leadership. Transformational leadership is a leadership style that focuses on an emotional connection between employees and the organization (Get, 2018). Transformational leadership is used to achieve the organizational goal by encouraging and motivating the employee to do better (Get, 2018). According to Sun and Henderson (2017), transformational leaders highlight positive behaviors and ethical

standards. Transformational leadership is a leadership style that effectively increases employee performance (Get, 2018; Sun & Henderson, 2017). Anam et al. (2018) showed how transformational leadership is linked to motivation and job performance. However, according to Anam et al., a transformational leadership style does not always motivate or create higher performance.

According to Tuckey et al. (2017), transformational leaders can transform employees' behavior and minimize workplace bullying. Tuckey et al. further explained that transformational leadership could positively impact workplace bullying by motivating and stimulating employees through positive culture. Furthermore, transformational leaders understand the jobs and impart confidence in their employees to overcome self-doubt and uncertainty (Tuckey et al., 2017). Pheko et al. (2017) stated that bullying thrives in a deceitfulness culture, where quick judgments and condemnatory attitudes are prevalent. Employees are made to feel that they must take sides. Mehta and Maheshwari (2016) further explained that work-related stress due to the organizational culture might decrease employee performance. Bass et al. (2016) demonstrated workplace violence's impact on employees' performance and engagement and how the transformational leadership style can counter these adverse effects.

According to Anam et al. (2018), transformational leadership's primary purpose is to communicate employees' contributions to others. Organizations' goal is to increase profitability and performance and to do so, organizations must have great leaders. Transformational leaders do not only state what they want, but they show and follow the same model and concept (Sun & Henderson, 2017). One of the significant tasks for

leaders is to know how to motivate their employees. A strong organizational culture and leadership can increase employee motivation, which will, in turn, increase organizational performance (Mikhail, 2017). Leaders must change their behaviors and style to meet the ever-changing economic market (Bojadziev et al., 2016). According to Safonov et al. (2018), most leadership styles focus on an event rather than the leaders' influence over organizational procedure or development.

Transactional Leadership. James Burns introduced transactional leadership in 1985 as leaders who used rewards to create a relationship and motivate their employees to work better (Rahil, 2019). Transactional leadership is defined as acceptable behavior and roles that employee needs to follow to achieve organizational goals (Kark et al., 2018). Transactional leaders observe their followers and use rewards to facilitate involvement to satisfy their obligation. Transactional leaders set their morals and standards while instructing their followers to perform specific tasks (Kark et al., 2018).

Since transactional leadership is based on rewards and negative consequences, employees tend to do the essential requirement to accomplish their job (Rahil, 2019). Employees of a transactional leader tend to be complacent and achieve minimal expectations to avoid consequences (Nur et al., 2018). Transactional leaders' primary focus and expectations are to get the job done; therefore, the organizational culture tends to focus on the leaders and not the entire organization (Nur et al., 2018). Transactional leaders oversee evaluating, correcting, and training employees based on desired performance and provide rewards when the desired outcome is achieved (Nur et al., 2018). A flexible and charismatic leader creates an engaging environment for employees

to take risks, which is crucial for developing and implementing new ideas (Kark et al., 2018).

Servant Leadership. Servant leaders choose to serve their organization based on their desire to make a significant change in others' lives instead of personal gains (Gandolfi & Stone, 2018). Greenleaf (1977) introduced servant leadership to modern organizations and provided ten characteristics that best describe a servant leader; listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to people's growth building community. A servant leader focuses on serving others while training them to serve others (Gandolfi & Stone, 2018). Servant leaders understand that their employees and subordinates are the reason they are in their positions and will do everything in their power to ensure their success (Kyongmin et al., 2018). Servant leaders focus on developing their employees, providing clear directions, understanding their employees' circumstances, and providing a healthy environment for success (Kyongmin et al., 2018). This type of leadership is often compared to transformational leadership; however, servant leadership focuses on what the leader can do for its people rather than the organization (Gandolfi et al., 2017).

Organizations that utilize servant leaders see a growth in their employee performance. Servant leader creates an environment where everyone voice is heard, and feedback from employees is considered (Gandolfi et al., 2017; Gandolfi & Stone, 2018). Research conducted by Gandolfi et al. (2017) and Witmer and Mellinger (2016) showed that employees excel, engaged, satisfied with their organization, and are in excellent mental health in a servant leadership environment. Several researched shows that servant

leadership helps promote healthy conflict management in the workplace (Gandolfi et al., 2017; Kyongmin et al., 2018). When leaders utilize servant leadership, their employees have more trust in their leadership and organization, are more committed to their organization, and foster a positive environment that increases performance (Heyler & Martin, 2018; Zhao et al., 2016). Employees who are managed by servant leaders tend to be highly satisfied and motivated.

Organizational Commitment

Organizational commitment is the organization's conviction and approval, and enthusiasm to put forth substantial efforts on its behalf (Yağar & Dökme, 2019). According to Yağar and Dökme (2019), organizational commitment is the employees' perception of the organization's core values, their objective to stay, attitude, and faithfulness to stay with the organization. Commitment is a psychological attachment to the organization (Hanaysha, 2016). Organizational commitment provides an understanding of employees' behavior in the workplace and reflects how employees identify with their organization (Wombacher & Felfe, 2017). Emotional commitment to an organization demonstrates a higher performance, decreases absenteeism, and decreases employees' chances of quitting their job (Wombacher & Felfe, 2017). When employees are fully committed to their organization, it can decrease turnover, retention, and increase organizational performance and success. Motivated and committed employees find ways to make things work when things do not function properly (Hanaysha, 2016). Employees' appreciation and recognition increases motivation, performance, loyalty, and respect (Wombacher & Felfe, 2017).

Employees who are committed want to feel valued, appreciated, acknowledged, and want to know that their work contributes to organizational success (Hanaysha, 2016). Engaged employees are dedicated to the organization and are more productive on the job. Organizations with difficulty maintaining positive and committed employees will have difficulty in organizational performance (Hanaysha, 2016). Employee commitment is a contributing factor in organizational success.

Esmailpour and Ranjbar (2018) described organization loyalty as a calculated commitment that promotes the organization's best interest even if it means sacrificing moral, legal, and ethical responsibility. Loyalty is a form of commitment that can be best comprehended as a characteristic of friendship (Esmailpour & Ranjbar, 2018). The relationship between employee and employer is a desirable arrangement beneficial to both the organization and its employees (Esmailpour & Ranjbar, 2018). Loyal employees are more motivated and performed better, and loyal employees are trustworthy and improve organizational performance).

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Transition

Section 1 included background information regarding organizational culture, leadership, theories, and employee performance discussion. Section 1 included this study's purpose, the research design, and a literature review on organizational culture and factors that may affect performance. In Section 2, I discuss the purpose statement, the role of the researcher, research design and method, data collection instrument and technique, data organization techniques, data analysis, reliability, and validity. Section 3 includes an overview of organizational culture, performance, and motivation. I discuss the data collected, results, applications to professional practice, implications for social change, and recommendations for further studies.

Section 2: The Project

The purpose of this qualitative multiple-case study was to explore strategies that some pharmaceutical leaders use to improve organizational culture to enhance employee performance. Section 2 contains my role as the researcher, participants' eligibility and involvement, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, reliability and validity, and a transitional summary into Section 3.

Purpose Statement

The purpose of this qualitative multiple-case study was to explore strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance. The population consisted of four leaders from two pharmaceutical organizations in Florida who have successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. The study findings could contribute to social change by reducing workplace bullying, which may increase work harmony that might transfer to home and communities. When work is more harmonious, employees are less stressed and less withdrawn from the community (Lohikoski et al., 2019). Reducing workplace bullying may improve organizational culture and reduce employee stress; less stress at work translates to a happier employee with concomitant benefits to families and friends (Lohikoski et al., 2019).

Role of the Researcher

A qualitative researcher's role is to collect accurate data and seek new information pertaining to the research topic that reflects the participants (Leichsenring et al., 2017). From 1999 to 2019, I worked with different businesses and observed the impact organizational culture has on employee performance and productivity. My leadership experiences in the last 20 years enhanced my ability to analyze data for accuracy and validity. My curiosity for how culture affects employee performance and productivity stemmed from observing current and previous organizations. Researchers use their experiences as a guide for investigating obstacles and understanding leaders' decisions on how to improve work environments, conditions, and employees' behavior (Gilbert, 2013; Yin, 2018).

Bias and objectives can influence the data collection process and its accuracy. Rosenthal (2016) and Yin (2018) stated that removing bias and personal objectives are essential in obtaining accurate data and reporting correct information to ensure the highest quality of data validity and reliability. In qualitative research, researchers acknowledge their personal bias to understand better participants' viewpoints (Marshall & Rossman, 2016; Yin, 2018). Participants are more willing to provide honest answers when there is no relationship with the researcher (Kumar & Cavallaro, 2017). I did not have a personal or professional relationship with any of the participants in this study. I avoided bias by being aware of my tendencies and preconceived ideas and being honest and transparent. I transcribed the data from the digital recording verbatim, which assists in mitigating any bias.

