

2021

## **Harnessing Diversity to Accommodate the Global Business Environment**

Terrica Coleman  
*Walden University*

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Terrica Coleman

has been found to be complete and satisfactory in all respects,  
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Walden University  
2021

Abstract

Harnessing Diversity to Accommodate the Global Business Environment

by

Terrica Coleman

Walden University

MaCC, Devry University, 2016

Florida State University, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2021

## Abstract

Ineffective diversification strategies significantly affect a business owners' competitive advantage. When business owners struggle to recruit and retain a diverse workforce, these owners fail to meet the diverse needs required to operate in varied business environments, impacting profitability and continued business sustainability. Grounded in the transformational leadership and human capital theory frameworks, the purpose of this qualitative multiple case study was to explore the strategies that business leaders use to recruit and retain a diverse workforce to increase performance in the global setting. The participants comprised three business leaders in the southeast region of the United States, who successfully used recruitment and retention strategies to promote diversity and maximize diversification of their employee workforce to operate in diverse business environments. Data were gathered from semistructured interviews and company documents related to the organizations' policies and training procedures. Thematic analysis was used to analyze the data resulting in identifying three themes: social media and networking, targeting underrepresented areas to fill roles within the organization, and measuring performance to increase productivity. A key recommendation is for business owners to implement a structured incentive and reward program to enhance business performance. The implications for positive social change include the potential for business leaders to boost community involvement and interaction to improve collaboration between the employees, business leaders, and the community.

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## Dedication

I dedicate this doctoral study to each friend and family member that provided assistance and support in every way possible during this journey. Their prayers, encouragement, and love uplifted me during the times that I needed it most.

## Acknowledgments

I would like to thank God for giving me the strength and will power to start and successfully complete this doctoral program. I would also like to thank Dr. Carol-Anne Faint, Dr. Al Endres, Dr. Rocky Dwyer, Dr. Michael Gottlieb, and my other professors and classmates at Walden University for their continuous motivation. Your support and inspiration played a key role to my success throughout this doctoral journey and for that, I am forever grateful.

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## Section 1: Foundation of the Study

In the global environment, enhancing diversity is a necessity (Makhdoomi & Nika, 2018). Within an organization, diversity might result in enhanced productivity (Nielsen & Madsen, 2017). However, some business leaders lack strategies to recruit and retain a diverse workforce to increase performance in the global environment. The failure of business leaders to recruit and retain talented employees who may enhance a company's position within the global environment, may result in operational losses within their organizations (Kraemer et al., 2016). Such shortcomings by business leaders may detrimentally impact the way employees interact with one another, and in turn, affect the future performance of the organization.

### **Background of the Problem**

Facilitating diversity in organizations worldwide has become increasingly important due to increased migration and globalization (Makhdoomi & Nika, 2018). Business leaders who do not establish global business savvy may lose a competitive edge and profits. Organizations would gain enhanced productivity, organizational success, and improved communication through diversifying talent. Some employers are unaware of the potential benefits that diversifying a workplace could have on productivity and organizational success (Chung et al., 2017). Thus, these leaders lack the necessary strategies to compete globally. Implementing diversity might help reduce discriminatory patterns and might result in enhanced productivity (Luke & Chu, 2013; Nielsen & Madsen, 2017). Despite the possible benefits of diversity, a multi-racial hierarchy of disadvantage and privilege exists (Bell et al., 2014).

### **Problem Statement**

Business leaders competing in the global marketplace struggle to recruit and retain a diverse workforce to meet the diverse needs of varied business environments leading to business failures (Malik & Singh, 2017). The employment rate in the United States for underrepresented groups, minorities and women, is approximately 20% (Mayer et al., 2017). The general business problem is business leaders who do not establish diverse workforces to operate strategically in global markets can experience poor performance. The specific business problem is some business leaders lack strategies to recruit and retain a diverse workforce to increase performance in the global environment.

### **Purpose Statement**

The purpose of this qualitative multiple case study was to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. The population for the study included business leaders from three organizations in the United States who have demonstrated success in recruiting and retaining a diverse workforce and achieving enhanced efficiency. The potential contributions to social change include enhanced social interaction and the integration of diverse societies. Leaders of organizations play a key role in advancing societal well-being. Implementing diversity might help reduce discriminatory patterns. Shaping the attitudes, thoughts, and social structures facilitate favorable results for communities and the society (Luke & Chu, 2013). When individuals collectively comprehend and consider the views and ideas of others, they are equipped to participate in society. The findings might also influence organizations in other communities to become diverse.

### **Nature of the Study**

Researchers select a qualitative, quantitative, or mixed methods approaches to conduct research. Quantitative research is synonymous with positivism and is used alongside pragmatist and realist philosophies (Saunders et al., 2015). The quantitative method is linked with a deductive approach. The quantitative method was not appropriate for my study because I did not seek to examine theories' relevance through testing hypotheses about variables' relationships or groups' differences. Using mixed methods research combines quantitative and qualitative to express analytical procedures using a deductive, inductive, or abductive approach (Saunders et al., 2015). The inclusion of quantitative inquiry in mixed methods research made the mixed methods approach unsuitable for the doctoral study. Qualitative research is useful in exploring a phenomenon where little or no understanding exists (Johnson, 2014). The qualitative method was most appropriate since I explored strategies business leaders use to recruit and retain a diverse workforce to increase performance in the global environment.

Qualitative designs include phenomenological, ethnographic, or case study designs. The phenomenological researcher limits the study to meanings of participants' lived experiences (Moustakas, 1994). As I explored perspectives and experiences within a specified time and space, the phenomenological approach was inappropriate for the study. The ethnography is an approach used by qualitative researchers to explore a unique group or culture to understand business behaviors (Saunders et al., 2015). I did not research business decisions within a culture perspective; therefore, the ethnographic approach was not appropriate for the doctoral study. A case study researcher sets out to

define the dynamics of a topic in question within its own confines (Saunders et al., 2015).

Therefore, the case study design was most appropriate for my doctoral study.

### **Research Question**

The research question that I used to guide this study was: What strategies do business leaders use to recruit and retain a diverse workforce to increase performance in the global environment?

### **Interview Questions**

1. How does the current organizational structure facilitate the recruitment and retention of a diverse workforce?
2. How do your recruitment and retention strategies to create a diverse workforce align with the rest of your organization's strategic objectives?
3. How do leaders of your organization gauge the need to increase recruitment of diverse talent when competing within the global environment?
4. What adaptations do you make in broadening employee capacities to engage in the global environment?
5. What challenges have you encountered with recruiting and retaining a diverse workforce?
6. In response to the above question, what strategies have helped you overcome these encounters to compete globally?
7. How do business leaders of an organization measure the effectiveness of the strategies they implemented to recruit and retain a diverse workforce to ensure that they can continue to use these strategies in the future?



8. What else can you share with me about your organization's strategies for recruiting and retaining a diverse workforce?

### **Conceptual Framework**

The combined conceptual framework that guided this study was transformational leadership theory and human capital theory. First coined by Burns (1978), transformational leadership is a process that changes and transforms people and includes determination of followers' motives, treating followers well and fulfilling their basic needs. The four elements of transformational leadership theory are (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Northouse, 2013). Burns (1978) expounded upon transformational leadership theory and linked the roles of leadership and followership. Transformational leadership inspires people to perform their best because transformational leaders remedial actions offer a positive working environment, impacting positively on organizational efficiency while enhancing the performance of lower performing individuals and groups. Transformational leadership theory related to my study since leaders play the most vital role in structuring the success of their organizations with regards to diversity.

Gary Becker (1958) introduced the human capital theory as skills acquisition. Becker (1958) explained there is a correlation between an employee level of training and the job experience and compensation. The expectation was that investment in training and education may lead to increased benefit for both organization and the employee. The elements of this theory are (a) assets, (b) skills, and (c) experiences that an individual

possesses that might benefit an organization. Becker (1958) posited that workers with higher levels of education and job experience earn higher compensation than employees with a lower standard of training. Theodore Schultz (1961) contributed to this theory by explaining that employees invest in personal training and developments to experience fewer layoffs and to improve employability while organizations invest in employee-specific training to improve organizations productivity. Human capital theory applied to my study because the relevance of employee-specific training is to improve organizational productivity which will lead to increased performance in the global environment.

### **Operational Definitions**

I provide the operational definitions below to aid readers in understanding the contexts of some of the terms used throughout the study.

*Diversity management:* A term used to describe when leaders value and take advantage of differences so that each individual can maximize their full potential (Hennekam et al., 2019).

*Employee retention:* The use of an organization's policies and procedures, human resources, and strategies for hiring and retaining individual talent for the success of an organization (Akila, 2012).

*Organizational culture:* The underlying assumptions, beliefs, and values of interacting that shape the unique social environment of an organization (Kim, 2019).

*Tenure diversity:* The extent to which demographic differences exist between individuals on visible work related characteristics (Gilson et al., 2013).

## **Assumptions, Limitations, and Delimitations**

### **Assumptions**

An assumption is the belief or an idea that has not been proven (Schoenung & Dikova, 2016). I assumed that a diverse workplace would contribute to an organization succeeding in a global environment. I assumed that the participants would sufficiently recollect vital elements and experiences throughout the interview process. I assumed that each participant would answer my questions truthfully and not fabricate any details. Lastly, I assumed that a case study was the best approach to yield the information needed.

### **Limitations**

Limitations are potential weaknesses found within a study. Regardless of the extensive research conducted, any efforts may be the subjectivity of readers' perceptions (Chabowski & Mena, 2015). The results of this case study are not generalizable due to the small sample size.

### **Delimitations**

Delimitations are the boundaries that are set for a specific study (Nelms, 2015). The delimitations for my study included the geographic location in which I conducted the study, the sizes of the organizations, and firms that have created and maintained a diverse workforce in efforts to enhance efficiency. Primarily, I focused on firms in the professional business sector because the purpose of my study was to explore firms' leaders who have demonstrated success in recruiting and retaining a diverse workforce and achieving enhanced efficiency. Next, I included only organizations in the Southeast

region of the United States. Medium and large sized businesses were not included within this study.

### **Significance of the Study**

The significance of the study was prevalent when leaders at organizations noticed that other competing organizations are diverse and were more profitable and productive. Recruiting and retaining a diverse workforce might prove beneficial in the global environment. Creating a team of workers from different backgrounds and cultures may complement the environment of a workplace and benefit companies, workers, families, and communities.

### **Contribution to Business Practice**

This study might have significance for business leaders, as the leaders may become aware of the possibility that diversity might result in enhanced productivity. The findings may lead business leaders, human resources managers, and supervisors to reevaluate their organizations' current recruitment strategies and structure. Findings and recommendations from this study might inspire business leaders to develop and adopt alternate strategies and methods for diversifying workforces, and for helping employees understand how differences may facilitate learning and job performance.

### **Implications for Social Change**

Promoting social change is essential to helping society flourish. Findings and conclusions from the doctoral study might have implications for positive social change, including potential improvement for businesses' ability to develop and implement better talent management strategies that improve employee diversity. Ultimately, diverse

organizations may benefit society by increasing the knowledge about local customs and activities, creating better relations between communities and the businesses who serve them. Diversifying global work environments might promote social change within businesses to broaden community benefits across the world (Luke & Chu, 2013).

### **A Review of the Professional and Academic Literature**

The purpose of this multiple case study was to explore strategies that business leaders employ to retain diverse and talented employees to remain competitively advantaged. Facilitating diversity in organizations worldwide has become increasingly important (Makhdoomi & Nika, 2018). In this section, I provide an extensive background on prior studies focused on strategies to engage in the global, diverse market to remain competitive. The purpose of the literature review was to provide readers with general knowledge regarding the topic of diversity within the workplace. I divided the literature review into these subsections (a) relevant theories; (b) diversity, (c) inclusion, (d) employee retention, (e) diversity training, (f) human resource development, (g) competitive advantage, (h) sustainability management, (i) organizational culture, (j) corporate social responsibility, (k) recruitment strategies, (l) migration, (m) globalization, and (n) economic integration.

