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Leadership Strategies to Improve Employee Well-Being

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Walden University

College of Management and Technology

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Camille Black

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2021

Abstract

Leadership Strategies to Improve Employee Well-Being

by

Camille Black

MS, California Lutheran University, 2016

BS, California Lutheran University, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2021

Abstract

Poor employee well-being because of a lack of job resources costs business leaders billions of dollars each year. Business leaders in the entertainment industry who fail to manifest strategies to increase employee well-being might decrease employee resources and increase the consequences of job demands, such as decreased organizational performance and profitability. Grounded in the job demands-resources model theory, the purpose of this single case study was to explore strategies entertainment leaders use to increase employee well-being. The participants included six entertainment executives employed at a large entertainment company in California who successfully implemented strategies that increased employees' well-being. Data were collected from semi-structured video conferencing interviews and analysis of publicly available organizational documentation. Data were analyzed using Yin's five stages of data analysis. Four major themes emerged: (1) organizational leadership, (2) organizational culture, (3) barriers from job demands, and (4) job resources for employee well-being. The key recommendation for entertainment business leaders is to provide employees with job resources such as supportive supervision, promotion opportunities, essential office supplies and technology, extended healthcare benefits that include mental health services, and paid leave for employees to increase employee well-being and organizational performance. The implications for positive social change include the possibility of improving employee health and reducing the healthcare costs for the business, employees, and their families, thus improving the health of their community.

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APA 7

Dedication

I dedicate this study to my family. My parents, Eddie and Shirley Black, have instilled the values and drive in me to accomplish my dreams. My husband, Branden Mayo, for the love, support, and understanding I needed to stay motivated. Then, my brother Marcus Black and his children Madison, Taylor, and Carter for being my cheerleaders on this journey. Without my family, I would not have been able to accomplish my goals. The final push to complete this study was the news that my husband and I are expecting twins. I feel so blessed to have completed this journey in time to begin the journey of parenthood. For my nieces, nephew, and the new twins, I want you all to remember that you can do anything and be anything with hard work and dedication.

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I would first like to thank God for providing me with the strength and guidance I needed to fulfill my dreams of achieving a doctoral degree. Thank you to my parents, husband, brother, and brother's children for the continuous love and support throughout my DBA journey. I want to thank my aunts, uncles, and cousins who served as sounding boards for my ideas and provided words of encouragement. I would also like to thank the friends that I have made on this journey that have become my second family. I could not have gotten through this journey without your support.

Thank you to Dr. Tim Truitt, Dr. Matasha Murrell-Jones, and Dr. Christopher Beehner, who served as my committee members for my study. A special thank you to Dr. Tim Truitt, who served as my chair. He provided me with invaluable feedback and guidance on my study that helped me progress through this process with ease. Thank you so much, Dr. Truitt.

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Section 1: Foundation of the Study

Many business leaders struggle to find a balance between job demands and job resources to ensure their organization is performing optimally (Helzer & Kim, 2019). An understanding of the strategies that successful business leaders use to increase the well-being of their employees may help struggling business leaders foster environments that increase employee well-being and organizational performance, thus improving the profitability of the organization. This study explored the strategies that entertainment business leaders use to increase employee well-being in the workplace. This research will contribute to an improved understanding of the importance of devising and implementing leadership strategies that increase employee well-being, while discussing the role that job demands and resources play in creating an environment that increases employee well-being, thus improving organizational performance and profitability.

Background of the Problem

The environment of the employee has a large impact on their physical and psychological well-being (Helzer & Kim, 2019). Job demands are a significant component in an employee's work environment. Research has shown that job resources are needed to mitigate job demands to increase the overall well-being and performance of an employee, and many organizations are lacking the resources to mitigate job demands (Llorens et al., 2006; Schaufeli & Bakker, 2004; Wieneke et al., 2019). Both job demands and resources can be physical, psychological, social, or organizational (Schaufeli & Bakker, 2004). Researchers have said that the well-being of an employee is the driver of organizational performance (Edwards & Marcus, 2018). Although leaders are working to promote employee well-being, some leaders are not creating work environments that promote employee engagement, motivation, and well-being (Wieneke et al.,

2019). Leaders that focus on the well-being of their employees can begin to create programs and a work environment that will promote well-being and improve organizational performance (Somers et al., 2019).

Problem Statement

High job demands and a lack of job resources including, but not limited to, work value orientations, work flexibility, and work-life balance harm an employee's well-being (Shevchuk et al., 2018). Decreased physical and psychological employee well-being due to a lack of job resources has cost businesses in the United States about \$300 billion a year in lost productivity (Helzer & Kim, 2019). The general business problem is that poor employee well-being costs business leaders billions of dollars each year. The specific business problem is that some business leaders in the entertainment industry lack strategies to increase employee well-being.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that business leaders use to increase employee well-being in the entertainment industry. The target population consisted of entertainment executives at the director and above levels at a large entertainment company in California who have been successful in improving employee well-being within their organization. The implications for positive social change included the possibility of leaders having a better understanding of effective strategies in increasing employee well-being. That, in turn, may lead to leaders taking actions that may result in positive outcomes for the organization, employees, and community. The actions that leaders take could include investment in corporate social responsibility programs that will support the community projects, such as at-risk youth programs, food pantries for the homeless, and parks and recreation areas.