Additionally, I mitigated bias by asking the same interview questions in the same order, taking notes during the interview, recording the interviews, and creating summaries of the interviews. I provided instructions, explanations, and experience to help create a positive environment for the participants. According to Rosenthal (2016), a researcher may use a qualitative design to ask specific questions to gather in-depth information and feedback about the research topic. During the interview process, I asked participants open-ended questions approved by Walden University's Institutional Review Board (IRB) to understand participants' experiences.

I used an interview protocol (see Appendix) for consistency and to maintain accuracy, data protection, and confidentiality. An interview protocol allows a researcher to consistently retrieve pertinent information (Heydon & Powell, 2018; Saunders et al., 2016). The interview protocol has step-by-step instructions for the interview process. An interview protocol contains interview questions, letters, and emails to represent the organization that address participants' concerns (Castillo-Montoya, 2016). To ensure that participants are protected and to prevent unforeseen risks, I protected participants' identities and the confidentiality of participants' answers. I collected data by interviewing participants in a time and place convenient to each participant.

I completed the National Institutes of Health training course titled "Protecting Human Research Participants" (Certification Number: 1179354). I read the Belmont Report's Ethical Principles and Guidelines for the Protection of Human Subjects of Research (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1978). The purpose of the Belmont Report is to provide researchers

with an in-depth understanding of the guiding ethical principles of respect of a person during research. All participants have the right to be treated with dignity, respect, and protection from all harm while participating in research (Chan et al., 2017; Jones et al., 2017). I treated all participants with dignity and respect. I upheld the participants' confidentiality agreements with the utmost confidence and highest standards to allow participants to contribute to this study without fear of retaliation.

Participants

Participants are crucial in a research study, as the first phase is to gather information (Yin, 2018). Researchers need to have eligibility requirements to remove bias, provide accuracy, and validate the research (Marshall & Rossman, 2016; Yin, 2018). This study's participants consisted of four leaders in the pharmaceutical industry from two pharmaceutical organizations in Florida who have successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. Based on the criteria, these leaders needed to have demonstrated leadership credibility and have implemented effective strategies within their organization. Upon receiving IRB approval, I used social networks, such as LinkedIn, Facebook, Google, Instagram, and Society for Human Resource Management, to search for potential companies and contact local leaders to participate.

The internet was a practical place to search and recruit participants (Bender et al., 2017). After I identified potential companies via the internet, I called or emailed the organizations' authorized representative and explained the study's purpose. I asked the partner organization for a letter of cooperation and permission to participate in the study.

I used purposeful sampling to select participants. Purposeful sampling is a method that allows the researcher to select specific participants who meet certain criteria to ensure the credibility of their research study (Williams & Needham 2016). After identifying the potential organization, I introduced myself and the study's purpose to the HR department or operations director. I explained the study's criteria and asked if any participants met the criteria to participate in the study. I asked the director of operations to provide a letter of cooperation before contacting any potential participants. I asked the director of operations to ask their leaders if they would like to participate in the study and provide me with their name and preferred contact information. I sent an email to qualifying participants and asked if they were interested in participating.

Participants who volunteered to participate received an email in which I introduced myself, the study's background and purpose, and the organization's benefit. I included a copy of the consent form. I provided my contact information and the background of the study to the participants. I provided them with a consent form for their review before scheduling the interview, all necessary information pertaining to the process, and this study's purpose. Participants' names or organization names were not included in this study. I selected participants through a purposeful sampling strategy for the data collection process. According to Michel and Tews (2016), researchers use purposeful sampling to identify and select participants based on the study criteria. And based on the criteria, these leaders should have demonstrated effective strategies that have reduced workplace bullying.

I established a working relationship with each participant by being honest and respectful, and I provided the purpose of the research study. According to van Antwerpen and Curtis (2016), establishing a great working relationship is essential for research success. For researchers to achieve their intended purpose, they must be honest, kind, respectful, and trustworthy (Schoenung & Dikova, 2016; Sherif, 2018). Participants were informed that each interview might take approximately 45 minutes.

Research Method and Design

Researchers select appropriate research methods and designs based on their research questions, which is essential for conducting significant congruent research (Santiago-Delefosse et al., 2016). I used a qualitative method with a case study design for this study. Qualitative researchers focus on the humanistic aspect of the research study and the participants' meanings based on their experiences in a natural setting (Haradhan, 2018; Saunders et al., 2016). According to Yin (2018), the purpose of a case study is to gain an in-depth understanding of a phenomenon within its natural setting when the phenomenon and the context are not well established.

Research Method

Qualitative research incorporates the methods and practices of interviewing, observing, documenting, analyzing and interpreting information (Saunders et al., 2016). In a qualitative study, occurring themes might be derived from participants' responses, and the role of the researcher is to find the importance of these themes and develop the information (Vargas et al., 2017). Researchers use qualitative methodologies to identify and understand participants' experiences with a phenomenon through interview questions

(Park & Park, 2016). A qualitative method was an appropriate choice to understand the pharmaceutical leaders' experiences related to the strategies to reduce workplace bullying.

Quantitative researchers use closed-ended questions to gather numerical data to test hypotheses about variables' characteristics or relationships (Levitt et al., 2018; Saunders et al., 2016). Testing a hypothesis about variables would not be useful for understanding the participants' experiences, making the quantitative method inappropriate for my study. Mixed-method researchers use both qualitative (exploratory) and quantitative (confirmatory) research methods to address research questions (Schoonenboom, 2018). The mixed-methods approach consists of analyzing data using variables to quantify and generalize statistical results (David et al., 2016). The mixed-method was not the optimal choice because the quantitative component of testing hypotheses was not required to address my study's purpose. Closed-ended questions would not produce the rich discussion needed to understand the participants' experiences of decreasing bullying to improve organizational culture and employee performance. A qualitative multiple-case study was used in this research.

Research Design

A case study is an in-depth analysis of one or multiple phenomena through a comprehensive data collection process based on various sources (Bansal et al., 2018; Yin, 2018). Case study research conveys complex issues and highlights the understanding of a perspective in a limited set of environments and the connection between conditions (Carolan et al., 2016). According to Alpi and Evans (2019), a case study design is useful

when the phenomenon and the context are not well known. Researchers use a single case study design to answer one specific case or phenomena while using various data through documentation, artifacts, interviews, archival records, participants' experiences, journals, and direct observations (Ridder, 2017; Yin, 2018). A case study is a design used by researchers to understand phenomena for addressing the research questions using multiple data collection types (Alpi & Evans, 2019; Yin, 2018). The case study design was most appropriate to explore participants' understanding and experiences using multiple types of data. Researchers use a multiple-case study design to explain what, how, and why questions on two or more cases using various data (Yin, 2018). Also, research conducted through case study design is not limited by time or historical events (Yin, 2018). A multiple-case study design is expected to be more rigorous than a single case study, as researchers use similarities and differences pertaining to the research questions (Yin, 2018). Furthermore, researchers use multiple methods to collect data to increase the research questions' credibility and validity (Yin, 2018). The multiple-case study design was the best choice for this study because I used more than one case and multiple sources to validate and improve the research study's accuracy.

Researchers use a phenomenological design to understand a descriptive phenomenon through participants' lived experiences, beliefs, and attitudes and what the experiences mean to them as they relate to experiencing the phenomena (Stainton, 2018). A phenomenological research design was not suitable for this study because its intent was not to explore the participant's experiences, beliefs, and attitudes about a specific phenomenon. For ethnography, a researcher immerses themselves into the culture to

provide detailed descriptions of a cultural group (Cappellaro, 2017). According to Cappellaro (2017), ethnography is extensive fieldwork and observations of a particular group. Ethnography research is more in-depth research that focused on collective culture and firsthand observation of a specific population. The ethnographic design was not the best choice for this study because the study's focus was not to observe a specific cultural group's shared pattern. A narrative research design focuses on collective stories from participants to highlight specific cultural resources (Barabasch, 2018). Researchers use the stories and put them into narratives to explain a phenomenon (Barabasch, 2018). A narrative research design was not a viable option because I did not create a narrative or tell a population story.

According to Boddy (2016), data saturation is when there are no new themes, points, or information observed in the data. Boddy stated that sampling is needed during data collection to ensure saturation. In qualitative research, saturation is used to support the conclusion or results of the research (Lowe et al., 2018). To ensure data saturation, I continued to interview participants until no information or themes emerge.

Population and Sampling

Researchers use purposeful sampling to select participants based on the research topic (Randles, 2016). Purposeful sampling requires specific individuals with knowledge regarding the research topic (Williams & Needham, 2016). According to Williams and Needham (2016), researchers use purposeful sampling to select participants based on predetermined criteria relevant to the study. I chose two pharmaceutical organizations

with leaders who have at least 5 years of experience, supervise at least 10 employees, and have experience with strategies to reduce workplace bullying.