A substantial amount of the information presented in this literature review is from academic peer-reviewed journals. The main search terms I used to collect this data were *competitive advantage*, *diversity*, *organizational performance*, and *sustainability*. I navigated through the Walden Library, Google Scholar, ABI/Inform, Emerald Management, ProQuest, and SAGE Premier to search for these key terms. I also utilized

books and various other materials that I discovered in the reference section of articles that I had already used within the doctoral study. Of the 230 references, 74 (62.17%) of the peer-reviewed journals were published within the last 5 years (2017-2021) of my expected year of CAO approval of my completed study. These percentages comply with the DBA doctoral study rubric requirements. The Summary of Reference Types and Currency Table 1 provides a summary of the totals and types of sources used.

Table 1

*Summary of Reference Types and Currency*

	Older	2017	2018	2019	2020	2021	Total	Percentage
Peer-reviewed Journals	143	33	35	4	5	1	221	62.17
Dissertations	1	0	0	0	0	0	1	0.004
Government Publications	1	0	0	0	0	0	1	0.004
Textbooks	5	1	0	0	0	0	6	0.026
Total	156	34	35	4	1	0	221	100.00

**The Relevant Theories**

The two theories of my conceptual framework were the transformational leadership theory and the human capital theory. These two theories related to my study as they both contributed to the analysis of business organizations. Transformational leadership theory related to my study since leaders played the most vital role in

structuring the success of their organizations with regards to diversity. Human capital theory was relevant to my study due to the elements: (a) assets, (b) skills, and (c) experiences that an individual possess that might benefit an organization (Becker, 1958).

**Transformational leadership theory.** Founded by James Downton in 1973, transformational leadership theory was later defined, coined, and evolved by James Burns (1978). Burns (1978) defined a transformational leader as one that is aware and harnesses a need or demand from a potential follower while seeking to discover motivations of his or her subordinates. The transformational leader also wants to meet the needs of his or her employees and involve individuals within this process. Transformational leadership is a process that changes and transforms people and includes determination of followers' motives, treating followers well and fulfilling their basic needs. The four elements of transformational leadership theory are (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Northouse, 2013). Transformational leaders demonstrate a more engaged approach to their leadership roles. The leader interacts with followers and constructs a motivational connection with the followers (Northouse, 2016).

Transformational leadership is the most effective type of leadership, as this type of leader focuses on the needs of the people (Latham, 2014). Transformational leaders build faithful and strong followers who are motivated by a common goal. Under this leadership, followers are more likely to follow in the leaders' footsteps and carry out the missions of the leaders. Employees are also more likely to go above and beyond and consider organizational goals before their own interests (Moldovan & Macarie, 2014).

Transformational leaders foster a relationship of mutual engagement and development that evolves followers into leaders, and leaders into *moral agents* (Burns, 1978). Guided by transformational leaders, teams are more skilled which leads to increased productivity for the organization (El Toufaily, 2018). The effectiveness of leaders assesses the ability of leaders to challenge followers to collective ambitions. Transformational leadership is more prevalent than transactional leadership at all levels of organizations (El Toufaily, 2017).

Conversely, transformational leadership increases followers' dependency on the leader, which consequently decreasing the followers' creativity (Eisenbeiß & Boerner, 2013). Basu and Green (1997) referred to this phenomenon as follower dependency. They asserted that transformational leaders may prohibit followers' critical and noncompliant ideas that are dissimilar from their own, thus igniting follower dependency and prohibiting innovativeness. Creating an encouraging vision for the future is not sufficient enough to boost followers' creativity. The followers should also perceive themselves as being able to transform the status quo. The transformational leadership theory relates to my study as teams that are more skilled can attain productivity for an organization.

**Human capital theory.** Becker (1958) explained there is a correlation between an employee level of training and the job experience and compensation. When Becker (1958) introduced the human capital theory as skills acquisition, it was based on the expectation that investment in training and education may lead to increased benefit for both organization and the employee. The elements of this theory are (a) assets, (b) skills, and (c) experiences that an individual possess that might benefit an organization.



Business leaders who apply human capital theory can constrain employee mobility (Coff & Raffiee, 2015).

Human capital is a set of skills, habits, and personality characteristics that contribute to the ability to produce economic value. Human capital theory rests on the principle that an individual's learning capacities are comparable to other resources required for the production of goods and services (Nafukho et al., 2004). When the global economic environment is troubled with profound changes, organizations face significant issues such as globalization, extensive competition, the robustness of communication and information technologies, and of consumer behavior. All of these elements factor into the development and competitiveness of organizations (Simion & Tobă, 2014). There is a link between human resources development and human capital. The skillsets of employees can benefit the economic value of a firm.

Human capital theorists focus on the knowledge, talent, abilities, and skillsets of employees within an organization to benefit the organization as a whole. Human capital is a critical component in the transmission of information to vital knowledge that will benefit an organization's performance (Muda & Rahman, 2016). Capabilities refer to the experience, values, and the ability of individuals to progress within an organization (Muda & Rahman, 2016). Chang et al. (2016) asserted that an organization maintains a competitive advantage that propels business performance when the human capital base possesses optimal level of expertise and knowledge. The value of an organization's human capital is measurable in a socio-culturally normative way (Hayek et al., 2016).

Although there is a perceived benefit for an organization and the employees' skillsets, human capital may also limit employee mobility (Coff & Raffiee, 2015).

Employees often do not apply their skillsets due to the belief that their skillsets are limited and are not of use to other organizations. Another factor that affects employee mobility is when an employer offers additional compensation depending upon skills that are assumed to be firm specific. Other organizations offer wages that are equivalent only with the assumed firm specific skills. If these conditions are present, then firm-specific human capital may limit employee mobility (Coff & Raffiee, 2015). Firm-specific human capital is crucial for competitive advantage with regard to creating value, an isolating technique, and as a process that prohibits employees from allocating all of the value that they create (Coff & Raffiee, 2015). Perceptions of what skills are firm specific may limit mobility and impact what value employees can attain.

An issue with firm-specific human capital is that it is not usually perceived as being firm specific. If business leaders are not able to accurately measure the firm specificity of their employees' human capital, there is a possibility that wages represent the accurate value of employee productivity. Even if an organization is known for helping employees develop skills that are firm specific, the organization might also be an enticing environment to work in since the company may offer employees numerous benefits to boost performance, compensation, and overall satisfaction (Coff & Raffiee, 2015).

### **Alternate Theories**

While researching theories applicable to my doctoral study, I researched numerous theories that were not suitable. I reviewed the transactional leadership theory,

which appeared to be a stark contrast to the transformational leadership theory.

Transactional leadership theory presents a quid pro quo relationship and focus on the interactions between themselves and followers (Northouse, 2013). An example of this transaction is a politician that promises to pass certain laws that concern citizens in exchange for winning votes. Transformational leadership demonstrates a more engaged approach to a leadership role, where the leader interacts with followers and constructs a connection that elevates the level of motivation in the leader and the follower. Transactional leadership is not an engaged approach to leadership, and therefore it did not suit my study.

Another theory that was not relevant to my study was the theory of self-determination. The theory of self-determination states that self-motivation is influenced by specific circumstances that indulge an individual's intuitive psychological necessities for personal autonomy (Dwyer et al., 2013). Empirical evidence has shown that when employees observe their own tasks as meaningful, they have higher chances of being satisfied with their own work and more likely to assist coworkers. Conversely, transformational leaders often express elevated expectations for their followers and exude confidence in their followers' capabilities to reach these expectations (Northouse, 2013). Under transformational leaders, employees are equipped with lessons and inspirations that aid them in making organizations profound. Encouraging their teams is one of transformational leaders' practices. Under the self-determination theory, the responsibility of being motivated lies with the employee, while transformational leaders are tasked with motivating employees.

Lastly, I reviewed the goal internalization motivation theory. Goal internalization motivation theory describes the need to believe in the purpose of an organization (Barbuto & Story, 2011). The theory focuses on the goals of the organization and meanings of the tasks as the primary motives for behavior. In my doctoral study, I focused on the increasing diversity to accommodate the global business environment, and not how well an employee believes in the goals of his or her organization.

Transformational leadership is the most effective type of leadership, as it focuses on the needs of the people (Latham, 2014). It builds strong and faithful followers that are motivated by a common goal. Followers are likely to follow in the leaders' footsteps and pick up where the leader may have left off. Goal internalization is mainly suited to address the alignment between organizational goals and individual goals (Barbuto & Story, 2011).

### **Individualized Consideration**

Individualized consideration focuses on treating followers as individuals instead of members of a group. Individualized consideration takes into account the individual dissimilarities of followers, how individuals interact, and how interest is sparked by delegating duties to enhance learning (Teymournejad, 2017). A leader that individually considers the employees also acts as a coach by distributing tasks to followers to offer everyone an opportunity to succeed and learn. Serving as mentors helps leaders to help their followers achieve full potential (Anthony, 2017). When leaders assign responsibilities and duties, performance will improve (Anthony, 2017). Leaders seeking to develop and guide their followers demonstrate delegating behaviors.

Blending employees from different cultures may create a team rich with ideas that can benefit the organization. Appealing to a wider audience in the global market can prove to be beneficial. Skillsets that individuals bring to work environments help business leaders prepare for engaging in the global environment. Leaders also provide followers with the chance to reach higher levels of performance in a manner that considers encouragement and autonomy (Weiß, 2016). A diverse mix of employees from different cultural backgrounds can appeal to a broader audience within the global market.

### **Diversity**

The development of strategies could assist business leaders with recruiting and retaining a diverse workforce. Finding effective strategies that complement an organization stems from diversifying. A lack of diversity can have a detrimental effect on an organization's success and as well as an organization's social influence (Fires & Sharperson, 2018). Numerous techniques are useful to design and implement effective business strategy; however, business leaders must find techniques that are suitable to their organizations. Diversification may provide businesses the chance to enter new markets, expand service and product lines, and broaden the scope of business; but the problem is that business leaders are unaware of how to access these benefits (Fires & Sharperson, 2018). Thus, diversifying also creates a need for the development of effective strategies incorporated at the business levels.

Business leaders are more likely to diversify for their own self-interests and in exchange for benefits. Cross-national differences could play key roles in changing main elements of the principal-agent relationship (Picone & Dagnino, 2015). The ideal level of

diversification for the company depends on these same resources, determining whether they are different from another company, or if they are present over the entire industry (Yeon-Jung, 2015). If a business leader is more likely to benefit, he or she is more likely to diversify.

The advantages of diversity include innovation, creativity, and problem-solving ability (Triguero et al., 2018). These components together, serve as a starting point for competitive advantage from a resource view. An organization's advancement and growth are powered by resources to accomplish innovative methods of advantage over existing competitors. Thus, a diverse workforce within organizations impact performance (Triguero-Sánchez et al., 2018). Another benefit of diversity is the creation of a pleasant workspace for positive change to take place (Hughes, 2018). When organizational leaders accept their roles in the mission to incorporate diversity within the organization, change efforts will be effective and prove to be an advantage (Hughes, 2018).

Diversity also serves as a phenomenon that impacts political and social aspects of an organization, as well as the cohesion and efficiency of organizations (Lozano & Esrich, 2017). If not managed correctly, conflict may arise in the workplace. In management, benefits of diversity include problem-solving capacity and innovation (Triguero-Sanchez et al., 2018). Diversity includes differences between individuals regarding to ethnic background, sex, educational background, or age. Enhancing diversity within a workplace could possibly benefit the creativity and learning engagement within a

workplace. Employees are more apt to collaborate with coworkers who may speak different languages, or even practice different religions (Gerbert et al., 2017).

Employees from different backgrounds are more likely to experience unique school systems and distinct cultures. Inhttps://doing so, they will acquire a multitude of skillsets and different approaches to problems. Improving diversity provides cognitive diversity (Garcia Martinez et al., 2017). Managers should be cognizant and aware of diversity and how to manage and promote it to employees. Managers should also try to gauge employees' understandings of diversity to comprehend how to improve diversity (O'Leary & Sandberg, 2017). A diverse mix of employees who experience distinct cultures are more likely to collaborate ideas and thought processes.

