

# Tribal Gaming Leader Strategies toward a Sustainable Future

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## Abstract

One aspect of leadership strategy is the need to account for the core values of the organization. The purpose of this case study was to explore the perceptions of tribal gaming leader strategies toward sustainability, an action that leads to tribal economic development and stability. This research explored the strategies necessary for tribal gaming leader choices that could have a significant influence on social progress, environmental protection, and economic growth.

## Problem

Organizational leaders must understand and anticipate the future of the organization. Leadership is the driver of the organization and encourages the employees to follow the mission and vision statement; therefore, the exploration of leadership relating to the tribal gaming industry and CSR was the focus of my study.

The **general business problem** was that business leaders have limited knowledge of strategies used to sustain CSR.

The **specific business problem** was the fact that business leaders lack strategies to ensure CSR practices in the tribal gaming industry.

## Purpose

The purpose of this **qualitative descriptive case study** was to explore what strategies business leaders used to ensure CSR practices in the tribal gaming industry.

The principle issue was the essential leader tools that leaders define as a motivator in CSR.

## Relevant Literature

### Conceptual Framework

**Situational Leadership Theory (SLT)** is a leadership style in which one changes the way one leads to best suit the maturity level of the subordinates and according to task detail (Hersey & Blanchard, 1969, p. 26).

### Previous Research

Seventy-five percent of leaders realize they need to include **Corporate Social Responsibility (CSR)** in their strategic decisions, and different leadership styles have an effect on the outcome of corporate social responsibility (Brower & Mahajan, 2013; Du et al., 2013). The top-down bottom-up method can be applied to a particular focus of CSR, leadership, governance, and employee attrition (Low & Ang, 2013).

Organizational leaders must find poise to reach the desired outcome of CSR for the community's organizations serve; correct strategies of leadership aid in the identification of the balance needed (Coulson-Thomas, 2013).

**CSR leaders** determine the correct process to evaluate and define organizational commitment to social awareness initiatives, which results in collaborative initiatives (Walters & Anagnostopoulos, 2012).

**Organizational leaders** may discover solutions to creative challenges in handling the diversity of the sustainable efforts or with a combination of the creative solutions (Gobble, 2012).

**Tribal leaders** encouraged the stimulation of their resources by opening gaming parlors on their reservations, which addressed poverty to tribal members and the surrounding communities (Anderson, 2013). Reservations house tribal gaming organizations in some depressed areas (Ackerman & Bunch; Denson, 2012). Tribal members enjoy the benefits of job creation that highlight their cultural heritage (Alzahrani, 2011).

**Organizational leaders must act upon the fundamental components to adapt sustainability to survive the long-term future in tribal gaming.**

## Research Question

**What strategies do leaders use to ensure CSR practices in the tribal gaming industry?**

## Procedures

Thirteen leadership team members from a tribal gaming organization in northeast Oklahoma participated in face-to-face interviews and a **focus group**. Company **archival documents** of the CSR initiatives were reviewed to **triangulate the data**.

Member checking was used to strengthen the credibility and trustworthiness of the interpretation of the participants' responses. I coded the data in recognition of the associations and patterns the leaders articulated in the **semistructured interviews**.

## Findings

The findings of the study specified that leadership strategies are essential in tribal gaming toward a sustainable future. Furthermore, the findings from this study may contribute to social change by aiding in the formation of organizational strategies to forecast and support the overall mission and vision of corporate social responsibility.

**Four major themes, four minor themes, and one serendipitous theme**

Major themes:	<i>n</i>
<b>Business Value</b>	121
<b>Strategic Value</b>	113
<b>Collaboration</b>	58
<b>Communication</b>	48

Minor themes:	
<b>Motivation</b>	43
<b>Emotional Intelligence</b>	36
<b>Resilience</b>	33
<b>Philanthropy</b>	24

Serendipitous theme:	
<b>CSR Education</b>	3

*n* = Number of individual codes

## Data Analysis

I used SLT, CSR, and tribal gaming to concentrate on the individual interviews, focus group interview, and archival records.

I organized the participants' responses into codes and the frequency of the words or phrases used by the participants.

## Limitations

The semistructured nature of the skilled interview approach may not be specific enough to prompt broad and candid recollections of experiences (Knight, 2012).

The participants were from the same organization and same geographic locality, which may limit diversity and originality of experiences, perceptions, and meanings collected in the study.

## Conclusions

The strategies that emerged in this study may help organizational leaders in sustainability in any sector. An important aspect of the leader strategies is the need to account for the perceptions of the core values of the organization. Leader strategies toward CSR can be a difficult endeavor; however, could prove the success of the organization.

## Social Change Implications

This project established the strategies necessary for leader choices that could have a significant influence on societal needs. The contribution of this study to positive social change may result in environmental quality, economic prosperity, and social equity.

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