Yin (2018) further explained that the sample size is based on the researcher's ability to capture detailed information on the phenomenon. Marshall and Rossman (2016) stated that the sample size should be based on participants, settings, and populations to provide detailed information pertaining to the phenomenon. Purposeful sampling was appropriate for this study because obtaining an in-depth understanding of the phenomenon through rich data is its central focus. According to Williams and Needham (2016), researchers that used purposeful sampling may regulate the sample size as the study progresses.

According to Boddy (2016), data saturation happens when there are no new themes, points, or information observed in the data. Boddy stated that sampling is needed during data collection to ensure saturation. Furthermore, the sampling size for a qualitative multiple-case study is essential for saturation as the number of interviews varies (Boddy, 2016; Lowe et al., 2018). Moser and Korstjens (2018) stated that researchers should select as many participants as time and resources will allow. Lowe et al. further explained that there is no significant sample size in qualitative research that will provide data saturation; however, researchers usually continue data collection until no new themes develop. In qualitative research, saturation is used to support the conclusion or results of the research (Lowe et al., 2018). To ensure data saturation, I continued to interview leaders until no new information or themes emerge.

Once I received approval from the IRB, I searched for participants via the internet through social media networks such as Facebook, Instagram, Twitter, and LinkedIn. I contacted the potential company's HR department. Bender et al. (2017) stated that the internet is a practical place to search and recruit participants. According to Cunliffe and Alcadipani (2016), researchers should contact potential participants directly to receive a quick response. I called and emailed their HR department and the director of operations to introduce myself. I explained the purpose and the criteria of the study and requested their verbal approval to include their organization in the study.

Once I received their verbal approval, I asked the director of operations to provide a letter of cooperation with approval to participate in the study and provide leaders' names with the required experience. I contacted the potential participants by email and introduced myself and explained the purpose of the study. I explained the study's criteria and how the data will be used, and its benefit. I sent potential participants a copy of the consent form to review and sign if they agree to participate in the study. Participants' or organization names were not included in this study.

Williams and Needham (2016) and Lowes et al. (2018) stated that researchers select participants who know and experience the study's phenomenon. I contacted participants via phone or email to schedule a time and location for the interview convenient for their schedule. According to Yoshida et al. (2016), to ensure that the interview process is successful, researchers and participants must agree on a location and time that allows for convenience and accessibility. A face-to-face semistructured interview observe participants' non-verbal cues, explaining participants' responses

(Shapka et al., 2016). The interview settings are crucial for obtaining honest and accurate data from the participants (Heath et al., 2018). I used Skype, Facebook Messenger, or Google Messenger as video messaging forms if participants were unavailable to attend the face-to-face semistructured interview.

Ethical Research

Ethical research guidelines help establish trust between the researcher and the participant and preserve the research (Nicolaidis, 2016). The research's integrity was necessary because the researcher removes the personal agenda and bias from the research study. To maintain proper ethical guidelines during this study, all participants signed an informed consent form before participation in this study. The purpose of an informed consent form was for the researcher to establish guidelines, obtain permission from participants, to protect participants from unethical risks, and establish responsibility (Friesen et al., 2017). The consent form includes the study's purpose, data collection procedures, and benefits of the study. The consent form also covers confidentiality, the withdrawal process, ethical responsibilities, and provides participants with their rights and responsibilities (Sawyer et al., 2017).

All participants signed the consent form before participating in the study. By signing the consent form, participants indicate their desire to participate in the study (Friesen et al., 2017; Sawyer et al., 2017). Participation in the study was voluntary because it helps with its accuracy and integrity (Kilinc & Firat, 2017). Participants were informed that they might withdraw from the study at any time, and if they choose to do

so, they can notify me via phone or email. Upon the participants' withdrawal, I ended all communication and shredded all pertaining data.

I assigned participants an identification number that was unique to each of them to protect their identity. According to Surmiak (2018), unique identification protects participants and covers the integrity of the research. For confidentiality purposes, the participants' names and the organization name were not used during this study. Still, pseudonyms were used, such as P1, P2, to ensure participants' confidentiality and the research study's integrity. According to Bajaj (2017), an IRB ensures that the participants (a) understand the purpose of the research, (b) obtained informed consent, and (c) that the research was safeguarded and (d) reduce risks to subjects. I conducted interviews and collected data under the Walden IRB guidelines and standards and after receiving approval from them. In a research study, the researcher must be sincere, credible, and ethical (Sherif, 2018). I presented the data collected according to ethical guidelines. I will store the data collected from participants for 5 years in a locked file cabinet stored in my home office. After 5 years, I will destroy written data through a shredder and destroy the USB drive.

There are debates if compensation is appropriate to provide participants. During a research study, researchers can choose to provide compensation to their participants (Sullivan et al., 2016). Scholars have argued that offering incentives or compensations can undermine or compromise the value of the information and participants' consents (Zutlevics, 2016). Researchers often refrain from providing incentives to participants

(Zutlevics, 2016). Participants did not receive any incentives or compensation for participating in this study.

Data Collection Instruments

In this section, I discuss the instruments that I used to collect data. Data collection was the first step in a research study (Bush & Amechi, 2019). Fusch et al. (2017) stated that the researcher is the primary instrument during data collection. As the primary instrument, researchers collect data on the phenomenon to answer the research question and analyze the data to establish patterns and themes (Ganapathy, 2016). I am the primary data collection instrument as the role of the researcher. My research question was: what strategies do some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance?

A researcher can utilize various qualitative data instruments such as unstructured interviews, focus groups, observations, diaries, and semistructured interviews (McGrath et al., 2019). According to Kallio et al. (2016), semistructured interviews are the best method to gather information in a qualitative study. Semistructured interviews consist of in-depth conversations between the researcher and participants based on the research questions and are often guided by the interviewee's perceptions, opinions, and experiences (McGrath et al., 2019). Kallio et al. suggested that semistructured interviews provide flexibility and openness that allow participants to share their experiences and the significance behind them. According to Moser and Korstjens (2018), an interview is a conversation between the researcher and the participants. I used semistructured interviews with open-ended questions to explore strategies that some leaders in the

pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance.

According to Yin (2018), open-ended questions allow the participant the opportunity to go in-depth and allow the participant to share the meaning behind their experiences in a natural setting as it pertains to this study. Yin further suggested that the interviewer have questions prepared and help guide the interview process. I followed the interview protocol (see Appendix) that has step-by-step instructions for the interview process. An interview protocol is a rule and guidelines that the researcher uses to consistently retrieve pertinent information (Heydon & Powell, 2018; Saunders et al., 2016). The interview protocol includes open-ended questions that are neutral and aligned with the research question and outline the interview process. The interview protocol consisted of what the researcher said during the interview process. Researchers use the interview protocol as a guide to ensure the same guidelines are followed throughout the interview process and to obtain information from participants based on their experience to answer the research question (Yeong et al., 2018).

Prior to conducting the semistructured interview and receiving approval from the Walden University IRB, I contacted the HR department and the director of operations via email to request permission to conduct my case study with their organizational leader. Once I received approval, I asked the director of operations to provide a letter of cooperation detailing the study's purpose, criteria for the study, a confidentiality agreement, and a statement stating that their participation was voluntary and asked for access to their organizational leaders. Once I received the company approval, I

introduced myself via email to the organizational leaders and requested their participation. Participants received the topic and purpose of the study, the criteria to participate in the study, my contact information, and a statement stating that their participation was voluntary and they may withdraw at any time.

During the interview process, I audio recorded each interview and used journal notes to capture each participants' answers, tone, and body language during each interview. After each interview, I summarized the participants' responses to the interview questions. This process ensured the research's worthiness and helped establish the credibility, reliability, and validity of the data collection instrument. To further ensure the study's validity, I asked participants the same interview questions in the same order. Participants had the opportunity to review their answers and interpret the data to ensure the accuracy of the data collected. Member checking is a tool that increases and validates the research (Birt et al., 2016). By using member checking, I ensured that I captured each participant's answers accurately. The use of member checking can assist in mitigating any personal bias during the data collection. I also reviewed any organization documents such as bullying policies and procedures, risk management policies, training manuals, and archive documents on the research topic. The documents collected from the analysis process facilitated the triangulation with the interviewing data to identify themes. According to Yin (2018), multiple sources help with the research topic's credibility and validity. The multiple data collection sources simplified exploring strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance.

I used ATLAS.ti software to analyze the data. The ATLAS.ti software was used to analyze data by categorizing the data through coding (Yin, 2018). Coding is a method of analysis that identifies themes and categories that aid the researcher with scoring. According to Yin, using ATLAS.ti software provides a detailed analysis of the transcribed data and aid in scoring the data.

Data Collection Technique

Researchers used various data collection techniques to conduct research. For this multiple-case study, I used semistructured interviews. According to Yin (2018), interviews are the primary qualitative collection data for research. Researchers use an interview to interact with participants, expand on communications by asking open-ended questions, and gain information from participants based on the phenomenon (Yin, 2018). Yin stated that researchers use various interview techniques to collect data; in-depth interviews, focused interviews, formal surveys, and semistructured interviews. The in-depth interview consists of facts and opinions, while a focused interview is an interview that is left open after the first short interview (Yin, 2018). Semistructured interviews consist of in-depth conversations between the researcher and participants based on the research questions and are often guided by the interviewee's perceptions, opinions, and experiences (McGrath et al., 2019). I used semistructured interviews with open-ended questions.