Rasool et al. (2018) discovered that organizational outcome depends upon factors such as communication, culture, information, and demographics within an organization. A diverse workforce assures a higher level of productivity and organizational performance. It also ensures that an organization will maintain a competitive advantage in expanded markets (Rasool, et al., 2018). The authors also asserted that diversity within organizations may create conflict amongst the workers. Conflict arises due to dissimilarities of ideas, interests, perceptions, behaviors, and attitudes (Rasool et al., 2018). The outcome of an organization relies on the quality of information and demographics.

Hémet and Malgouyres (2018) contended that diversity's effect on an organization can be ambiguous. The authors claimed that nationality-based diversity has a profound impact on birth country diversity. These forms of diversity are more relevant to business

leaders than diversity based on the origins of parents. Naturally, employees from distinct origins may gain exposure to a myriad of cultures and distinct school systems from outside countries. These same employees will have acquired numerous skills and approaches to learning so that their collaborations can improve productivity and boost innovation (Hémet & Malgouyres, 2018). Due to the different forms of diversity (nationality vs birth country diversity), its effect on any organization can be misleading.

A combination of diverse teams and management can lead to enhanced productivity, innovation, improved decision-making, and competitive advantage. Business leaders tend to focus on external factors such as recruitment to boost diversity within the organization (Frost, 2018). However, leaders fail to recognize the internal factors such as culture or management capability. Homogenous teams can surpass diverse teams. In the long run, however, diverse teams can provide superior results when it comes to productivity and innovation (Frost, 2018). Diversity is also beneficial for employees, clients, consumers, and society collectively (Sheppard, 2018). To create a diverse environment, leaders of organizations must overcome any personal unconscious biases. Leaders are the drivers of encouraging and facilitating diversity within their own organizations (Sheppard, 2018). Organizational leaders should invest in diverse workforces to maintain a competitive advantage (Madera, 2018).

Moon (2017) indicated that gender and diversity were inversely related to organizational citizenship behavior (OCB). Surprisingly, ethnic climate, transformational leadership interactions, and tenure diversity all produced mixed results (Moon, 2017). The workforce in the United States has become diverse regarding demographics.



**Inclusion**

Diversity cannot deliver innovation in an organization without inclusion. An organization will experience diversity when business leaders infuse the organization with inclusion (Davis, 2018). Inclusion involves uniting and employing diverse resources in a beneficial way (Peters et al., 2017). Although diversity and inclusion are vital elements to each organization, the authors stated that inclusion goes beyond the diversity, and that it consists of the practice of welcoming diverse forces to create an environment of respect, involvement, and connectedness (Peters et al., 2017). Thus, this would result in capturing a myriad of distinct perspectives for utilization to better the organization.

**Board Diversity**

Buse et al. (2016) discovered that board governance practices were impacted by the racial and gender diversity of the board and that board inclusion attitudes, together with diversity practices and policies, mediated the influence of the board's racial and gender diversity on external and internal governance practices. They also discovered that the negative affect of racial diversity on governance practices was mitigated when boards had higher gender diversity (Buse et al., 2016). Based on information collected from 708 organizations over 31 years of diversity training programs in the United States, it was revealed that these programs reduced minority representation in managerial positions. Companies spend billions of dollars to recruit and manage diversity, and still face discrimination lawsuits, while the leadership positions of the business world remain predominantly white and male (Fujimoto & Hartel, 2017).

Although there are benefits to diversity, the evidence on whether cultural diversity helps to boost innovation remains mixed. First, cultural diversity could possibly create communication barriers within the workplace due to linguistic differences and misunderstandings related to preferences in norms and values. This barrier could potentially threaten the efficiency of daily operations and the innovativeness of the groups (Ozgen et al., 2017). In addition, the diversity of employees may also ignite discriminatory behavior of minority groups, which could lead to drastically reducing the overall performance of the firm (Ozgen et al., 2017).

### **Employee Retention**

Effective leadership can boost employee engagement and stimulate motivation (Bake, 2019). Transformational leaders focus on the needs of the people (Latham, 2014). Researchers indicated that although employees leave organizations for many reasons, the most common reason is because of an ineffective supervisor (Latham, 2014). To increase performance within the global environment, organizations must observe emerging markets to recruit and retain talented members of the workforce (Poisat et al., 2018). Talented employees are a scarcity and it is vital that business leaders learn to strategize ways to recruit and retain highly skilled employees to enable the organization to compete (Poisat et al., 2018). Organizations are only as good as the employees, and the combined talent should mold the foundation on which these organizations are built (Grobler et al., 2017). Managing talent strategies should include the accommodation of the diverse characteristics, values, and attitudes towards worldly views of generational groups working with one another (Knowledge Resources, 2017b). Poisat et al. (2018) suggested

that talent management strategies and diversity issues both contributed significantly to determining retention of employees. However, clashes between employees could stem from diverse work-related needs and behaviors (Hatipoglu & Inelmen, 2018).

### **Diversity Training**

A lack of knowledge of how diversity can improve an organization can be detrimental to a business. Diversity training is a distinguishable set of programs geared towards promoting positive intergroup synergies, diminishing discrimination and prejudice, and enhancing employees' skills and motivation to connect with others (Alhejji et al., 2016). Nearly 70% of U.S. organizations and nearly 75% of Fortune 500 companies invested in diversity-training programs, while 80% of UK organizations embedded diversity training into talent management processes (Waight & Madera, 2011). More favorable reactions to diversity training were observed when the proportion of women was higher (Bezrukova et al., 2016). Although many organizations advocate the need for diversity training, the problem lies with its design and implementation in organizations (Alhejji et al., 2016). However, critics of diversity training assert that difficulties exist when implementing HR diversity management (Shen, 2009). In a review of HR diversity management, Shen et al. (2009) uncovered widespread discrimination in the recruitment process for disadvantaged groups, nonfulfillment of training, promoting and retaining minorities and women, perceived biases and unequal recognition in performance evaluations, and ethnic wage gap/gender income inequality. These occurrences all serve as an indication of the difficulties on the practice of HR diversity management training.

## **Human Resource Development**

The concept of human resource development is the developing of a set of management tools to aid employees in enriching and enlarging their skill set (Jha et al., 2016). A sound system of human resource management will aid firms in developing and nurturing talent. The practice of HRD management indicates that rewards may facilitate the development of new skill sets (Jha et al., 2016). The focus of human resource development can foster motivation within employees and develop commitment. This in turn could lead to organizational success and overall employee satisfaction (Rigby & Ryan, 2018). HRD is concerned with career development, systematic training, and organization to enhance the processes and enrich the performance of employees. In total, HRD serves as a field that focuses on the growth of employees to better them to strengthen organizations and society (Russ-Eft, 2014).

## **Competitive Advantage**

Competitive advantage is one of the best strategies to use to improve an organization's competitive advantage (Doval, 2016). The HR team plays a significant role in this regard. The HR team is responsible for recruiting a team of talented and skilled individuals that will utilize skills to help the organization gain a competitive advantage (Wojtcauk-Turek, 2017). Business leaders stress the significance of sustaining an advantage as crucial strategy in maintaining superior organizational performance (Kaleka & Morgan, 2017). Competition as well as monopolies foster the rapid facilitation of innovation (Wang et al., 2017).

Emerging organizations are constantly seeking advantage sources, such as innovation, that can place them above their competition, enhance productivity, and boost the bottom line (Anning-Dorson, 2019). The ideal result of innovation is to yield new valuable resource combinations and capability utilization to create new value. If business leaders of an organization can reach the desired outcome of innovation and strategically retain a diverse workforce, the business leaders will gain insight into competitors, providing an avenue to a competitive advantage. Conversely, Anning-Dorson (2019) also argued that creating innovation is not sufficient enough to gain a sustainable competitive advantage within an emerging market, but instead, mandates support from top executives at an organization.

Dominant organizations maintain competitive advantage by retaining superior assets (Downing, 2018). The possession and appropriate deployment of certain resources are vital to an organization's performance. The development of advantage centers around utilizing an organization's resources and capabilities (Anning-Dorson, 2019). However, advantages do not always last. Technology, new organizations entering the economy, along with other factors can dramatically affect an organization's advantage and affect profits and losses. Organizations must adapt to changes and apply new strategies to maintain a foothold over other organizations. Having a sound understanding of strategically managing a superior position will benefit an organization (Barney & Mackey, 2018).

### **Sustainability Management**

The root of business and sustainability is sustainable management. Sustaining and retaining a diverse workforce may increase performance. Leaders play the most vital role in structuring the success of their organizations with regards to diversity. The concept of sustainability management seeks to reduce unfavorable environmental and social impacts while facilitating sustainable development (Schaltegger & Hörisch, 2017). The practice of sustainable management is rooted in the context of the business environment and economic competitiveness. The exemplar for sustainability has been a goal for societal, political, and economic development (Schaltegger & Hörisch, 2017). Sustainability management might improve with respect to environmental ethics (Schuler et al., 2017). Effectively managing sustainability could gain the necessities that an organization needs to thrive without sacrificing the ability of future periods to reach operating goals (Schuler et al., 2017). Sustainable goals such as contributing to the growth of organizational members and helping others acknowledge contributions benefit the stakeholders and contribute to the viability of an organization (Neubert & Dyck, 2016).

### **Organizational Culture**

Performance increases when organizational culture is aligned to individuals' values. Organizational culture is a system of common symbols and meanings that are shared within the organizational context. Through this system, individuals express their personal beliefs and create judgments (Larentis et al., 2018). Business leaders that embrace organizational culture focus on several distinct areas: employee attitudes, leadership behavior, mergers and acquisitions failure rates, company innovation, and strategy and vision. The more that an individual elaborates upon cultural encounters, the

more persuasive are those encounters in molding the individuals' views of an organization (Ristino & Michalak, 2018). Employee satisfaction plays a significant role in employee commitment, which correlates with organizational culture. Thus, organizational culture pilots the behavior of the individuals of an organization (da Silva et al., 2018).

Organizational culture is also a broader construct that encompasses the elements that guide compliance with expectations and augment ethical behavior within the organization (Kaptein, 2011; Trevino, 1990). The culture of an organization boosts virtues and includes the shared norms and values of the employees (Kangas et al, 2018). Moreover, culture determines how a group of individuals will behave within a workplace (Mohelska & Sokolova, 2018). While there is no good or bad culture, organizational culture is effective only when it can support the goals and mission of the organization in which it exists (Wallach, 1983). This study might shed light on some strategies to improve organizational culture.

### **Ethical practices**

Leaders dictate the standard values and ambitions within an organization. Ethical practices is one of the main challenges to diversity is to analyze detrimental hierarchies from the ethical and economic views. This act consists of business leaders uncovering historical struggles amongst individuals with distinct backgrounds (Isotalus, 2018). Within organizations, this includes facilitating dialogical communication practices for constructing common meanings without pressure to share values. The effectiveness of

leadership assesses the ability of leaders to challenge followers to collective ambitions (El Toufaily, 2017).

If implemented properly, an organization can create its own culture of ethics. Executives would possibly need to identify standard ethical behaviors, add incentives to them, and pinpoint unethical behaviors and how to punish individuals for them. Next, leaders may search for ways to prevent these unwanted and unethical behaviors from occurring again. The analysis of organizational culture may also be used to combat unethical practices (Hardy, 2016).

### **Communication Barriers**

Barriers such as cultural differences and communication barriers often get in the way in work environments and messages can get lost in translation. Comprehending how satisfaction is achieved when employees come from diverse cultures is of key importance (Kenesei & Stier, 2017). Language is culture specific. The style of communication and the level of diction are determined by the culture that an individual is born into. The culture determines how an individual organizes and comprehends his or her surrounding world. Any semantic deviations from what an individual is accustomed to may lead to misinterpretations that stem into cross-cultural conflict (Bloch & Starks, 1999), and thus, increase the level of communication barriers.

Language as a cultural force is useful to comprehend the culture of an organization. Understanding how language is exercised by executives of an organization can shed light into language usage that may facilitate member integration into the organizational culture. Concise communication and collaboration is vital to an



organization's survival (Stryker, 2018). Organizational culture is rooted in the expression of norms within a culture. For employees to engage in collaborative efforts, business leaders should effectively communicate ideas and concepts to employees and colleagues. Without clear communication, business leaders are unable to create and build successful organizations.