Nature of the Study

The methodology of this study was qualitative. Qualitative researchers use open-ended interview questions to conduct in-depth research inquiry and gain insight into phenomena from interviews (Yin, 2018). The qualitative method was an appropriate approach for this current study. I conducted semi-structured interviews with open-ended questions to collect data for my research to explore the strategies that business leaders use to increase employee well-being and employee productivity. In contrast, a quantitative research method is suitable when the goal of the researcher is to test theories and examine relationships by using surveys or experiments (Brown, 2017). The mixed-methods approach is appropriate when the researcher aims to combine both qualitative and quantitative methods to answer complex research questions using interviews and surveys (McCusker & Gunaydin, 2015). The quantitative and mixed methods are inappropriate for this study because I did not test theories or examine relationships in this study.

For this study, I considered the following qualitative research designs: ethnographic, narrative, and case study. The researcher that uses the ethnographic design focuses on patterns within a culture (Comi & Whyte, 2018). In contrast, a researcher that uses a narrative design uses data that focuses on participants' perceptions and interpretations of their lived experiences as they relate to the research topic (Alfakhri et al., 2018). These two designs were inappropriate for my study as I did not study patterns within cultures or obtain information based on the lived experiences of the participants. The case study design is suitable when the goal of the researcher is to use one or more cases to explore a phenomenon to focus on a real-world perspective (Yin, 2018). The single case study was an appropriate design for this study because I was able to

conduct an in-depth analysis of the strategies that business leaders use to increase employee well-being and employee productivity.

Research Question

What strategies do business leaders in the entertainment industry use to increase employee well-being?

Interview Questions

1. How do you define employee well-being?
2. What strategies do you use to foster a work environment that improves employee well-being?
3. What barriers exist that hinder your ability to implement strategies that increase employee well-being in the workplace?
4. How did you overcome any challenges that arose from implementing strategies to increase employee well-being in the workplace?
5. How do you assess the overall effectiveness of the strategies for fostering a work environment that increase employee well-being?
6. What would you change in your organization's approach to improving employee well-being?
7. What additional information would you like to add regarding the strategies used to improving employee well-being?

Conceptual Framework

The conceptual framework for this study was the job demands-resources model (JD-R model). Demerouti et al. (2001) first created the JD-R model in 2001 to address how job

demands negatively impacted employees' well-being, including employees' reported stress levels. The JD-R model was later revised by Schaufeli and Bakker (2004) to show the dual process of how job demands and job resources interact to influence burnout and engagement. Both job demands and resources can be physical, psychological, social, or organizational (Schaufeli & Bakker, 2004). The researchers tested the JD-R model for robustness in 2006 and concluded that the model is generalizable across all national and occupational contexts (Llorens et al., 2006). Job demands vary based on an employee's job description. However, resources can include job security, a supportive work environment, participation in decision-making, and autonomy (Wieneke et al., 2019). There are four critical constructs in the JD-R model theory that include (1) demands, (2) resources, (3) burnout, and (4) engagement (Schaufeli & Bakker, 2004). Business leaders can use the constructs of the JD-R model to aid in implementing strategies that can provide employees with resources that moderate job demands. Business leaders, understanding that job resources moderate job demands, will be able to create job resource strategies that improve overall employee well-being, thus decreasing burnout and enhancing engagement. Business leaders must find a balance between job demands and job resources (Helzer & Kim, 2019). The business leaders will have achieved balance when they implement job resources that aid employees in completing the demands of their job while reducing the strain on an employee's well-being. Research has shown that job resources help to reduce burnout, aid in goal achievement, and stimulate growth and development within the organization (Cooke et al., 2019).

Operational Definitions

Burnout: Burnout is a response to occupational stress that occurs when there is depletion of an employee's physical and psychological energy and is associated with decreased work performance and job dissatisfaction (Somers et al., 2019).

Employee engagement: Employee engagement is the dedication and persistence of an employee thriving in their work environment (Wieneke et al., 2019).

Employee well-being: Employee well-being is a term used to describe the positive physical and psychological health of an employee that is thriving in their work environment (Helzer & Kim, 2019).

Job demands: Job demands are the physical, psychological, social, and organizational requirements of the job and are linked to physiological and psychological costs (Nauman et al., 2019). Job demands also vary based on job type.