Semistructured interviews are the best method to gather information in a qualitative study (Kallio et al., 2016; Wei & Miraglia, 2017). Kallio et al. suggested that semistructured interviews provide flexibility and openness that allow participants to share

their experiences and perspective. According to Nandi and Platt (2017) and Wei and Miraglia (2017), using open-ended questions during the interview process allows the researcher to observe participants' answers and ask follow-up questions that may arise. A semistructured interview can be challenging to coordinate due to scheduling conflicts, but researchers may conduct interviews via video messengers such as Skype, Facebook Messenger, Facetime, and Google play (Heath et al., 2018; Lo Iacono et al., 2016). Researchers asked participants open-ended questions in a natural setting during a semistructured face-to-face interview to gain information and understanding through the participant's experience (Fusch et al., 2017; Wei & Miraglia, 2017).

The study participants comprised four leaders from two pharmaceutical organizations who have successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. Interviews took place at a location with minimal interruption convenient to each participant. The interviews were between 45-60 minutes to ensure each participant had adequate time to answer the interview questions in the interview protocol. I asked each participant the same nine open-ended interview questions, which they expand on. I also requested access to their policies and procedures, training materials, and any other documents.

According to Thomas and Stoeckel (2016), researchers can increase the research validity, reliability, and authenticity of the data collection process through member checking. Member checking was the process in which each participant approves their recorded transcript's accuracy after an interview. Crozier and Cassell (2016) indicated that researchers should use digital audio recording during the data collection process to

record data that may not be captured during the note-taking process. After each interview, I transcribed the participant's responses and reviewed the transcript while listening to the audio recording. I asked each participant to review the data summary of their interview to confirm the accuracy of their answers and provide any necessary feedback. Using member checking, I ensured that participants' answers to the interview questions were accurate to mitigate personal bias during the research study.

I used a digital recorder with permission from each participant to record participant answers during the interview process. The recorder had a speech recognition software designed to provide accurate voice-to-text transcription for interviews, converting voice recordings to text files. I transferred the information from the recorder to a Microsoft Word document. I then used the ATLAS.ti software to help the data process. Researchers that utilize digital recording help with accuracy by transcribing participant responses verbatim (Yin, 2018).

Yin (2018) suggested that researchers used multiple independent sources in a case study to collect information to establish credibility. Miraglia (2017) stated that researchers utilize multiple corresponding sources in a case study to collect rich information from participants. These sources are interviews, documents, physical artifacts, direct observation, and documentation review. During the interviewing process, I journaled notes to capture changes in tone, volume, body language. I also collected any company documents, such as policies and procedures related to strategies to reduce workplace bullying. I took field notes to document participant answers, body language, and changes in tone. Field notes and journals are essential during the data collection

process because researchers can review the document later, check for bias during the interview process, and recount the interview accurately (Javadi & Zarea, 2016).

Data Organization Technique

Data organization techniques are critical in maintaining the integrity of the research (Yin, 2018). To accurately execute data organization techniques, researchers need to ensure that appropriate labeling and tracking systems are in place to safeguard all raw data during the data collection process (Grossoehme & Lipstein, 2016). Researchers use data organization techniques to manage data collected to answer the research questions (Bush & Amechi, 2019). Each interview's audio recording was transferred to a USB drive and stored in a locked file cabinet. Paper documents such as company policies and procedures, interview notes, and the participant signed consent forms are stored in a locked file cabinet in my office for 5 years.

As a researcher, it was my responsibility to ensure that all the data was stored correctly and secure efficiently. Researchers utilize journals, codes, themes, labels, and patterns to organize their data and arrange the data based on dates, time, and location during the data collection process (Phillippi & Lauderdale, 2018). Interview transcripts, journals, notes, summaries, and other data collected require an organization method that easy for the researcher to retrieve (Merriam & Tisdell, 2016). I stored all data collected related to this study in a locked file cabinet stored in my home office for 5 years. After 5 years, I will destroy all paper documents, notes, consent forms, and company documents by shredding them and destroy the USB drive that contains electronic files.

Data Analysis

The preliminary steps for data analysis consist of a specific problem, setting parameters for the research, selecting population and sampling, selecting participants, and semistructured questionnaires (Akinyode, 2018). Researchers use data analysis to filter through the collected data and to triangulate the research (Krichanchai & Maccarthy, 2017; Yin, 2018). For this study, I used semistructured interviews and document analysis to accomplish methodological triangulation. Methodological triangulation occurs when patterns and themes emerge from data collected during the semistructured interviews, journals, and documents process providing researchers with a new perspective (Galson et al., 2017). Using methodological triangulation, researchers provide a detailed picture of the research phenomenon and ensure the data collected is from the participant's perspective (Gibson, 2017).

According to Yin (2018), data collected in qualitative research is not restricted by sections or categories but provides an in-depth understanding of the phenomenon. Yin (2018) suggested that researchers transcribe and interpret data as soon as possible and utilize member checking to ensure accuracy. Akinyode (2018) suggested five application steps during data analysis (a) data documentation, (b) streamline the data collected, (c) vignettes (detailed information on the data collected), (d) create codes to comparison or differentiation, and (e) create themes. After each interview, I summarized each participant's response and transcribed the audio recording within 48 hours. I employed member checking by sending the summaries to each participant via email to review to validate the accuracy and provide feedback. The purpose of using coding in qualitative

research is to organize the raw data collected during the interview process by analyzing and depicting the meaning behind it (Moser & Korstjens, 2018; Yin, 2018). Researchers use codes to identify themes and patterns that emerge from the data and the data into manageable and meaningful sections with the help of coding frameworks such as ATLAS.ti.

According to Ang et al. (2016), researchers may use any Computer-Assisted Qualitative Data Analysis Software. ATLAS.ti software to help make the data process more transparent and help manage the replication of the data. Researchers utilize electronic software to help organize a participant's response and identify relevant themes during the transcribing process. I used the ATLAS.ti software to sort and categorize the data, code the data, and identify themes. According to Yin (2018), using ATLAS.ti software provides a detailed analysis of the transcribed data and aid in scoring the data. Yin stated that the software is meant to aid the researcher and not analyze it. I used Yin's process with the ATLAS.ti software to (a) checked all data collection instrument for accuracy, (b) assigned codes and themes to reoccurring data, (c) analyzed the data and understood the meaning of the data, and finally (d) summarized the results of the data and formulated a conclusion based on the data collected. In qualitative research, researchers used saturation to support the results of their research (Lowe et al., 2018). To ensure data saturation, I continued to interview leaders until no new themes emerge.

Reliability and Validity

Reliability

The goal of qualitative research is for the researcher to show that the data collected are reliable and consistent (Yüksel, 2017). Reliability in qualitative research is a form of measurement that checks for data accuracy and relevancy (FitzPatrick, 2019). In qualitative research, participants' increased reliability is essential in establishing accuracy and eliminating personal bias (Rosenthal, 2016; Yin, 2018). When researchers can ensure their data's accuracy, other researchers can replicate the study (Hays et al., 2016). I used the same interview protocol with all participants to ensure accuracy, consistency, and reliability. Throughout a qualitative study, the data must be accurately documented and analyzed with efficiency and trustworthiness (FitzPatrick, 2019).

Qualitative research aims to answer the research questions relating to a phenomenon experienced by the participants (Willis et al., 2016; Yin, 2018). Member checking is a tool that researchers use to ensure accuracy. By using members, researchers increase the research's validity, reliability, and authenticity (Birt et al., 2016; Thomas, 2017). Participants had the opportunity to review the data and provide feedback and any corrections. Participants may not always agree with the synthesis version of the interview; however, it is up to the researcher to develop a positive relationship with the participants during the interview process (Birt et al., 2016; Yin, 2018). This way, the participant and the researcher can have an honest dialogue during the semistructured interview and confirm its accuracy. Using member checking, I ensured that participants'

answers to the interview questions were accurately captured and mitigated any personal bias.

Dependability

The data collected quality determines the dependability of research and if it is traceable under similar conditions (Hays et al., 2016; Yin, 2018). Researchers often use triangulation to ensure the research's dependability and accuracy (Hadi & Closs, 2016). In qualitative research, it is essential to create and provide accurate, compelling, and reliable data and implement measures that ensured accuracy (Bansal et al., 2018). Qualitative researchers use methodological triangulation to establish dependability. Dependability occurs when the research process is traceable, and researchers can recreate the research (Yin, 2018). Fusch et al. (2017) stated researchers should address dependability. By addressing dependability, the researcher ensures that the data collected is accurate and that other researchers can duplicate it and conclude with a similar conclusion (FitzPatrick, 2019; Yin, 2018). I used an interview protocol to enhance the reliability of the data collection process. I transcribed each semistructured interview verbatim based on the participant responses and employed member checking. I emailed each participant their summary data to ensure that my interpretation of their answers was correct. I used methodological triangulation to compare and analyze data sources to increase the dependability of the research.