### **Language Diversity**

Personal knowledge within an organization can be the result of language diversity. A personal knowledge network refers to individuals who serve as vital sources of knowledge. A lack of language diversity may result in disconnections, segregation, and lack of knowledge between employees from diverse language communities (Ahmad, 2017). Organizational performance and innovative potential are affected when there is a low level of language diversity. Low levels of language diversity may result in fragmentation in learning at higher levels between departments due to personal knowledge networks being a part of larger organizational knowledge networks (Ahmad, 2017). By boosting language diversity in an organization, business leaders will increase personal knowledge networks.

However, there are disadvantages of language diversity. Skills and attitudes do not always align (Church-Morel & Bartel-Radic, 2016). An individual's lack of language proficiency or incapacity to perform normal activities may lead to an employee feeling inferior. Language diversity is not typically equally distributed within organizations. It can differ from one department to another. Factors such as functions of a department and communication channels can impact the level of language diversity within a department

(Ahmad, 2017). Due to skills and attitudes not always aligning, messages by individuals may get lost in translation.

### **Recruitment Strategies**

Business leaders can use strategies to recruit and retain a diverse workforce to increase performance in the global environment. Business leaders that are able to grasp the detrimental effects of not diversifying can focus on improving strategies for retained talented employees. Improving strategies for talented employees may increase productivity and maintain competitive advantages.

The traditional recruitment methods have not been sufficient enough to attract the highly sought after talent that business leaders hope to attract (Singh & Sharma, 2014). The reasons are due to these strategies only focusing on a limited active pool of possible candidates, instead of shifting the focus to talented employees that exist in the semi-passive candidate pools (Singh & Sharma, 2014). Gender biases also affect the structure and nature of the recruitment process (Barnes, 2018).

Finding ways to connect with diverse and talented individuals has also been cumbersome (Koch et al., 2018). By recruitment being a problem, this may lead to obstacles to success. Social media sites may help business leaders reach out and connect to new talent. Social media sites are applications or websites that allow its users (business leaders and potential employees) to share content such as previous work history and experiences or engage in social networking. A benefit of social media is that users can build relationships and connect anytime while incurring only minimal costs. In addition, the use of social media is important to validating an organization and maintain

communication with other users. Social networking sites like LinkedIn and Facebook permit the quest for recruiting candidates that are actively looking and candidates that are passively looking (Koch et al., 2018).

Recruiting through social media websites could enable business leaders to express the need to fill job vacancies with certain groups of job seekers that a business hopes to attract. For example, one group that may be targeted to fill a position is qualified ethnic minorities (Wille & Derous, 2017). However, these strategies do not take into consideration the language used in job advertisements and how the language may be perceived to the targeted ethnic groups. In a study conducted by Wille and Derous (2017), results indicated that ethnic minority job seekers were less drawn to job advertisements that highlighted a trait that they believed centered around negative meta-stereotypes. Retaining knowledge within a workplace can help business leaders build corporate governance and improve business interests of organizations.

If business leaders do not use social media to recruit, their exposure is limited. Business leaders are not equipped with the same sophisticated advantages, tools, techniques, and technologies used for connecting and engaging in social interactions as businesses that use social media (Odoom et al., 2017). Firms fail to take advantage of low-cost marketing and instant communication when they choose not to use social media to recruit. Overall, the choice to not use social media sites creates difficulties when competing within the global environment.

In a study by Madichie and Nyakang'o (2016), the researchers explored ways to connect an organization's strategic objectives to its human capital obstacles. This could

enhance the facilitation of future prospective strategic plans and the assignment of resources to an organization's human capital. From this study, researchers also uncovered some useful recruitment and retention strategies. Business leaders should seek methods to retain employees, and offer trainings to develop careers (Madichie & Nyakang'o, 2016).

### **Migration**

The demographic transition in countries has restored the importance for migration. The migration of highly skilled workers from developing countries has remained a relevant topic since the 1990s (Khan & Bashar, 2016). When workers migrate to a new country, they contribute an array of perspectives as well as skills to the new workplace. These skills facilitate technological innovation and boost economic growth (Bove & Elia, 2017). Emerging organizations are constantly seeking advantage sources, such as innovation, that can place them above their competition, enhance productivity, and boost the net profit (Anning-Dorson, 2019).

Ethnic and racial structures of societies have dramatically changed over the past few decades due to mass migration (Bove & Elia, 2016). Alesina et al. (2016) discovered that the diversification of skilled workers was directly linked to economic development. Cultural diversity is an accessory to migration, and it may be accompanied by social tensions if individuals are too distinct in culture. The purpose of integration of distinct cultures is to reduce the distance between individuals, and to understand one another's social norms, values, and institutions. Thus, diverse individuals attain higher utilities (Wang et al., 2016). However, the effect of human capital on economic growth is a debatable issue (Bove & Elia, 2016).

Migration has a positive effect on the economic welfare of countries. Also, migration can have positive growth effects through numerous channels such as boosting the dependency of resource allocation (van der Mensbrugghe & Roland-Holst, 2009); providing a positive fiscal contribution (Dustmann & Frattini, 2014); or limiting dependency ratios (Gagnon, 2014). Migrants increase the diversity of society (Collier, 2013). Although not all immigrants are ethnically diverse from the native population, ethnic heterogeneity in society is mainly influenced by the wave of immigration (Putnam, 2007). One of the key effects that migration has on economic development of countries is its impact on the level of heterogeneity of the hosting country (Bove, 2017).

The likelihood of ethnic diversity increasing is high due to immigrants typically have higher fertility rates than natives. This possibility exists even in the absence of additional migration inflows (Putnam, 2007; Smith & Edmonston, 1997). Immigrants carry a multitude of abilities, skills, and ideas (Bove, 2007). Diversity within a team may enhance its performance, as employees from distinct backgrounds provide various experiences, skills, abilities, and ideas in daily interactions. Lazear (1999) found that diversity can boost productivity where complementary skills exist.

Homogeneous groups of individuals of highly-skilled problem-solvers are inferior to heterogeneous groups of individuals with limited abilities when it comes to problem-solving (Hong & Page, 2001). Empirical evidence suggests that heterogeneity encourages labor productivity with the presence of team learning which exists with mutual team learning (Trax et al., 2015). The level of heterogeneity should boost human capital. A diverse mix of highly skilled employees is better than individuals with limited abilities.

Bova and Elia (2016) contended that heterogeneous environments may present coordination problems stemming from language diversity or a lack of trust. These coordination problems could give rise to transaction costs and may create irreconcilable divisions. Ethnic diversity may have unfavorable effects as it may result in distortionary taxation, participation in societal events, and failure to control collective issues (Bove & Elia, 2016). Cultural and ethnic diversity can also limit the proactivity to reallocate income and supply ideal amounts of goods.

### **Globalization**

The process of globalization consists of developing international influence or the commencement of operating on an international scale. With the increase of globalization and migration, facilitating diversity in organizations across the globe has become vital to the business world (Podsiadlowski et al., 2013). Globalization is responsible for culturally diverse work environments that lead to opportunities for the leaders of organizations, and thus, the global workforce (Laurent, 2016). Despite globalization, cultures are becoming dissimilar (Jaeger et al., 2016). There is an international agreement that an obligation exists to address diversity in organizations and pinpoint advantages and disadvantages for all agents affected (Podsiadlowski et al., 2013).

The term globalization relates to expansion, diffusion, and shared consciousness, unveiling innate obscurity of transnational processes. The balance between homogeneity and diversity is a balance that conserves the demarcation between inclusion and colonization (Dumbrava, 2016). Business leaders that globalize emphasize diversity and

grant paramount importance to homogeneity and the proclivity of transnational communications.

Ritzer (2004) coined the term globalization to focus on the ambitions of organizations and nations and their desire to grow in diverse geographic regions.

Robertson (2001) coined the term glocalization to hone diversity and homogeneity.

Throughout his context, Ritzer established four key basic components that highlight the relationship between these two subphenomena of globalization (a) the evolving similarity of the global environment and the reduction of differences; (b) the finite magnitude of individuals and groups to adjust and innovate under the immense pressure of large-scale structures and forces; (c) the propensity of globalization to subdue the local and to reduce its ability to act and react; and (d) commodities and the media, as significant mediums of cultural adaptations, significantly alter the lives of individuals and groups within the globalized world (Dumbrava, 2016).

Globalization of an economy permits economic connectivity. The creation of new professions and labor exchange provides new opportunities of the dispersion of individuals from their native homes. These new migrations encourage family visits, international transits and intermittent stays (Cohen, 2008). Emerging cultures feel intimidated by the impacts of globalization and diversity. The idea of a unitary and homogenous environment is comfortable as opposed to embracing a transforming and connected culture that globalization permits (Cavalcanti, 2016).

How individuals react and adjust to globalization depends on their culture's influence on human sociality. Reactions to globalization and multiculturalism are not

universal and are shaped by cultural experiences (Ying-yi & Cheon, 2017). Interactions with diverse cultures require individuals to understand the differences and similarities between other cultures. Also, individuals would need to comprehend the meaning behind these intercultural contexts. A better understanding of the results of globalization can be actualized only by investigating the impact of native culture of attitudes and beliefs towards foreign values, practices, and individuals.

Society may reject the notion of diversity through globalization. A current challenge faced by societies worldwide is how to balance enhanced cultural diversity and globalization with current cultural identities, mainly with regards to limiting defensive backlashes of patriotism (Ying-yi & Cheon, 2017). One's cultural identity is critical since one's native culture can be a mental safe haven and source of security while under stress (Hong et al., 2013). Representations such as food, symbols, and practices, can provide comfort and mental escapes. For example, Chinese exchange students may feel comfortable eating eggrolls, noodles, or rice as opposed to typical American food such as hamburgers and fries. The idea of adjusting to diversity may not be suitable to everyone, and may be rejected.

Globalization may result in backlash from individuals in majority groups. Minority groups may also display negative reactions towards foreign cultural inflows rooted in individual differences (Ying-yi & Cheon, 2017). Minority status is a dominant social identity that may be common amongst diverse ethnic and minority groups and may also provide a basis for contrasting minority groups to allocate a common shared identity to one another. As a result, minority groups may be tolerant of the inflows of foreign



individuals, and as they grow to comprise larger percentages of the population, overall social acceptance of globalization may also rise. Prior research has indicated that when exposed to discrimination, members of minority groups may increase in identification with other minorities that may also be targets of discrimination by majority members (Craig & Richeson, 2012; Molina et al., 2015).

Conversely, minorities may display negative attitudes to foreign individuals that mimic the majority group's attitudes. Members of the majority group may be perceived as the ideal representation of a society as a whole. Minorities may also exhibit negative backlash and nationalism against rising cultural inflows based on indirect perceptions of cultural changes as threats to national identity (Craig & Richeson, 2014). Pinpointing the individual differences that moderate how minorities react to globalization will be an essential observation to determine attitudes of minorities.

### **Economic Integration**

Economic integration involves the decline of tariffs, promotion of mutual investments, rise of newly-opened markets, and rise of economic ties amongst counterparties. Countries develop their economies by extending domestic markets to foreign countries (Chung-Chu et al., 2018). Short-term or extreme volatilities should not impact the process of integration. Economic integration will spark the developing countries' growth and reduce its income inequality. Also, the growth rate of an advanced country has a positive relationship with income inequality after integration (Kuo & Lee, 2017). In addition, direct tax incidence may increase once economic integration is introduced (Exbrayat & Geys, 2016).

Economic integration has blossomed over the past 20 years. Agreements and arrangements include North American Free Trade Agreement (NAFTA), the Closer Economic Partnership Arrangement (CEPA) and Economic Cooperation Framework Agreement (ECFA). The purpose of NAFTA was to eliminate investment and trade barriers between the United States, Canada, and Mexico, while also eliminating tariffs on Mexico's exports to the United States (Chung-Chu et al., 2018). The CEPA arrangement was designed to enhance economic cooperation and integration between China and Hong Kong. Lastly, the historical ECFA agreement cut tariffs on Taiwanese exports to China and Chinese products entering Taiwan. All of these agreements provide evidence that economic integration is a vital strategy for countries to shape their economies since economic integration can catapult domestic markets to foreign countries.