Job resources: Job resources are the physical, psychological, social, and organizational aspects of the job, such as work value orientations, work flexibility, and work-life balance (Shevchuk et al., 2018).

Occupational stress: Occupational stress is the physical and psychological distress of an employee that is a result of their lack of job resources to meet the job demands and needs of the employee (Helzer & Kim, 2019).

Work flexibility: Work flexibility is the ability that the employee has to control different aspects of their job, such as work hours, schedule, or workload (Wieneke et al., 2019).

Work value orientation: Work value orientation is a term used to describe how employees shape their interpretations of their work experiences based on whether the employee takes pride in their job and the work that they accomplish (Shechuk et al., 2018).

Work-life balance: Work-life balance is the collaboration between the employee and leadership to allow for a balance between their personal life and the demands of their professional life (Abdallah & Hammoud, 2020).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are facts considered to be true and can shape our beliefs; however, the facts are not verified (Davidson et al., 2017). The first assumption I have made was that the participants would understand my interview questions and provide honest and detailed responses. The second assumption was that the interview questions would elicit responses that will provide sufficient answers to satisfy my research question and contribute to the existing literature on leadership strategies to increase employee well-being. Finally, I had assumed that leaders in the organization selected for the research recognize the JD-R model as a necessary tool to increase employee well-being.

Limitations

Limitations refer to potential weaknesses of the study that are out of the researcher's control and have an impact on the study findings, interpretations, and conclusions (Ross et al., 2019). A potential weakness of this qualitative single case study was the use of purposeful population sampling of six individuals, which impacts the generalizability of findings. A second limitation was that the study participants are from one entertainment company located in

California; this had implications for the research validity. A third limitation was that the results of the study might generalize only to entertainment companies in California. Finally, the JD-R model is one of many conceptual frameworks used to address employee well-being, and other frameworks may provide different results. Thus, researchers may engage in future studies on other conceptual frameworks and explore the potential influence on employee well-being.

Delimitations

Delimitations refer to the boundaries set by the researcher to define the scope of the study (Theofanidis & Fountouki, 2018). The scope of the study was a qualitative exploration of the leadership strategies used to increase employee well-being by observing the dual process of how job demands and job resources interact to influence burnout and engagement. I designed the interview questions in the current study to explore leadership strategies that increase employee well-being among entertainment executives. The study did not include any entertainment executives outside of California. The scope of this qualitative single case study was a small population of six entertainment executives who developed effective leadership strategies in increasing employee well-being. Data from executives from other industries, organizations, or geographic locations are beyond the scope of the study.

Significance of the Study

This study may be of value to business leaders that seek to maximize employee performance and improve overall employee well-being. Business leaders that use effective resources to mitigate job demands will be able to foster a work environment that promotes employee well-being and enhances employee performance (Beraldin et al., 2019). When there is a balance between the positive and negative work job characteristics, an employee is more likely

to be engaged, motivated, and productive and less likely to experience burnout (Gauche et al., 2017). From this study, business leaders can conclude that job resources including, but not limited to, performance feedback, role clarity, and quality of the employee-supervisor relationship can moderate job demands. These job resources can improve employee well-being and performance, as well as decrease impairment in employee health and job dissatisfaction (Nauman et al., 2019). The implications for positive social change include the possibility of improving employee health and the healthcare costs for the business, employees, and their families, thus improving the health of their community (Edwards & Marcus, 2018).

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore the strategies that business leaders use to increase employee well-being. The target population consisted of entertainment executives at the director and above levels at a large entertainment company in California who successfully improved employee well-being within their organization. Globalization, the ever-changing work environment, and technology used within organizations continue to reshape the views of leadership and the role these leaders will play within their organization (Euchner, 2010). Workplace advancement has also added additional job demands that influence employee well-being and productivity (Yao et al., 2014). There will need to be a shift in leader behaviors to meet job demands and reduce the adverse effects of job demands on employee well-being when leaders do not provide appropriate resources. Employee well-being promotion and transformational leadership styles are essential in creating an organizational culture that increases employee well-being and improves productivity (Dunkl et al., 2015; Hamar et al., 2015). Within the setting of this study, I will explore the occupational stress models in the

workplace as they relate to employee well-being and discuss their connection to the JD-R model.

I will focus on specific areas interconnected to the study's problem statement with the aim of adding relevant content to this review, such as (a) occupational stress models in the workplace, (b) JD-R model, (c) organizational culture and leadership, (d) transformational leadership and employee well-being, e) employee well-being in the entertainment industry, and (f) leadership strategies to increase employee well-being.

Search Approach

I used the Walden University Library, academic journals, and published doctoral studies to complete this review. The primary database used were ProQuest, Google Scholar, EBSCOhost, SAGE Premier, Emerald Management, and Business Source Complete. The terms used as a search criterion were: *leadership strategies, leadership styles, employee well-being, entertainment industry, job demands-resources model, high demands, and lack of job resources*. In reviewing the literature of this research study, I included a total of 83 sources, including seminal literature, journal articles, and books. Ninety percent of which are peer-reviewed and 88% were published within 5 years of the study.