Validity

In qualitative research, validity is the comprehension of the data and the methods used in the study, and the accuracy of the finding pertaining to the phenomenon (Yin,

2018). Validity often shows the quality of the research and the impact of the data collected. Yin (2018) explained that personal views, opinions, theories, and biases could influence the research's validity, and researchers should strive to avoid these views from influencing their research. Researchers use validity to evaluate and measure the effectiveness of the techniques, methods, and accuracy of the data collected (Saunders et al., 2016). The validation process consisted of identifying and analyzing internal and external validity.

According to Ang et al. (2016), the validation process consists of four ways to measure the validity of qualitative research credibility (internal validity), transferability (external validity), confirmability (objectivity), and dependability (reliability). Researchers achieve validity when they understood and followed the study analysis (Elo et al., 2014). For this study, the primary data collection technique used was semistructured interviews using open-ended questions. During the interview process, I audio recorded each participant and transcribed each interview word-for-word. This study consisted of member checking and transcript review by each participant. After the study's conduction and publication, each participant will receive a summary of the study results for their participation.

Credibility

The research's credibility involves an in-depth understanding and analysis of the phenomenon and consists of trustworthy research finding from participants' viewpoints. Researchers establish credibility to ensure that the findings' results are accurate, reliable, and understandable (Johnston et al., 2016). Any threats that a researcher brings to the

study threaten the research's validity and credibility (Lewis, 2017). I used data collection techniques to enrich the study and use data triangulation to provide a detailed analysis of the phenomenon.

Fleischer et al. (2016) recommended that researchers be professional, respectful, communicate with participants throughout the research process, maintain ethical standards, consistently verify participant consent, explain the withdrawal process, and ensure that they were comfortable throughout the process. I used methodological triangulation from multiple sources, conducted interviews, and used member checking after each interview for accuracy and validity to strengthen my study's credibility. Member checking and triangulation strengthen the research study (Birt et al., 2016; Hanson et al., 2017). After each interview, participants had an opportunity to review their answers for accuracy and make any necessary revisions to reinforce accountability. The extensive review of the literature and any other data collected during the interview process, such as company policies and procedures, provided a more credible study.

Confirmability

Researchers use confirmability to establish accuracy and document data based on participants' points of view and ensure the researcher bias was not inserted in the study (Ang et al., 2016; Hanson et al., 2017). According to Yin (2018), researchers should consider using a personal journal to document their feelings, knowledge, preconceptions, judgments, and understandings throughout the researcher process to establish credibility and to validate their motive for their decisions throughout the research process. I used semistructured interviews, member-checking, and reviewed organizational documents to

enhance this study's confirmability. I continued with interviews until no new information or themes emerge. I identified themes or patterns by using ATLAS.ti.

Transferability

Transferability is the study's effectiveness in various settings, and that the results may be duplicated in numerous settings. According to Korstjens and Moser (2017), transferability is how the researcher documents their progress with accuracy and provides readers evidence to determine if the data collected. The results are accurate and applicable in other situations, times, or populations. To increase credibility, I used the interview protocol for all interviews and audio recorded participants' responses. To mitigate any personal bias and confirm the research findings' validity, I used member checking to ensure that the summaries mirror participants' responses and not my viewpoint. I used ATLAS.ti analysis to determine these and patterns that are consistent with participant response.

Data Saturation

Data saturation is another way to establish reliability and validity to ensure the credibility, confirmability, and transferability of the research study. According to Yin (2018), a researcher should interview participants until saturation is achieved. According to Fusch et al. (2017), data saturation is not about the number of participants but rather the process of eliminating new ideas. The study comprises four pharmaceutical leaders in Florida who have successfully implemented strategies to reduce workplace bullying. Data saturation was reached with the initial four participants; therefore, additional interviews were not needed.

Transition and Summary

The purpose of this qualitative multiple-case study was to explore strategies that some pharmaceutical leaders use to improve organizational culture to enhance employee performance. I discuss my strategies for collecting data from participants, the precaution and protocol that I followed to protect participants' confidentiality, and the organization. I conducted semi-structured interviews and took field notes related to strategies to reduce workplace bullying, and used ATLAS.ti software to analyze the findings. In Section 2, I restate the purpose statement, the role of the researcher, research design and method, data collection instrument and technique, data organization techniques, data analysis, reliability, and validity. In Section 3, I discuss the result of the data collected for this multiple-case study, applications to professional practice, implications for social change, and recommendations for further studies.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple-case study was to explore strategies that some leaders in the pharmaceutical industry have used to reduce workplace bullying to improve organizational culture and employee performance. The goal for conducting a multiple-case study was to gain an in-depth understanding of the phenomenon and gain a broader picture of the problem that can help validate and improve the research study's validity pertaining to organizational culture, workplace bullying, and social change. Data were derived from virtual semistructured interviews with pharmaceutical leaders from two different pharmaceutical industries in Florida. The pharmaceutical leaders interviewed had successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance.

I followed the interview protocol (see Appendix), which contains step-by-step instructions for the interview process, and asked each participant the same eight semistructured interview questions. I used the interview protocol for consistency, accuracy, data protection, and confidentiality. During the interview process, I used a digital recorder, with permission from the participant, to record answers and journal notes to capture each participant's answers, tone, and body language. The recorder had speech recognition software designed to provide accurate voice-to-text transcription for interviews; this software then converts voice recordings to text files. I transferred the information from the recorder to a Microsoft Word document and used ATLAS.ti software to help organize the data. To mitigate any personal bias and confirm the

research findings' validity, I used member checking to ensure that the summaries mirrored participants' responses and not my viewpoint. I used ATLAS.ti analysis to determine the patterns consistent with participant responses.

The research findings indicate that pharmaceutical leaders should promote a supportive and safe working environment, which includes instituting zero-tolerance bullying and workplace violence prevention policies and consistent training. The leaders communicated their understanding of workplace bullying's ramifications and its impact on the organizational culture and employee performance. The findings provided insight into strategies these pharmaceuticals leaders use to reduce workplace bullying to improve organizational culture and employee performance. Section 3 of the study consisted of my study findings, application to professional practice, implications for social change, recommendations for action, recommendations for further research, reflections, and the conclusion.

Presentation of the Findings

I used a qualitative multiple-case study to address the research question: What strategies do some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance? During the IRB reviewal process, I used social networks, such as LinkedIn, Facebook, Google, Instagram, and Society for Human Resource Management, to search for potential organizations to participate. Once I received IRB approval, I contacted each organization's HR professional or director of operations to provide leaders' names with the required experience. I contacted the potential participants by email, introduced

myself, and explained the purpose of the study. I explained the study's criteria, how I would use the data, and the organizations' potential benefits. I sent potential participants a copy of the consent form to review and sign if they agreed to participate in the study. I did not include participant or organization names in this study.

Participants consisted of four leaders from two pharmaceutical organizations in Florida who have successfully implemented strategies to reduce workplace bullying to improve organizational culture and employee performance. This study consisted of eight open-ended questions. Researchers ask participants open-ended questions in a natural setting during a semistructured face-to-face interview to gain information and understanding through the participant's experience (Fusch et al., 2017; Wei & Miraglia, 2017). Due to the novel coronavirus (COVID-19) pandemic, the interview process took about 4 weeks, and I conducted all face-to-face interviews virtually using Skype Business, Zoom, FaceTime, and Microsoft Teams. I recorded all the interviews for validation purposes. I used member checking by having each participant review their answers and interpret the data to ensure accuracy. Member checking is a tool that increases and validates the research (Birt et al., 2016). By using member checking, I ensured that I captured each participant's answers accurately.

For confidentiality purposes, I used pseudonyms, such as P1, P2, and P3, to ensure participants' and organizations' confidentiality and preserve the research study's integrity. Four major themes emerged from the research: (a) having a zero-tolerance policy, (b) training for all leaders and employees, (c) open communication/reporting, and (d) organizational culture.

Theme 1: Workplace Bullying and Zero Tolerance Policy

One of the main themes during the data collection process was having effective policies and procedures to combat workplace bullying and workplace violence. Oade (2018) stated that organizational leaders can demonstrate their commitment to a zero-tolerance culture to avoid workplace bullying. Similarly, P1 and P4 stated that leaders have the tools needed to take the appropriate actions to deter bullying by having a workplace bullying policy or a zero-tolerance policy. All participants stated that having an intense no workplace bullying or a zero-tolerance policy can help deter bullying. All four participants stated that their organization has a zero-tolerance policy or a no workplace bullying policy. Guest (2017) explained that a zero-tolerance policy for workplace bullying creates a positive organizational culture that focuses on employees' well-being. In accordance with this idea, P2 and P3 indicated that when an organization has a zero-tolerance or workplace bullying, employees are aware of the organization's expectations and repercussions. The organization needs to have clear guidelines on zero-tolerance and workplace bullying policy.