The growth theory applies to economic integration and economic growth. The growth theory is based on the idea that human capital can generate the rate of economic growth. Das (2005) proved that an increase in diverse human capital will boost economic growth. Conversely, Lee and Huang (2014) discovered that economic growth of a country with diverse human capital does not always guarantee that the country will be better. Economic integration will impact macroeconomic conditions, which may result in a change in the human capital distribution and impact economic performance, growth rate, and distribution (Kuo & Lee, 2017).

Economic integration will affect the macroeconomic conditions. A change in macroeconomic conditions may lead to a change in human capital allocation. This in turn will influence the economic performance including income distribution and growth rate

(Kuo & Lee, 2017). Due to globalization, a nation's economy is associated with country specific elements such as investment in human capital. A nation's integration into the global economy mainly depends on its sustained economic growth. Sustained economic growth is strongly linked to internal factors such as human capital development (Bryant, 2016).

Investments in human capital have a strong influence on global economic integration (GEI). Schultz (1961) introduced the idea that useful skills acquired by individuals were forms of capital and that this knowledge was a result of deliberate investment. Schultz also proposed that expenditures were either consumed or invested. Moreover, an organization can benefit from a higher allocation of expenditures to investment and would experience a higher rate of return. The ideas of Schultz became the groundwork for the human capital theory.

The significance of human capital investment to national economic growth is supported by empirical research. In emerging countries, the effects of investment in human capital are linked directly to increased GDP (Effiok et al., 2012). Effiok et al. (2012) also noted that the higher the investment in human capital, the higher the level of economic growth. Human capital plays a huge role in the competitiveness of exports between nations (Bryant, 2016). Contractor and Mudambi (2008) investigated the role of human capital investment's role in export competitiveness between nations. Their research discovered that human capital investment was slightly more vital to goods exports than to service exports.

Supporters of globalization have adopted the belief that if countries pursue comparative advantage through exporting goods and services that nations are the best at producing, while they import the rest. By a country exporting many goods, this will lead to increased efficiency and productivity. As a result, standards of living of the exporting countries will rise (Preble, 2010). Conversely, critics of globalization believe that increasing economic integration will propel multinational corporations (MNCs) to aggressively compete to produce in countries with the lowest costs of labor and the simplest weaker labor standards. For example, many of the clothing products sold here in the United States are manufactured in China, Taiwan, or Indonesia due to weak labor standards and low labor costs. By companies diversifying their staff, their team will be equipped to break language barriers in order to compete, while sustaining a competitive advantage in exporting.

### **Transition**

The failure of business leaders to recruit and retain talented employees who may enhance a company's position within the global environment, may result in operational losses within their organizations (Kraemer et al., 2016). Facilitating diversity in organizations worldwide has become increasingly important due to increased migration and globalization (Makhdoomi & Nika, 2018). However, business leaders struggle to recruit and retain a diverse workforce to meet the diverse needs of varied business environments leading to business failures (Malik & Singh, 2017). In Section 1, I explore the strategies that business leaders can use to recruit and retain a diverse workforce to increase performance in the global setting. By asking the interview participants eight

profound interview questions, I hoped to receive insightful responses that would help me answer my main research question: What strategies do business leaders use to recruit and retain a diverse workforce to increase performance in the global environment? I base my study on two key theories: transformational leadership and human capital theory.

Transformational leadership theory might relate to my study since leaders play the most vital role in structuring the success of their organizations with regards to diversity.

Human capital theory applies to my study because the expected relevance of employee-specific training to improve organizational productivity which will lead to increased performance in the global environment.

## Section 2: The Project

The focus for my research study was the exploration of building a diverse workforce to compete in the global environment. Facilitating diversity in organizations worldwide has become increasingly important to boost organizational productivity, creativity, and competitiveness. However, some business leaders lack strategies to recruit and retain a diverse workforce to increase performance in the global environment. The failure of business leaders recruiting and retaining talented employees, may result in productivity and operational losses within their organizations (Kraemer et al, 2016). In this section, I describe the approach for exploring the strategies business leaders implement to retain talented employees. The main topics in Section 2 include the role of the researcher, the research method, research design, the participants, and ethical consideration in research.

### **Purpose Statement**

The purpose of this qualitative multiple case study was to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. The population for the doctoral study included business leaders from three organizations in the United States who demonstrated success in recruiting and retaining a diverse workforce and achieving enhanced efficiency. The potential contributions to social change included enhanced social interaction and the integration of diverse societies. Leaders of organizations play a key role in advancing societal well-being. Implementing diversity might reduce discriminatory patterns. Shaping the

attitudes, thoughts, and social structures facilitates favorable results for communities and the society (Luke & Chu, 2013). When individuals collectively comprehend and consider the views and ideas of others, they are equipped to participate in society. The findings might also influence organizations in other communities to become diverse (Luke & Chu, 2013).

### **Role of the Researcher**

My role as a researcher was to collect and analyze data provided by the research participants. I understood that as the researcher, I was the data collection instrument and could not separate myself from the research. My own experiences contained biases that could impact the interpretation of my study's findings. A researcher must remain objective and be sure that their own biases do not impact scholarly results (Bansal et al., 2018). To remain objective, I reviewed my findings and also had the participants review my results. An external researcher can ensure the objectivity of the research (Collins & Cooper, 2014). Researchers should pay special attention to biases while doing fieldwork and remain open to alternative views from participants (Chughtai & Myers, 2017).

Although I am a business leader in an organization in the United States, I did not have any personal or business relationships with the business leaders that I interviewed. I strived to limit biases associated to my prior work experiences with recruiting and retaining diverse employees and did not allow my experiences to impact my interpretation of data while interviewing. The purpose of using an interview protocol is to enhance reliable focus on the recorded interview alone, while separating my views from the objectives of collecting data. I also used participant feedback to provide insight to the

participants' responses. Data collection began only once I received approval IRB-03-31-20-0740923 from Walden University's Institutional Review Board (IRB). The IRB provides oversight and assures the research complies with ethical standards while protecting the rights and welfare of research participants (Henry et al., 2016). The ethical principles of research protections are outlined in the *Belmont Report* (Adashi et al., 2018).

The ethical principles of research protections are embedded into the *Belmont Report* (Adashi et al., 2018). The three tenets are respect for persons, beneficence and nonmaleficence, and justice. Respect for persons centers around protecting individuals with low autonomy. To ensure this tenet, the Justice Commission mandated the development of informed consent, where a process was constituted to require permission free of intimidation. Beneficence and nonmaleficence are involved with ensuring the well-being of individuals and not harming them. Justice is the idea of raising moral requirements and giving fair procedures to volunteering subjects (Adashi et al., 2018). My compliance with all three principles in the *Belmont Report* ensured ethical research.

For the qualitative multiple case study, I gathered data from three sources. Primarily, I collected data from interviews with business leaders at organizations that are responsible for recruiting and retaining diversity within their organizations. The interview process is a vital source of data collection during a qualitative research study (Yin, 2014). Next, I gathered data from the review of the organizations' documents such as diversity implementation policies and trainings. An interview protocol includes the research questions and guidance that a researcher can use regularly for multiple interviews (Yin,



2014). The interview protocol consists of a list of interview questions and a script to aid in remaining consistent.

When a researcher follows an interview protocol, they are provided with steps to the interview process. This procedure helps the researcher confirm that the interviewees qualify for the interview. Following an interview protocol sets a place and time, and provides an explanation of procedures and confidentiality (Arsel, 2017). Thus, I used the interview protocol for the interview process (Appendix A). The interview protocol is a useful method to boost the repeatability of the multiple case study (Yin, 2014). Triangulation enhances the trustworthiness of the study while case study research may provide meaningful findings (Tibben, 2015).

### **Participants**

I commenced the data collection process once I received approval from Walden University's IRB. The requirement for choosing prospective interview candidates was organizations with business leaders that have successfully implemented diversity. In addition, the organizations contained less than 500 employees. I shared a flyer with my personal and professional networks to identify leaders that may have implemented diversity strategies. The interview participants were business leaders from organizations that have successfully implemented diversity policies to recruit and retain talented employees. The chosen participants aligned with the purpose of the study, which was to explore firms that have demonstrated success in recruiting and retaining a diverse workforce and achieving enhanced efficiency.

All participants were business leaders of organizations with less than 500 employees. In addition, the business leaders were in roles that were responsible for diversity and have successfully implemented diversity at their organization. To ensure research quality, Yin (2014) asserted that researchers should gather evidence from multiple sources. Therefore, the collection data from at least three sources is sufficient.

### **Research Method and Design**

Choosing a suitable research method and research design was crucial to the success in a study. I selected the research method and design for this study from the research question. The three research methods are quantitative, qualitative, and mixed method (Saunders et al., 2015). Typically, researchers that use the quantitative method reflect the positivist paradigm (Mukhopadhyay & Gupta, 2014). Quantitative researchers also test their selected theories by using hypotheses (Antonakis et al., 2014). Qualitative researchers investigate a phenomenon where there may be little to no comprehension of the phenomenon (Saunders et al., 2015). There are four commonly used designs for qualitative inquiry: ethnography, narrative, phenomenology, and case study (Colorafi & Evans, 2016). My intent was to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. I chose a case study design due to the purpose of my research.

### **Research Method**

The research method is the method that researchers use to gain information about their own research interests (Gill, 2014). Qualitative research was the most suitable methodology for my study due to the explorative nature of the selected research question.

The setting of the qualitative research was in the natural world, highlights the context, and was highly interpretive. The quantitative researcher makes use of numerical data to describe relationships and variations among variables and does not factor in the context (Mukhopadhyay & Gupta, 2014). An observation of the relationship or variances between variables was not required for this study due to the explorative nature of the research. The mixed method is a research method that combines both qualitative and quantitative data in the same study and consists of gathering and analyzing data (Makrakis & Kostoulas-Makrakis, 2016). The mixed method or the quantitative method would not have been suitable for this study.

### **Research Design**

The four most commonly used designs for qualitative inquiry are ethnography, narrative, phenomenology, and case study (Colorafi & Evans, 2016). Ethnographers pay attention to the collective behavior and culture of groups (Cayla & Arnould, 2013). Since I investigated a certain phenomenon using various information, the ethnographic approach was not suitable for my study. Narrative research is appropriate to explore life experiences of persons, but not to explore organizations (Germeten, 2013). My study did not involve me exploring the experiences of persons, the narrative approach was not suitable for my study. Phenomenology is appropriate when researchers try to comprehend and retain the meanings of life stories of a frequent phenomenon (Berglund, 2015; Gill, 2014). My intent to explore strategies of business leaders to recruit and retain a diverse workforce did not involve the comprehension of life stories related to a phenomenon.

A qualitative case study was the most appropriate design that fit my study. The purpose of the study was to pinpoint and explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. A case study is an empirical research method in which the research utilizes various information to investigate a certain phenomenon (Leppaaho et al., 2015). In a single case study, I would have focused on only one organization. In this multiple case study, I captured an enhanced depiction of the context. For this reason, I chose a qualitative multiple case study for the research. I continued to interview until the data collection reached saturation. Saturation is achieved when the addition of new data adds no new information, and at that point the interviews cease (Fusch & Ness, 2015).

### **Population and Sampling**

The population for this qualitative multiple case study consisted of three local organizations in the southeast region of the United States. I interviewed all three of these participants at either a public library or over Facetime. Three interviews were conducted with three business leaders of organizations. To reach data saturation, I added additional interviewees. Each of the business leaders were leaders of organizations with no more than 500 employees who have successfully implemented diversity. Fusch and Ness (2015) stated that data saturation is reached when no new data is presented, no new themes are identified, and no new codes are present in the data. In this study, I used a purposeful sampling method and chose three business leaders of organizations that were tasked with developing diversity initiatives to successfully implement diversity. The selection of a suitable sample size is a crucial element of a qualitative research design

(Rosenthal, 2016), and the suitable sample size for a qualitative multiple case study is dependent upon theoretical and practical deliberations (Robinson, 2014).