All four participants understand the need for a zero-tolerance policy. P1 and P3 explained that their organizations have a zero-tolerance policy that clearly defines the rules, expectations, and repercussions. P2 and P4 indicated that their zero-tolerance policy includes a disciplinary process for insensitive behavior, workplace violence, workplace bullying, and workplace safety. Depending on the level of offense, disciplinary actions can vary from verbal warnings to immediate termination. P3 stated that, depending on the offense's severity, an employee could be removed immediately

from the organization and suspended without pay. Depending on the outcome of the investigation, an employee could be terminated. All the participants stated that if they noticed unwarranted bullying, violence, and harmful behavior, they would take swift actions.

All four participants shared the risk associated with workplace bullying and inappropriate behavior, causing safety risk and damage to the organization. All four participants also had extreme environmental concerns due to the type of product they produce and their machinery. Any simple mistake can open an investigation that takes months to close. Depending on the severity of the behavior, the governmental agency must be contacted, and an investigation must occur. P2 shared that due to increased workplace violence by ex-employees, their organization increased its safety procedures. Only employees with active status can enter the premises and access any data on the organization. P2 asserted that once an employee is terminated, they no longer have access. P1 stated that based on employee safety feedback, they created a position called “site leaders” where these leaders “are constantly on the floor monitoring employees.” P1 trusts a zero-tolerance policy that is clear and concise. P1 claimed that the site leader’s role is to help “deter offenders and protect the organization from unwarranted lawsuits,” which can be financially devastating for their organization.

Employees need to understand that leaders will intervene immediately and take swift actions against any unacceptable behaviors. Leaders should evaluate all organizational material provided to employees on acceptable behaviors annually and make necessary adjustments throughout the year. P2 stated that having a zero-tolerance

policy may not stop bullies from hurting employees, but they will know the expectations and repercussions. P1 affirmed that leaders need to find a way to encourage their employees to speak up and report workplace bullying and that one of their slogans is “see something, say something.”

Hurley et al. (2016) conducted a survey where employees reported mistrust for their organization leaders’ lack of responses to bullying incidents. They found that employees’ felt that their leaders allowed bullying to continue and even protected the bullies, which resulted in employees disregarding the zero-tolerance policy and mistrust in the organizational procedures (Hurley et al., 2016). Along those same lines, P3 shared that surveys served as a starting point for organizational and employee evaluation, but they “cannot be the end all be all.”

When employees assume that leadership does not care about their security and overall well-being, it can decrease employee performance and productivity, affecting organizational costs. P3 claimed, “that the organization needs to utilize the information in the survey to take action items and look at areas that we might have scored low in, and we use that to focus for the next year.” Also, P1 shared that one of the major concerns for all four participants was that employees might wait too long to report workplace bullying. By not reporting this behavior promptly, leaders are unable to take swift actions.

All the participants shared that zero-tolerance policies need to be clear and concise. Hassankhani and Soheilil (2017) stated that zero-tolerance policies are often unclear and allow for violent behavior. Leaders tend not to enforce the zero-tolerance policy because the definition of the hostile work environment, workplace bullying, and

violent behaviors are unclear; there is no detailed repercussion for these behaviors (Hassankhani & Soheilil, 2017). P4 confirmed the effectiveness of a zero-tolerance policy for bullying within the organization. All four participants conduct meetings with their employees pertaining to the organizational culture and any other behavior that may impact the organizations. In these meetings, they cover the organization's expectations based on the organizational policies. Addressing employees' concerns and taking swift actions allow leaders to protect their employees' well-being in the workplace and create a culture where employees feel safe, valued, and respected. Employees understand that leaders take their concerns seriously and will not tolerate workplace bullying and any other form of violent behavior.

Alignment to the Conceptual Framework

How leaders address workplace violence and bullying behavior impacts employees, workplace culture, and the organization. A bullied employee must know that their leader is taking their concern seriously and responding appropriately to address the behaviors and hold the bully accountable (Oade, 2018). A lack of workplace bullying policies and workplace violence can make it difficult for leaders to hold offenders responsible for their behavior or actions (Hurley et al., 2016). The zero-tolerance policy theme aligned with the BEM's focus on employee performance and organizational environment. The BEM concentrates on how the cultural environment significantly impacts employees' behavior and performance (Gilbert, 2013). Gilbert stated that employee performance could change if leaders make changes to the environment

(Wooderson et al., 2018). Pharmaceutical leaders could use the zero-tolerance policy to address workplace bullying.

Theme 2: Training for All Leaders and Employees

Training was an emergent theme for all four participants. All participants stated that training is an instrument leaders can use to develop successful workplace bullying strategies to reduce workplace bullying frequency and increase employee performance. Participants also indicated that a leader's role is to implement a policy and train employees regarding bullying in the workplace. P4 affirmed that it is up to the leader to ensure all employees are trained on the organizational policy, safety procedures, and workplace bullying policy. P1 and P3 confirmed the importance of training. Morrison (2019) further explained that leadership training is imperative. P2 stated that training is the key to reducing workplace bullying. Training is essential in increasing employee awareness of workplace bullying.

In addition, P1 stated that they “conducted one-hour training for all employees on workplace violence, what is workplace harassment, and what is bullying.” In training, the leaders emphasized the reporting process and the repercussion of workplace bullying. P1 also stated that their organization has a specific leader training that leaders take: “Any manager or leader goes through it for about four-and-half hours of training. So, they can understand where we stand and our zero-tolerance policy and reporting procedures.” Leaders need to understand the importance of workplace bullying and its impact on the organization and its employees.

The purpose of training is to provide leaders with the necessary tool to help prevent workplace bullying. P2 and P4 affirmed that their organization has specific leader training for their leaders. All their leaders go through the training for about four-and-half hours. So, they can understand where we stand and our zero-tolerance policy and reporting procedures. According to Salin et al. (2018), training is the primary method for leaders to build strong leadership and employee responsiveness. P3 acknowledged that training is vital for organizational success. Furthermore, P1 stated that constant and proper training is needed for organizational growth and explained that training could not be a “one-time training but annual training as it keeps the message at the forefront of employees’ minds.” P2 acknowledges that extensive training with “positive organizational culture is the key in reducing workplace bullying.” Leaders need to do different activities throughout the year to keep employees engaged and drives the same message that their organization is listening to their concerns.

Nielsen and Einarsen (2018) explained that training is for leaders to use as a preventive measure. P4 stated that “educating our employees on our policy on a hostile work environment.” All participants confirmed that they conduct leadership training for anyone in management. P1, P2, and P4 communicated that their organization teaches soft skills training for their leaders to understand how to handle certain behaviors and effectively communicate with their employees. Leaders can use open communication and adjust their organizational culture to prevent workplace bullying.

Salin et al. (2018) conducted global research involving 14 countries on effective workplace bullying strategies in reducing workplace bullying, where one of the preferred

solutions to workplace bullying is training. The purpose of training is to provide employees with the tool they need to identify workplace bullying, set boundaries of acceptable behaviors, and maintain decorum. P3 shared that one of the essential things is educating employees on organizational vision and strategies. All four participants indicated that their organization has mandatory training sessions throughout the year for all their employees. Additionally, P3 stated that their organization keeps constant communication with their employees to convey the importance of workplace culture. Leaders that use effective communication create a positive environment that addresses employees' concerns.

Furthermore, P3 explained that organizations need to swiftly address employees' concerns to reduce the organizational impact and adjust and adapt to new employees. All four participants believed that to reduce workplace bullying, all employees, including management, should participate in mandatory training to ensure that everyone in the organization has a sense of belonging when enforcing new strategies. According to Kitterlin-Lynch et al. (2016), bullies may need specialized training to address their behavior to help them identify, accept, and change their unsettling, costly behaviors. P2 stated that communication and training are essential in handling certain workplace bullying behaviors. Additionally, P1 expressed during their leadership training; leaders are aware of the organization's expectations and the zero-tolerance policy and how to de-escalate those behaviors.

Alignment to the Conceptual Framework

BEM is a tool that leaders use to analyze workplace performance. Gilbert created the BEM for researchers and organizations to understand factors that may enhance performance and behaviors to create a positive workplace culture (Winiiecki, 2015). Leaders make changes to their organization, employee's behaviors, and the organizational culture (Winiiecki, 2015). One of these changes is the organizational policies. Winiiecki further explained that the BEM is a device used explicitly to conduct behavioral analysis to understand employee performance. Gilbert's BEM provides a general framework that leaders can use to sort safety resources for an organization lacking consistent policies. According to Winiiecki (2015), researchers have upheld that the notion of safety improvement (behavior and culture) is not hostile and but integrative.

Tafvelin et al. (2018) suggested that leadership training provides leaders with a better understanding of employees' behavior and wellbeing. Lassiter et al. (2018) concluded that swift and efficient training to combat workplace bullying would reduce workplace violence. Similarly, Caponecchia et al. (2019) reinforced that bullying interventions and leadership training can combat workplace bullying.

Theme 3: Open Communication and Reporting

Communication is the key to implementing effective strategies to reduce workplace bullying. Organizational leaders need to communicate the importance of workplace bullying or zero-tolerance policy to current and new employees. Conducting continuous training and prevention sessions is valuable in ensuring that employees remain mindful of the policy and consequences. Oade (2018) stated that leaders could hold bullies accountable for their bullying behavior, demonstrating their support for

victims, and creating a culture where workplace bullying is not tolerated. P4 affirmed that if leaders understand how and why workplace bullying or workplace violence occurred, they can develop preventative measures to combat this behavior.

Lack of communication on organizational policies can be harmful to organizational culture. According to Becton et al. (2017), organizations should have straightforward policies that define inappropriate behaviors and provide the necessary steps to report and resolve the behavior. Leaders are the primary form of communication. P1 stated that communication is key to building a positive workplace culture and that prompt leadership actions and exact communication help establish a culture where employees feel safe. Leaders that used practical communication help closed the gap of miscommunication and barriers.

Incongruent with this idea, P1 stated that leaders need to create communication lines to remove workplace barriers to develop effective leadership. Additionally, P2 and P3 indicated that employees would feel more secure to report workplace bullying and any inappropriate behavior. Furthermore, P4 showed that organizations should provide a clear, detailed, and anonymous way for employees to self-report workplace bullying. Naseer et al. (2018) refer to self-reporting as a tool for victims to report bullying anonymously. According to all four participants, their organization encourages employees to report workplace bullying, violence, or inappropriate behavior. All the participants also stated that their process for reporting is anonymous. P1 acknowledged that their organization valued communication and frequently share their strategies, progress, and change with their employees and leaders. P3 emphasized that their

organization has an anonymous reporting hotline where employees can report inappropriate behaviors or harassment without fear of retaliation. This process is useful because the identity of the victims is protected.

Oade (2018) stated that organizations need to create reporting methods for bullying behaviors and implement strategies to reduce workplace bullying and workplace violence. P4 mentioned that they also encouraged bystanders to report inappropriate behaviors they witnessed. By implementing effective strategies, leaders can reduce bullying behaviors. Additionally, P3 affirmed that leaders help develop the strategy, and they must demonstrate their effectiveness. Leaders must align these strategies with organizational values to be effective.

Alignment to the Conceptual Framework

Leaders analyze the instruments provided to employees to check for effectiveness and organizational cost. BEM includes six categories; information, resources, motivation, knowledge, capacity, and motives focused on employee performance and environment (Stull & Freer, 2019). Leaders that used the BEM will understand that each of these six categories of the BEM shows that communication is vital. To effectively communicate and report workplace bullying, employees need to have the right information, resources, and workplace bullying knowledge. Having a clear and concise policy on workplace bullying, workplace violence, and inappropriate behavior is essential. Leaders should provide employees with the correct information, resources, and knowledge to combat workplace bullying.

BEM is used to understand the factors influencing behaviors and performance (Turner & Baker, 2016). According to Gilbert (2013), effective performance is when behavioral and environmental align with one another. P1 stated that employees are encouraged to report any inappropriate behavior or concerns. The purpose of having clear, effective communication and reporting procedures is to empower bullied victims to report the behavior.

Theme 4: Organizational Culture and Leadership

The organizational culture has a significant influence on employee behavior. Workplace bullying affects employees' well-being, decreases organizational performance and productivity, increases burnout, and reduces job satisfaction (Sheehan et al., 2018). Workplace bullying not only destroys the employees' self-confidence but can affect their overall health. Organizational culture impacts employee performance and productivity.

If the organizational culture is positive, employee engagement, satisfaction, and performance will increase, but if the organizational culture is toxic, employee performance will decrease (Rockett et al., 2017). P3 explained that one of their organizational strategies is to "build a sense of workplace culture within our organization." By doing this, the employees understand that they are part of the organization and their opinions valued by leadership. Furthermore, P4 indicated that they value their employees' views and feedback because they pride themselves on employee engagement and positive workplace culture. P4 coined that their leaders create a positive work culture where our employees feel valued and appreciated through praise and recognition. Positive work culture may increase employee performance and productivity.

Schein (2016) established that providing a solution to internal and external community conflict is essential in creating a positive and successful organizational culture and performance. Leaders should support an environment conducive to growth because the organizational culture is necessary for individual productivity and meeting organizational goals. P1 stated that their organization “created new security protocols across the organization to establish the norms for each of the sites.” In doing so, each location had the same information on how to reduce security concerns. These protocols incorporated all aspects of the organization. P2 acknowledged that culture and training are the keys to creating a safe working environment where employees and leaders feel valued. Employees who are engaged are more apt to participate in community initiatives to promote the organization’s values.

According to Mikhail (2017), organizational culture is how the organization members differentiate themselves from and outside the organization. Organizational culture guides employees on the organizational values and beliefs and helps employees understand what is necessary and essential to the organization. The culture of an organization reflects the leadership dynamic between employees and their leaders. A supportive culture where communication between leaders and employees are positive can encourage employees to perform better and increase productivity.

The organizational dynamic, communication, strategies, and interpersonal relations may, directly and indirectly, influence employee behavior (Pheko et al., 2017). Organizational culture may support aggression as a means to motivate employees. P1 and P2 indicated that it is hard to measure cultural barriers and how it impacts employee

performance and well-being. P3 and P4 stated that even though they have streamlined their reporting process, it is difficult to get employees from certain cultures to report inappropriate behavior. Additionally, P2 and P3 indicated that they had to intervene in several instances due to the type of conversation and behavior taking place on the work floor and explained why these behaviors were unacceptable and “it is not about them but also the employees around them.” Leaders need to promote positive workplace culture and understand how different cultural backgrounds can create cultural barriers.

According to Mehta and Maheshwari (2016), organizational leaders can affect cultural change to reduce employee stress and promote a positive workplace culture conducive to success and employee performance. All four participants stated the importance of outstanding leadership and stated that leaders could promote significant cultural change if necessary. Supporting this idea, P1 and P4 stated that their organization took drastic steps to hire site security leaders to address behaviors and promote a positive work culture. P1 and P4 explained that the site leader position was created for each of its pharmaceutical locations and required specific skill sets and experience addressing workplace bullying, workplace violence, and inappropriate behavior. Furthermore, P1 and P4 affirmed that they prioritized hiring individuals who had the ability and experience to deal with these issues to validate employees’ concerns. Additionally, P1 and P4 shared that the site security leader was integrated into the senior leadership team level at each site to provide transparency on organizational performance.

If leaders follow the BEM, there is a greater chance of improving workplace culture if they identify organizational performance (Stull & Freer, 2019). P4 mentioned

the importance of leadership supporting employees' concerns through mutual understanding and respect. P2 and P4 shared that leaders should empower employees and supervisors through open communication, organizational engagement, and an open-door policy to ensure that all employees feel that they have a voice. Also, P3 stated that leaders should review organizational policies annually and conduct surveys throughout the year to ensure that previous policy and adjustments are adequate. Leaders depend on their employees to achieve organizational goals through high productivity. Consistent communication with employees and leadership is essential for organizational success.

Alignment to the Conceptual Framework

This study supports and aligns with the BEM conceptual framework based on the performance that influences employee performance. The literature and themes confirmed the impact organizational culture has on employee performance. A zero-tolerance policy and continuous training are essential for all employees and leaders within the organization. According to all the participants, training is critical in reducing workplace bullying and promoting a positive workplace culture conducive to employee growth and performance.

The research findings and participants responses confirmed that training is a strategy that leaders can use to educate employees and managers on acceptable and unacceptable behaviors and encourage employee engagement to mitigate workplace violence and increase employee performance and productivity.

Applications to Professional Practice

This study's findings support and align with the conceptual framework and the exhaustive review of the literature. The themes (a) workplace bullying and a zero-tolerance policy, (b) training for all leaders and employees, (c) open communication and reporting, and (d) organizational culture and leadership derived from the research study. Workplace bullying impacts employee productivity, job satisfaction, morale, turnover, and productivity (Rajalakshmi & Naresh, 2018). Bullying can also affect customer relationships and the organization's reputation. Pharmaceutical leaders who want to decrease workplace bullying and improve the organizational culture to enhance employee performance should implement this study's findings.

It is the leader's role to shape the work culture and work collaboratively to discourage employees from engaging in unacceptable behavior. Gilbert (2013) stated that the reason for poor performance is a lack of leadership. He further explained that management could enhance human competency through behavior change that further advances the environmental factors (information, instruments, or incentives), affecting the performance factors (knowledge, capacity, and motives). Organizational leaders should hold all members accountable for their behavior, regardless of superiority. Leaders should encourage communication between employees to address conflicts.

Gilbert (2013) stated that employees carry with them knowledge, capacity, and motives to perform their duties. Training is a useful tool used to instruct employees and leaders on acceptable and unacceptable behaviors to help mitigate bullying behaviors, improve job satisfaction, and increase productivity. Training will increase employee

responsiveness to workplace bullying and how to report concerns. Reporting procedures provide employees with resources to alert workplace violence, empower bystanders to self-report, and ensure recorded incidents. Leaders could use this study's findings to improve leadership strategies to improve workplace bullying and workplace culture, which will increase productivity and profits. This study's findings may provide and extend scholarly literature on strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance.