Purposeful sampling is a conventional sampling method for studying the cases with adequate data regarding the study phenomenon (Palinkas et al., 2013). Robinson (2014) used an approach to qualitative research sampling that consisted of four parts: (a) defining the sample universe, (b) selecting a sample size, (c) selecting a sampling strategy, and (d) sample sourcing. The extent to which these four areas are explicitly covered in a qualitative study has implications for the study's transparency (Benoot et al., 2016). Purposeful sampling offers new aspects and alternative views to the study in ways that the results align with the purpose of the research. For this reason, I chose purposeful sampling when selecting the participants.

### **Ethical Research**

Protecting the participants of the study was vital to ensure ethical research (Wessels & Visagie, 2015). I finalized the training for Protecting Human Subject Research Participants by the National Institute of Health Training on Human Participants to ensure minimal risk to participants. I clarified that participation was voluntary and any participant could withdraw or cancel at any time via phone, email, or in person prior to or during the interview. I included my contact information, the Walden University IRB contact email and phone numbers. Walden University's IRB provides oversight and approves research that involves human subjects to assure compliance with the guidelines set for ethical research. The IRB procedures mandate that research involvement is voluntary (Connolly, 2014) and that the researcher will guarantee the small possibility of

harm to the human participants (Cross et al., 2014). The focus of the research is to maintain ethical behavior and to ensure that the participants' privacy and confidentiality is upheld. (Rashid et al. , 2015). I utilized acronyms to conceal the personal information of the participants of the study. I organized the participant data in numerical order based on the order in which the interviews took place. I ensured that I maintain a secure location that only I have access to for the data gathered for 5 years to protect the integrity of the study. After 5 years have passed, I will destroy the data in accordance with the Walden University policy.

Researchers should be concise and notify the research participants of the purpose of the study and should gather informed consent prior to administering the research (Murthy, 2013). Informed consent is a process that safeguards participants in research and ensures that participation is independent and voluntary (Judkins-Cohn et al., 2013). Connolly (2014) asserted that it is the researcher's duty to obtain approval from the (IRB) prior to conducting any research. In addition, the IRB board is tasked with the supervision of ensuring the protection of human participants by assessing any possible danger to the subjects against the potential benefits (Connolly, 2014). The participants did not receive any form of compensation for their participation in the study. However, each subject will collect a final approved copy of the study. Walden University's approval number for this study is #03-31-20-0740923.

### **Data Collection Instruments**

As the primary instrument in the multiple case study, I gathered data from the local organizations operating in the southeast region of the United States, and conduct

semistructured interviews with business leaders who successfully implemented diversity. A multiple case study interview is commonly referred to as a qualitative research interview where the researcher has a list of themes and questions possibly varying from interview to interview (Saunders et al., 2016). The interview protocol (Appendix A) consists of descriptive procedures, and general rules that guide the research study. The interview protocol helps to boost the validity and reliability of case study research, as it is essential in multiple case studies (Yin, 2014). The researcher of a case study is required to (a) inquire about relevant topics, (b) engage in active listening, (c) demonstrate flexibility, (d) maintain a firm grasp of the subject content, and (e) avoid bias (Yin, 2014).

Throughout the interviews, I recorded each interviewee's responses with a digital recorder and jot down tracking notes in a log. The use of my iPhone also ensured a precise record of the interviewees' responses. Throughout the process of member checking, the interviewees had the chance to review the interview data, check for accuracy in statements, and provide additional information (Marshall & Rossman, 2016). Reviewing the summaries of interview data gave the interviewees the opportunity to increase trustworthiness (Birt et al., 2016). The participant should confirm that the investigator concisely recorded the experiences during the interview during member checking (Koelsch, 2013). To verify the data and increase trustworthiness, I utilize member checking.

### **Data Collection Technique**

It is imperative that I, the primary instrument for my study, acquired an in-depth understanding of a phenomenon, which will require interviewing and participant observation. An interview is a technique used to gather data in which the investigator asks qualitative questions (Doody & Noonan, 2013). The investigator can choose a structured, unstructured, or semistructured format for interviewing. Communicating face-to-face in an interview allows the investigator to not only see; but hear and feel the experiences of the participant through observation (Marshall & Rossman, 2016). Participant observation is a separate method to substantiate research findings (Jamshed, 2014). The interview protocol consisted of a set of interview questions and step-by-step guidance to direct the investigator through the interview (Chen & Mykletun, 2015). For this reason, I used an interview protocol (Appendix A).

A benefit of using the face-to-face interview for a case study is that the interviewer gains a deeper understanding while also building trust and rapport (Doody & Noonan, 2013). The disadvantage of using the face-to-face interview is that there is a susceptibility for bias (Yin, 2014) and the interviewer can impact the outcome of the interview, thus creating inaccurate conclusions. Another downside of the face-to-face interview is that the participant might try to pacify the interviewer or provide personal views instead of objective feedback (Doody & Noonan, 2013). Being cautious of personal bias is a way to alleviate impacting the interview results. An interviewer can limit personal bias through member checking and the interview protocol to keep the interview process consistent, triangulating the research process, gaining saturation, and



comparing the interview data to other foundational sources such as the conceptual framework and related literature. Therefore, I used member checking to reduce bias and enhance trustworthiness.

The data collection technique included Zoom or Facetime interviews and the analysis of organizational policies and archival documents. Organizational policies can provide beneficial information with insights such as goals and expectations of staff (Martin, 2000). A disadvantage of analyzing organizational documents is that the data does not necessarily indicate the root of what may be preventing the organization from increasing the diversity of its staff. The purpose of this qualitative study is to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. The semistructured interview will be suitable for the study. The semistructured interview is a vital tool to gather qualitative data in research (Doody & Noonan, 2013). Jamshed (2014) posited that through the semistructured interview, the interviewer can ask open-ended questions to retrieve rich data and obtain clarification.

### **Data Organization Technique**

All research participants had a unique code and labeling for differentiation, and I provided a log of the research progress. I retained all research data including but not limited to interview recordings and logs with handwritten notes of the interviews and any documentation retrieved. All audio recordings were saved to Voice Recorder app, and saved to my Google Drive in case my phone breaks or is stolen. All email recordings were saved from my email as files, and stored in my Google drive as well. In addition, all

hard copies were stored in a locked cabinet accessible only by me, and my computer is password protected, only accessible by me. Journaling while interviewing aids researchers in maintaining personal logs that the researcher reviews to interpret field data (Applebaum, 2014). I recorded the interviews using my iPhone and transcribed the interviews into text. I backed up the recordings to an external hard drive as well as my OneDriveLive. Cloud storage is a popular way of storing data and OneDriveLive provides this service (Quick & Choo, 2014). Confidentiality is crucial to boosting the trust between the interviewer and the interviewee (Novak, 2014). The information stored on this drive is secured by a password for security and confidentiality. I will secure the data for 5 years in accordance with Walden University policy on the retention of research data.

### **Data Analysis**

Methodological triangulation involves the analysis of different types of data and can enhance the reliability of the study (Tibben, 2015). The collection of various types of data from documents, open-ended interviews, and participant observation may confirm the same research findings (Yin, 2014). Marshall and Rossman (2016) suggested that researchers use the appropriate research question and literature as guides for data analysis. Using participant responses from an interview, and reviewing organizational artifacts will help me when answering the research question: What strategies do business leaders use to recruit and retain a diverse workforce to increase performance in the global environment?

Examining research data will consist of organizing the data, assessing the data, data coding, and subsequent development of themes. Each step of the data analysis process necessitated the reduction and interpretation of data (Marshall & Rossman, 2016). The process of data interpretation translates raw and inexpressive data into relevant information appropriate for a study. I transcribed all of the audio recordings and code the interviews throughout the data analysis stage, using computer NVivo software. NVivo is a computer software program that is used to categorize and facilitate the examination of qualitative data (Lenses et al., 2016). Once the researcher interprets the set of codes, a computer software can help pinpoint the matching words from the data (Yin, 2014). I analyzed the data with the computer software program, while grouping the coded words into categories for theme identification.

The use of thematic analysis helped to identify repetitive patterns in words from a qualitative data (Percy et al., 2015). The repetition of words as well as new keywords are the basic techniques to identify themes. In addition, the use of NVivo software helped me to identify the key themes from the transcribed interview data, and lead to the reporting phase. The final stage was the development of a concise summary of findings. In-depth representation of the interviewees' views was necessary during the reporting of findings (Koch et al., 2013). Based upon the methodological triangulation of transcribed interview data, and the review of information from organizational artifacts, I focused on key themes and correlate the themes with new studies published since the writing of this doctoral study that also address transformational leadership theory. I also presented citations of the participants' views and comments that supported the themes.

## **Reliability and Validity**

### **Reliability**

Reliability in qualitative research represents the consistency of the research (Leung, 2015). Reliability was also the replicability of the research methodology for a case study (Yin, 2014). The researcher can boost the reliability of the study by asking the appropriate questions during the interviews and documenting the processes and purpose for any decisions made throughout the process (Grossoehme, 2014). If a researcher can duplicate a previous research design and achieve the same results, then the research would be viewed as reliable (Saunders et al., 2015). For these reasons, I used the interview protocol and ask questions centered around the research question.

El Hussein et al. (2015) posited that the thoroughness in a qualitative research study helped the researcher obtain accurate and authentic depictions of participants' experiences. In addition to this, Marshall and Rossman (2016) explained that precision in a qualitative study can be achieved through triangulation. The triangulation strategy accumulates various types of data in research (Carter et al., 2014). I interviewed the participants and reviewed the appropriate organizational artifacts to gain a better understanding of the strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. To ensure the dependability of the study, I engaged in member checking.

### **Validity**

The validity of qualitative research refers to using the appropriate methodology for data analysis and data collection for the comprehension of a creditable result

(Leung, 2015). Using triangulation contributed to the validity of the study if the research also engages in member checking and peer debriefing (Marshall & Rossman, 2016). Member checking consists of the participants reviewing the themes from the gathered data, reviewing the summary of interpretations, and providing feedback to ensure credibility and validity of the findings (Andraski et al., 2014). Therefore, I used member checking and methodological triangulation to ensure the validity of my study.

Trustworthiness in qualitative research represents the level of trust and confidence in the data. Trustworthiness also addresses the quality of the research (El Hussein et al., 2015). Trustworthiness incorporates confirmability, credibility, and transferability of the research findings (El Hussein et al., 2015). Credibility is one of the most important factors in ensuring trustworthiness (Shenton, 2004). Transferability is the enabling of others to form conclusions if findings from a certain research study apply in a different location. Researchers should embed substantial descriptions of the context of the research and substantial descriptions of the participants' accounts to boost transferability (Houghton et al., 2013). I will leave transferability up to future researchers.

Researchers must demonstrate that findings stem from the data instead of their own biases in order to achieve confirmability (Shenton, 2004). QSR NVivo is a useful management tool to provide a complete audit list of all decisions made throughout the research process (Houghton et al., 2013). Explaining the processes to limit bias in a research project enhances the credibility of a study (Morgan, 2016). The higher the quality of information, the greater the credibility of the entire study (El Hussein et al., 2015). Shenton (2004) added that researchers could boost the credibility of their study by

engaging in member checking. By using the interview protocol (Appendix A), I will attempt to avoid impacting the data collection, data analysis process with my own personal biases. By using member checking, I ensured my analysis of information is an accurate depiction of the participants' views.

Reliability and validity are vital to judgments about the quality of research (Saunders et al., 2015). Applying the triangulation method helped to enhance the reliability of results and accomplish data saturation (Fusch & Ness, 2015). Data saturation is when the researcher receives no new data or emerging themes after interviews with a list of participants (Gibbins et al., 2014). To achieve data saturation, I interviewed additional participants until no new data is introduced. Fusch and Ness (2015) posited that a researcher obtains data saturation when there is sufficient data to repeat the study and when additional coding is no longer required.

### **Transition and Summary**

Section 2 outlined a descriptive discussion of the different components of the research project. Section 2 is also a description of my methodology and how I ensured a robust study, while providing details on the role of the researcher, purpose of the study, participants and population, the research design, and lastly the methods. In addition, I provided the data collection instruments that I plan to use, techniques, as well as the data analysis. The most suitable research method and design for my study is the qualitative multiple case study to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment in the southeast region of the United States. The data collection was conducted through semistructured

interviews and a review of organizational artifacts. Section 3 will include the presentation of the study's findings, discussion of the application to business practice, the obvious implications for social change, recommendations for future research, and my conclusions.

### Section 3: Application to Professional Practice and Implications for Change

#### **Introduction**

The purpose of this qualitative multiple case study was to explore strategies business leaders use to recruit and retain a diverse workforce to increase performance in a global environment. The population for the study included business leaders from three organizations in the United States who have demonstrated success in recruiting and retaining a diverse workforce and achieving enhanced efficiency. Four themes emerged in this study: social media and networking, target underrepresented areas, measure performance to increase productivity, and training. Each of the participants shared their experiences in their respective workplaces and contributed to the study by explaining how the themes impacted the workplace. In addition, the potential contributions to social change include enhanced social interaction and the integration of diverse societies. Organizations should adopt initiatives and strategies to capitalize diversity to sustain higher productivity and performance (Garg & Sangwan, 2020). Leaders of organizations play a key role in advancing societal well-being. Implementing diversity might help reduce discriminatory patterns. Shaping the attitudes, thoughts, and social structures facilitates favorable results for communities and the society (Luke & Chu, 2013). When individuals collectively comprehend and consider the views and ideas of others, they are equipped to participate in society. The findings might also influence organizations in other communities to become more diverse.



### **Presentation of the Findings**

After the interviews with three business leaders and a review of company documents such as HR policies, trainings, and company websites, I identified four strategies used to recruit and retain a diverse workforce. These strategies were implemented by business leaders at three different organizations in the Southeast region of the United States. I interviewed three experienced business leaders to ensure consistency throughout the research process. Understanding that strategies may vary between organizations, I included several different business types to conduct a thorough investigation of recruiting issues. The business types included a university, a business in the private sector, and a nonprofit organization. The criteria were that the participant needed to be a business leader that has successfully implemented diversity at his or her organization. I used the criterion to supplement the qualitative interviews and I used them to gain a more in-depth understanding of the scope of the phenomenon.

The central research question for this study was: What strategies do business leaders use to recruit and retain a diverse workforce to increase performance in the global environment? I collected data such as content from company websites during visits to respective websites as suggested by interviewees. In addition, I viewed the actual content regarding recruitment strategies and commitment to diversity, which I later discuss in this study. Business leaders are tasked with recruiting and retaining a group of skilled employees that will use their skills to help the organization gain a competitive advantage (Wojtcauk-Turek, 2017). I identified the following strategies used by business organizations to increase recruitment and retention: (a) focus on social media and

networking, (b) target underrepresented areas to fill roles within the organization, (c) measure performance, (d) provide training.

### **Theme 1: Social Media and Networking**

My first theme is social media and networking. Users can use social media to network and connect with potential new talent through a social platform. The recruitment process has developed with the new digital era. Business leaders use digital tools, such as social networks, as a form of online recruitment (Smith & Rupp, 2004). Professional social network platforms are strong tools that display a broader professional identity compared to the active selection context. Users may also be recruited and also receive job offers due to professional social network profile content (Hartwell & Campion, 2020). Through the use of company websites, I observed that advertisements of job postings included posting a job on the organization's HR website, and posting it again on LinkedIn.

Two out of the three participants emphasized the importance of recruiting for a diverse mix of potential employees through social media. Through the use of social media, participants expressed that they were able to recruit to fill job vacancies and target certain groups of potential candidates. P2 and P3 contended that they were able to connect with new talent by having a social media presence.

P2 stated,

What we do to facilitate a diverse workforce is we are recruiting for positions; we oftentimes try to use resources beyond the university's job posting sites. We share our postings using different platforms, such as social media, focusing on a

particular social group that would identify with the type of candidate that we're looking for. So in essence, we're opening the recruitment process with resources to be able to attract the ideal candidate. We've actually hired a recruiter; Someone whose primary focus is recruiting, so we could develop our recruitment plan when.

P3 stated,

We use several methods to recruit candidates. Within each department, the manager has the preference of where they want to recruit. This preference allows for more flexibility as opposed to one system that every department uses. For example, if her department chooses to network at a local university to search for talented individuals while another department uses social media, they both have the option to do so. Business leaders at her organization use LinkedIn on a personal level, and they also have a strong relationship with a recruiter that utilizes LinkedIn for recruiting. They also use online forums as a tool.

The human capital theory can be applied to understanding the use of social media to recruit a diverse workforce. One of the key elements of this theory is using skills and experiences that an individual possesses that might benefit an organization (Becker, 1958). Becker (1958) posited that a diverse group of workers with higher levels of education and job experience earn higher compensation than employees with a lower standard of training. Transformational leadership inspires people to perform their best because transformational leaders remediate actions offer a positive working environment, impacting positively on organizational efficiency while enhancing the

performance of lower performing individuals and groups. Transformational leadership theory relates to my study since leaders play the most vital role in structuring the success of their organizations with regards to diversity.

### **Theme 2: Target Underrepresented Areas to Fill Roles Within the Organization**

My second theme is targeting underrepresented areas to fill roles within the organization. Focusing on underrepresented areas is another strategy to boost recruitment and retention of a diverse workforce. Despite significant education gains among underrepresented groups, and substantial resources dedicated to boost employee diversity in high-profile occupations, many organizations still struggle to increase representation by individuals from underrepresented groups such as minorities (Flory et al., 2021). Two of the three organization's websites were similar in that they both listed a recruiting resources section for specific populations. Additionally, P1's organizational website boasted that the organization "promotes a culturally diverse and inclusive work environment." Diversity is also beneficial for employees, clients, and consumers collectively (Sheppard, 2018). Diversifying also creates a need for the development of effective strategies incorporated at the business levels (Fires & Sharperson, 2018). Compatibility between an organization and a prospective employee could be measured by members of traditionally underrepresented groups. Fine (1993) described an event to illustrate this idea:

A Black male EEO officer was confused when a group of white male managers asserted that the organization was not able to compete with the private industry in recruiting young black men and women due to starting salaries in the public

sector trailing behind starting salaries in the private sector. Instead, the managers should focus on the significance of the organization's efforts in guarding the public good, since the black community values public service highly. (p. 151)

P1 stated,

The company is owned by a Mohican Indian tribe and it's the ideology of the Mohican tribe be on the forefront of engaging minority classes when hiring. What I try to do is ensure that I am looking at the overall population and demographics and make sure that we are actively trying to recruit people that look like the type of people we have in the community. The organization is in Jasper, TN where the population consists of roughly 99% Whites. Therefore, it was difficult to diversify the mix of employees within the plant given the fact that the population of the area is densely made up of Whites.

P2 stated,

We are making sure that we are purposefully targeting the type of workforce that we desire to achieve. Of course it comes with defining we what we want our workplace to look like keeping in mind that we are a student-centered organization and we want the staff obviously to represent our student population. By observing where the organization is lacking, business leaders are able to see where they should recruit.

P3 stated,

Our organization has a strong focus on trying to create and maintain the financial health of all of our clients, and we have an extremely diverse range of clients. So

for that, we want our workforce to match the clients that we represent. That way, they can see that we are also made up of different colors and different genders.

What we normally do is we recruit equally, but also target the areas that may have been underrepresented in our industry in order to help with making sure that all of our clients are comfortable. We want to make sure we have that representation.

And one example being if we have a lot of Spanish speaking clients, and no one in our workforce speaks Spanish, that's not really assisting us. We would like to reach individuals on a global level of different backgrounds.

Transformational leadership can be linked to my study as transformational leaders focus on the needs of the people. One of the four elements of transformational leadership is individualized consideration, where a leader attends to and empathizes the needs of his or her followers (Northouse, 2013). By identifying underrepresented groups and recruiting them to be part of their workforce, the leader ensures that overlooked groups are represented and their employee base supports their client base for familiarity. The effectiveness of leaders to assess the abilities of their followers allows them to challenge followers to collective ambitions (El Toufaily, 2017).

### **Theme 3: Measure Performance to Increase Productivity**

The third theme is measuring performance to increase productivity. All three interviewees heavily mentioned measuring performance to increase productivity, which is why I selected it to be a theme. Documents obtained through the organization that P1 worked with included reference to policy “retaining a qualified and diverse workforce. .while fairly compensating each employee according to work performed based

on individual contribution.” P2’s website consisted of a compensation matrix and the use of measuring performance through annual evaluations. Measuring performance has been used to track and increase the productivity of an organization as a whole. Diversity management encourages employees to put in their best efforts to achieve a higher level of productivity to improve profitability (Omoyele & Olabisi, 2020). All of the participants stressed the importance of measuring performance to boost productivity. A diverse group of employees assures a higher level of productivity and organizational performance (Rasool et al., 2018). In addition, it will also ensure that an organization will maintain a competitive advantage in expanded markets (Rasool, et al., 2018). Improving employee performance is crucial to organizational success (Rosdi et al., 2020). Zhang (2008) contended that employees tend to make progress in their work, and their efforts increase when they receive feedback.

P1 stated,

We use metrics to measure performance and compare employees to see if the training is effective across the board, and if any assistance is needed. The focus of our organization is to provide strategic points on better productivity and getting the organization out of the red and in the black. To accomplish this, the goal was to diversify their employee base and use business metrics to propel productivity.

P2 stated that, “Our organization tracks the employees’ work in a measurable way to evaluate the effectiveness of the productivity. We must also define what we want our workforce to look like.”

P3 mentioned measuring performance in several different ways:

Observing the employees' experience at the time of onboarding, measuring their performance throughout their tenure, and monitoring the turnover rate to see if trainings were effective. For example, if we review employees that were hired at a particular time, we will compare how long they stayed with the organization. In this review, the performance evaluations of the employees are reviewed to see if the employees became more successful since the time that they were hired. We were able to retain more employees within the first year. Business leaders at the organization were able to see that employees were more successful and meeting the goals much sooner than when they used prior strategies. We observe, measure, and monitor performance to see if the employees gradually became more successful after onboarding.

Human capital theory, one of the conceptual frameworks that I used in this study, is a critical component in the transmission of information. Vital knowledge will benefit an organization's performance (Muda & Rahman, 2016). One of the elements of the human capital theory is skills (Becker, 1958). The theme can be aligned with the human capital theory by focusing on the strategy identified by the business leaders as measuring performance of employees to increase productivity. Transformational leadership theory, my other conceptual framework used in this study, inspires people to perform their best because transformational leaders' remediating actions offer a positive working environment, impacting positively on organizational efficiency while enhancing the performance of lower performing individuals and groups.



#### **Theme 4: Training**

The fourth and final theme is training. Like the other themes, this theme was selected due to it being mentioned throughout all three interviews by the participants. In reviewing the websites and HR policies/procedures of all three organizations of the business leaders I interviewed, they all mentioned the importance of a diversifying their workforce and communicating commitment through training. One website referred by P2 contained the following: “We communicate our commitment through training, education, and program development, as we are an equal opportunity employer supporting a culturally diverse educational and work environment.” With proper feedback, training, and incentives, employee retention can be achieved (Poisat et al., 2018). The practice of HRD management indicates that rewards may facilitate the development of new skill sets (Jha et al., 2016).

Madichie and Nyakang'o (2016) asserted that business leaders are tasked with seeking methods to retain employees and offer trainings to boost careers. Providing trainings for employees has successfully proven to increase retention at organizations. HRD can drive motivation within employees and increase commitment. This might lead to organizational success and overall employee satisfaction (Rigby & Ryan, 2018). Training employees focuses on their growth to improve them and strengthen the organization (Russ-Eft, 2014). HRD can drive motivation within employees and increase commitment. Training promotes continuity of retention. This might lead to organizational success and overall employee satisfaction (Rigby & Ryan, 2018).