Implications for Social Change

The implications for social change from this study include enhancements in the workplace culture to create a safe and supportive work culture that may improve employees' overall well-being, which transfers to their homes and personal lives. Having a workplace bullying and a zero-tolerance policy can help create a positive culture and harmony within the organization. A clear and convincing policy can outline expectations for leaders and employees to improve their work environment and overall well-being. When employees feel like their voice and concern are taken seriously, and their voice is heard, it will create a positive organizational culture.

Organizational initiatives could improve awareness and prevention of workplace bullying in the workplace and the community (De Cieri et al., 2019). Creating effective workplace bullying strategies could positively affect social change by creating a performing and productive culture to allow the organization to expand and create jobs to assist families in need and invest in their social and economic development. Furthermore,

this study's findings may contribute to social change by enhancing leaders' responsiveness and educating employees about workplace bullying and its impact on the organization's culture.

Recommendations for Action

Workplace bullying harms employees, productivity, and organization. The purpose of this qualitative multiple-case study was to explore strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance. The findings of this research indicate that strategies to reduce workplace bullying include (a) implement a zero-tolerance policy, (b) provide training for all leaders and employees, (c) practice open communication and reporting, and (d) have positive organizational culture and effective leadership. Pharmaceutical leaders should evaluate their policies and training protocols to include a step-by-step preventative measure on handling workplace bullying.

Effective Workplace Policies

My first recommendation is for leaders to implement effective policies that can be enforceable. Workplace bullying and zero-tolerance policy should be clear with defined expectations and consequences to inform employees of acceptable and unacceptable behaviors. Clear policies that define workplace bullying and detailed unacceptable behaviors can significantly reduce workplace bullying (Becton et al., 2017). Participants in this study confirmed that having an adequate policy can help deter bullying and workplace violence. These policies should provide step-by-step guidelines on reporting bullying incidents because they could negatively impact workplace bullying policies

(Copeland & Henry, 2017). Policies that include leaders' roles in taking swift action sends a clear message that bullying will not be tolerated.

Mandatory Training

My second recommendation was for organizations to establish a mandatory training curriculum for all their employees to increase their understanding of workplace bullying. The findings show the need for training to be consistent and frequent. Mandatory training would include leadership and employees and be provided quarterly. All participants reiterated the importance of training and the need for leaders to understand workplace bullying reporting procedures. Becton et al. (2017) stated that leaders could create or modify training, policies, and procedures to decrease workplace bullying and create a positive culture. Through training, leaders can increase awareness and the importance of recognizing bullying or workplace violence and follow procedures in the policy. Training should be offered in multiple formats; in-person training, webinars, and on-line training so that employees who work different shifts can attend.

Workplace Culture

I further recommend that leaders initiate a healthy workplace culture that focused on open communication between leaders and employees. Communication is essential for all aspects of our lives, especially in the workplace. Additionally, leaders need to have an open-door policy where employees can provide feedback about acceptable behaviors and workplace interactions. According to Andrews (2017), an organization that adopts open communication aligns with their employees. Employees should feel safe, comfortable, and encouraged to report incidents of workplace bullying. When there is an open

dialogue, open-environment, and open communications, employees will feel more secure and inspired to report an incident of workplace bullying without fear of retaliation. As P2 mentioned during the data collection process, communication was crucial for effective organizational culture and employee performance. Communication can create a culture where employees feel engaged and valued by their organization.

Leaders who focus on a positive workplace culture that supports open dialogue and share thoughts and opinions on healthy workplace culture can thrive and be productive. A supportive culture is a motivational tool used to improve employees' morale, job satisfaction, engagement, work-life balance, and overall well-being while encouraging employees to perform better and guarantee better productivity (Rofcanin et al., 2017). All leadership participants reaffirm that a culture built on trust, respect, appreciation, and honesty is an environment where loyal employees are productive. I further recommend that leaders evaluate their workplace culture consistently to understand the organization's dynamics and make changes as needed. Leaders can positively impact reducing workplace bullying by motivating and stimulating employees through positive organizational culture.

Recommendations for Further Research

Workplace bullying is a serious business problem that impacts individual employees, work teams, and the organization. Workplace bullying can happen anywhere and can occur between co-workers, managers, subordinates, leaders, and supervisors. Based on this study's findings, future research can explore workplace bullying strategies and their impact on employee mental health and personal interactions. Participants in this

study were consistent in the importance of clear and consistent training and ensuring that everyone understood behavior expectations and the process for reporting bullying complaints. A recommendation for further research could include expanding this research topic to different industries and geographical areas, including the employees' perspective.

Future researchers can use this study to conduct a quantitative or mixed-methods correlational study to expand training and culture effectiveness on workplace bullying claims. Participants indicated that workplace bullying or zero-tolerance policy, training for all employees and leaders, transparent and open communication and reporting measures, and a positive organizational culture and effective leadership effectively reduce workplace bullying. This study's limitations included not knowing who in the pharmaceutical organization to contact to obtain approval to conduct this study based on the type of industry and customers. Another limitation was the experience needed for pharmaceutical leaders to participate in the study and that only two pharmaceutical organizations in the state of Florida participated in this study.

Reflections

My doctoral journey with Walden has been a humbling experience. Obtaining a doctoral degree was a personal goal and a promise I made to my late mother. When I think about this journey, I thank God for providing me with this opportunity. I would not have accomplished this goal if it was not for God's love, grace, mercy, and compassion towards me. I knew that obtaining a doctoral would not be easy, but I never imagined the amount of time, dedication, tears, and sacrifices I needed to achieve this goal. There were countless times where I wanted to give up, but my husband, my children, and the rest of

my family provided the support and encouragement that I needed throughout my DBA journey. There were times when school obligations conflicted with family, work, and personal time but, I would not have changed my decision to pursue a DBA.

The data collection process of finding participants was more difficult than I anticipated because of the COVID-19 and scheduling interviews. Conflicting schedules and participants' limited availability due to everyone working from home and working around their regular work schedules and family obligations were challenging. I had organizations and participants withdrew their consent at the last minute but, I learned to overcome certain obstacles, remain patient, ask for help, and take my time to connect with organizations and participants via social media. I delighted in interacting, interviewing, and connecting with participants. The participants were kind, respectful, and courteous, which made the interviewing process a great experience.

Before conducting my research study, I had a limited understanding of workplace bullying. The doctoral journey was challenging but invaluable, and I improved my writing and research skills and my understanding of what it takes to pursue a doctoral degree. By God's grace, I have made it to the end, and I have learned to appreciate the process.

Conclusion

Bullying is a phenomenon that has a long-lasting impact on an employee's productivity, self-esteem, health, and productivity at work. Bullying can happen to individuals of any age, gender, or position. Aggressive behavior in the workplace can create a toxic and hostile work culture that is harmful to employees' growth and

performance, negatively impacting profits (Nielsen et al., 2017; Wall et al., 2017).

Leaders have the opportunity to create a safe, nurturing, communicative, and respectful work environment that can improve employee behavior and performance. The study findings are linked directly with the conceptual framework, the BEM. Leaders who recognize bully behaviors and how to address them can improve workplace culture. To help reduce workplace bullying and improve organizational culture, leaders should ensure all employees are trained on the bullying and zero-tolerance policies in their organization and understand the process for reporting claims.

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Appendix: Interview Protocol

Strategies to Reduce Workplace Bullying in the Pharmaceutical Industry

Purpose of Study: The purpose of this qualitative multiple-case study is to explore strategies that some leaders in the pharmaceutical industry use to reduce workplace bullying to improve organizational culture and employee performance.

Protocol:

- Interviews will be approximately 60 minutes.
- Participants' responses will be transcribed, audio (digitally) recorded, and observations journaled.
- All identifying information will be coded to ensure privacy and confidentiality.
- At the end of the interview, I will schedule a follow-up meeting by phone, email, or in-person with the participants to verify the accuracy of data interpretations.
- Data obtained will only be used for the purpose of this study.
- Per the Walden University guidelines, the participants may exit the study at any time.
- Participants must acknowledge their understanding of the interview protocol by signing the consent form before conducting the interview.

Interview Questions:

1. What strategies do you use to reduce workplace bullying to improve organizational culture and employee performance?
2. What role does leadership have in implementing strategies to reduce workplace bullying to improve organizational culture and employee performance?
3. What principal barriers have you experienced when implementing strategies to reduce workplace bullying?
4. How did your organization address the principal barriers to implementing the strategies for reducing workplace bullying?
5. How have you communicated the strategies to reduce workplace bullying to improve organizational culture and employee performance?
6. How do you measure the strategies' effectiveness to reduce workplace bullying to improve organizational culture and employee performance?
7. What, if any, type(s) of training do you provide to managers and employees to prevent or address incidents of workplace bullying?
8. What additional information would you like to add related to strategies used to reduce workplace bullying to improve organizational culture and employee performance?

Thank you in advance for your time and willingness to participate in this DBA doctoral

case study.

Date: _____

Location: _____

Interviewer: _____

Participants: _____

Participant Consent: Yes _____ No _____