P2 stated

We encourage the utilization of campus resources such as training and development for staff to train and help develop employees' skills and performance. We have recently grown accustomed to using technology and through this, consistent training has been shown to increase the skillset of the employees. Merit bonuses are requested at the department level to reward performance for productivity and responding well to trainings. If an employee earned a certificate or additional education pertinent to their position at the organization, he or she could be eligible to earn an additional percentage that is paid to their base salary.

P3 stated,

We are accustomed to using technology and encourage the use of it to train employees. However, some employees may need assistance working with the technology. It became easier to train employees due to the pandemic (COVID19). Prior to the pandemic, business leaders at the organization were not utilizing technology to their benefit. We are a statewide company, and at times, it was difficult to broaden the capacities due to hosting in-person employee trainings only three times out of the year. By us relying on technology, we are able to have employee trainings. Therefore, we are able to expand and increase the knowledge and skillset of employees and fully utilize trainings on how to make them better so they are better equipped. Some employees may require additional training compared to others. For example, employees with backgrounds different from the

current role that they are serving in might need additional trainings relevant to that job.

Human capital theory stressed the correlation between an employee level of training and the job experience and compensation (Becker, 1958). Organizations invest in employee-specific training to improve organizational productivity (Schultz, 1961). The framework suggests an individual can possess assets, skills, and experiences that might benefit an organization (Becker, 1958). Training should encompass different forms to affect employees at a cognitive level (Jacob, 2003). Becker (1958) explained a correlation between an employee level of training, the job experience, and compensation. His theory centered around investing in training to increase the benefit for the organization and the employee. Schultz (1961) contributed to this theory by adding that business leaders invest in employee specific training to improve organizational productivity. Business leaders should seek methods to retain employees, and offer trainings to develop careers (Madichie & Nyakang'o, 2016). Schultz (1961) contended that organizations should invest in employee training to improve productivity.

The transformational leadership theory, one of my conceptual frameworks, applies to my findings of the training theme since leaders that follow this theory utilize it to empower subordinates, create trainings, and develop subordinates' skills (Burns, 1978). In addition, training is also provided to potential leaders to shape their skillset to become the successful leaders early on.

### **Applications to Professional Practice**

The themes derived from this study provided key strategies that may be valuable to business leaders to help increase the recruitment and retention of diverse individuals. The strategies included social media/networking, targeting underrepresented areas to fill roles within the organization, measuring performance to increase productivity, and training. The findings may help reduce employee turnover and promote the retention of employees after onboarding. Moreover, the HRD system paired with education, promote continuity of retention. The practice of HRD management indicates that rewards may facilitate the development of new skill sets (Jha et al., 2016). Furthermore, inadequate knowledge of the benefits of diversity and a lack of strategies were some of the reasons for retention challenges. These reasons can serve as bases in implementing recommended interventions such as recruitment of talented individuals and improving the quality of employees' knowledge through employee trainings. It is crucial to identify the reasons why an employee exits an organization in order to improve retention rates (Latham, 2014).

One implication for employees is the improvement of communication between business leaders and employees with regards to productivity and performance to avoid turnover. Failing to communicate productivity and performance plans from the point of hiring will lead to unfavorable productivity results, and consequently, high turnover (Latham, 2014). All the strategies mentioned affect organizational expenditures with regards to onboarding and HRD training, as well as the organization's reputation. Currently, the business leaders can adopt and implement the results of this study to

promote positive organizational experiences of the employees and improve the quality of recruiting and retaining a diverse workforce.

### **Implications for Social Change**

In addition to a lack of knowledge of the benefits of diversity, business leaders must plan to compete globally (Barney & Mackey, 2018). Business leaders must apply new strategies to maintain a foothold over other organizations. Having a sound understanding of strategically remaining competitive will benefit an organization (Barney & Mackey, 2018). The findings of this study might be helpful in developing ways to mitigate turnover.

Business leaders may require collaboration between the employees, immediate supervisors, and human resource employees with regards to training and development. This collaboration aims at developing processes to hone the skills of employees to ultimately benefit the organization. In addition, providing excellent training and development opportunities reflects positively on an organization, boosting the desire to work in the environment, which may lead to greater economic strength of the organization and related services within the community. Growth in business may translate to growth in employment and greater financial independence for individuals and society. A healthier society is more prepared to thrive and give back to a culture of wellness in society.

### **Recommendations for Action**

Business leaders should invest in additional trainings. I also recommend that business leaders consider implementing the incentive and reward system (IRS),

considering that it is evidence-based and has substantial organizational benefits. The business leaders in my study used incentives such as merit bonuses and raises to encourage improvement in employees' performance and also observed and monitored the success from the commencement of onboarding. Among the benefits of using the IRS are better performance outcomes, and substantial drops in turnover (Hilliard, 2013). The implementation of the IRS motivates and allows employees to be compensated (monetary or nonmonetary) for their hard work. Through this system, an employee's performance is measured and evaluated to monitor for improvement and accomplishments. If the performance of the employee is favorable, then the employee receives an incentive such as acknowledgement of effort or a pay increase.

In addition to implementing IRS, there are several recommendations offered to business leaders of organizations in improving the quality of their retention strategies to reduce turnover. Implementing diversity trainings to teach employees how to interact in a diverse workforce when there are cultural differences could improve employee interaction and boost retention. Lastly, business leaders may experience a higher retention rate in improving diversity strategies. Ultimately, diverse organizations may benefit society by increasing the knowledge about local customs and activities, creating better relations between communities and the businesses who serve them.

Reductions in organizational turnover can only be achieved if business leaders are diligent to reduce turnover and if all business leaders are active in the process. As a part of the ethical obligation of all researchers to disseminate findings of a study, I will

disseminate the findings in peer-reviewed journals and conferences about the recommendations in reducing turnover from an organization's perspective.

### **Recommendations for Further Research**

One of the recommendations for further research would be to conduct an analysis of employees' background and their performance every few months to consistently measure productivity and to provide quantitative evidence to its benefit in the local context. Once strengths and weaknesses are identified, training can be provided or improved if needed. In this way, such an approach would ensure that the recruitment and retention strategies being implemented have sound business sense and is evidence-based.

Another recommendation for further research would be to assess how well the recruitment and retention strategies to reduce turnover attained the desired outcomes. Such a study would mainly use secondary data conducted for monitoring as well as evaluation purposes. This would serve as an additional reason to have a purposeful monitoring and evaluation system as described by Hilliard's (2013) IRS system. Studies such as these would streamline strategies, thus they may improve efficiency and permit for a method to quantify how investments towards these recruitment and retention strategies have paid off. Directly connected to this recommendation would be an employee satisfaction study to determine if any of the recent strategies to reduce turnover translated to implemented in HR settings has improved employee satisfaction.

In addition, another recommendation would be to assess how well the use of social media is when networking to reach a broader talent pool. If recruitment strategies need improvement, business leaders may seek alternative strategies such as social media

and networking to reach potential candidates, however, it is not clear on precisely how well social media and networking improved their recruitment efforts.

My last recommendation is to find the ideal mix of employees within a workplace and to identify the underrepresented areas. Diversifying global work environments might help promote social change within businesses to broaden community benefits across the world (Luke & Chu, 2013). Business leaders must know which areas need to be better represented when hiring.

One of the limitations of this study was that although all three business leaders successfully implemented diversity at their organizations, they all believed that more could be done in terms of diversity. Thus, further research should build on the findings of this study and interview more business leaders. In addition, researchers should include more business organizations to provide an opportunity for the exploration of best practices between different organizations and to explore different avenues for cooperation and collaboration.

### **Reflections**

In addition to the coursework, and throughout the course of conducting research throughout this study, there were a number of notable things learned. First, there is more to the diversity of business organizations than HR departments and business leaders. There are employees' perceptions of what is expected of them, metrics, and incentives and rewards systems. Second, recruitment and retention strategies do not need to be expensive; instead, it is often the best and cost-effective way to operate a business organization. Third, retention can also draw substantial employee solutions to business



organization operations. Fourth, there are additional areas of study that can be researched along with the areas of recruitment and retention of diverse workforces that would reduce expenses while maximizing resource utilization.

As a business leader, I observed several gaps in management and governance in business settings, which are evidently apparent and crucial in the conduct of this type of study. I witnessed how employees from certain backgrounds enter the organization, how employees are unable to communicate amongst themselves due to language barriers, and how ultimately these events led to a high turnover rate. However, in the interviews with the business leaders, P2 mentioned being the first black employee in her role in the entire existence at her organization. This experience provided realization that business leaders are out of touch with current trends into the cascade of recruiting and retaining a diverse workforce, and there is still room for improvement. I began to appreciate business as the art of promoting diversity and inclusion. This epiphany made me realize how business organizations should participate in retaining, not just hiring employees to fill the necessary positions.

I tried my best to avoid personal biases from affecting the research, interviews, and participant selection. Although I took all necessary precautions, being a working professional in the business world, a chance always exists that I may have some biased thoughts or ideas that could affect the interview or the selection of the participants. My profession, knowledge regarding this field, and personal experiences as a business leader might have influenced the exploration both negative and positive despite the attempt to establish strategies of objectivity, including the use of an interview protocol, saturation in

data collection, triangulation to build evidence, member checking to ensure the accuracy of reporting, and purposefully eliminating any personal thoughts or opinions into participant responses and analysis.

Completing this degree in business might open doors for explorative study. The case study serves as a reflective learning experience for myself as a post-graduate student in finance. I have knowledge on business organization operations and learned principles of managing these operations.

I learned to first establish a relationship in order to gather key points that addressed the interview questions and goals of this study. I also realized that the process of interviewing all three participants, transcribing responses and analyzing them took a great deal of time. In addition to this, I also learned how to bracket my perspective regarding recruitment and retention. With my experience and knowledge in business organizations, I was able to create follow-up questions and understand more about diversity, training, and HRD investments, and how its costs can be reduced.

### **Conclusion**

Based on the findings of the study, four themes emerged: social media and networking, targeting underrepresented areas, measuring performance to increase productivity, and training. The themes derived from this study provided key strategies that may be valuable to business leaders in implementing strategies that increase the recruitment and retention of diverse individuals. The findings may help reduce employee turnover and promote the retention of employees after onboarding.

I discovered in my study that through the use of social networking, business leaders were able to reach professionals to disseminate information about positions and recruit a talented and diverse mix of employees. By identifying underrepresented groups and recruiting them to be part of their workforce, the leader ensured that overlooked groups were represented and their employee base supported their client base for familiarity.

In conclusion, business leaders should promote employee engagement and organizational support to their staff. The business leaders are also encouraged to utilize evidence-based strategies to reduce turnover. In addition, business leaders used the IRS system to reduce employee turnover and its associated costs of advertising, hiring, and onboarding as a whole. The system can aid business leaders to make decisions more systematic and effective that will provide positive outcomes to their employees. The organization ensured continuity of employee success as the employee gains knowledge at the organization.

Enhancing the skillset of employees and creating a better learning environment for them sends a message to the community that the business leaders are implementing strategies in reducing turnover. In saving extra expenses from onboarding, the business leaders can better allocate resources to extend business strategies from organizations to community.

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## Appendix A: Interview Protocol

Introduce the interview, research the topic over breakfast or lunch, and explain the purpose of the study. Assure the participants that I will keep all the gathered information confidential, ask if I may record the interview, and inform the participant of the right to stop the interview.

### **Strategic Research Questions**

1. How does the current organizational structure facilitate the recruitment and retention of a diverse workforce?
2. How do your recruitment and retention strategies to create a diverse workforce align with the rest of your organization's strategic objectives?
3. How do leaders of your organization gauge the need to increase recruitment of diverse talent when competing within the global environment?
4. What adaptations do you make in broadening employee capacities to engage in the global environment?
5. What challenges have you encountered with recruiting and retaining a diverse workforce?
6. In response to the above question, what strategies have helped you overcome these encounters to compete globally?
7. How do business leaders of an organization measure the effectiveness of the strategies they implemented to recruit and retain a diverse workforce to ensure that they can continue to use these strategies in the future?

8. What else can you share with me about your organization's strategies for recruiting and retaining a diverse workforce?