Occupational Stress Models in the Workplace

The topic of workplace occupational stress is one of the most important fields of study receiving attention from researchers and human resource practitioners. There are numerous definitions explaining the meanings and sources of low control over the job and high workload within the context regarding models of occupational stress. Theoreticians suggest jobs with high demands in the workplace can be stressful. For the most part, when the worker has low control

over his or her job their work is perceived as stressful; also control serves as a safeguard when there is an unacceptable level of workload in the workforce (Quick & Henderson, 2016).

According to Haque and Aston (2016), occupational stressors may lead to organizational inefficiency, an unacceptable level of high employee turnover, increased absenteeism due to employee sickness, decreased quality of product or service, increased costs of health services, and increased employee job dissatisfaction. Therefore, organizational stress may affect organizational outcomes such as job performance, product quality, organizational productivity, and organizational growth. Theoretically, the occupational stress models used in the workplace include the demand-control-support model, the effort-reward imbalance model, the person-environment fit model, the job characteristics model, the diathesis-stress model, and the JD-R model (Dawson et al., 2016). Organizational culture and leadership act as a shield to job stressors such as long hours of work, heavy workload, tight deadlines, lack of autonomy, rather than influencing an employee, especially an employee who had more negative perceptions of their leaders and business culture (Haque & Aston, 2016). Whereas each job may have specific risk factors connected with job stress, every organization should understand the positive impact of high resources that can lead to increased employee motivation and increased productivity in an organization.

The Job Demands-Resources Model

The conceptual framework for this study was the JD-R model, which Bakker and Demerouti developed in 2006 and is considered one of the most important occupational stress models related to employee well-being in the workplace (Borst et al., 2019). Bakker is a Dutch industrial and organizational psychologist and professor at Erasmus University Rotterdam, and

Demerouti is a full professor of human performance management at Eindhoven University of Technology (Bakker & Demerouti, 2017). Bakker and Demerouti (2017) used the JD-R model to investigate the relationship between job characteristics, employee burnout, and job performance. Job demands are physical, psychological, social, or organizational features of the job, essential to sustain physical and psychological skills, and job resources are physical, psychological, social, or organizational characteristics of a job (Bakker, 2015). Researchers have stated that when there is balance between the positive and negative job characteristics, an employee is likely to be more engaged, motivated, productive, and less likely to experience burnout (Gauche et al., 2017). Employees need to be healthy both physically and mentally to perform at their optimum level.

Proponents of this occupational stress model emphasize the stress-related hazards or sources of stress facing employees in their work environment (Imani et al., 2016). Researchers have introduced a unique model regarding organizational stress. The model may be used in stress management strategies to enlighten all employees pertaining to the relationship between potential work-related stress hazards, individual and organizational symptoms of stress, negative results, and financial costs (Bonzini et al., 2015). The JD-R model is an alternative to other employee well-being models, such as the demand-control-support model and the effort-reward imbalance model.

Job Demands. Job demands refer to work characteristics that need sustained physical and psychological endeavors and relate to certain physical and psychological costs (Bakker, 2015). Even though job demands are not automatically negative, they may transform into stressors when the exertion required to meet them is high and when the quantity of requests at the same time present is likewise high (Breevaart & Bakker, 2018). Job demands incorporate

workload, issues with equipment such as computer issues, extended working hours and time pressure, and psychological strain. The quantitative and qualitative caseload is a natural occupation interest that shows as expanded burnout manifestations and withdrawal. In this examination, we research the relationship of the tremendous burden to work commitment and burnout and life fulfillment and burdensome manifestations (Tadić et al., 2015).

Job Resources. Job resources allude to physical, psychological, social, or hierarchical parts of occupation that either/or: diminish job demands and the related physiological and psychological costs; are utilitarian in accepting business-related objectives; animate self-improvement, learning, and advancement (Demerouti et al., 2017). Furthermore, contemporary research has demonstrated job resources may hedge the negative impact of job demands on work commitment (Demerouti et al., 2017). Nonetheless, job resources are vital for managing job demands as well as significant in their own right. For instance, the absence of resources may prompt poor work commitment and expanded degrees of burnout manifestations (Bittinger et al., 2020). Individuals can reorganize job resources in such territories as the worker's very own viability, flexibility, and nature of administrative instructing (Van den Heuvel et al., 2015). Personal resources incorporate qualities such as self-adequacy, confidence, strength, and positive thinking, all of which foresee high ensuing work commitment. Significant social resources in the work environment are pioneers and initiative (Van den Heuvel et al., 2015). Researchers have found that leaders, especially HR leaders, assist in creating work environments that promote employee engagement, motivation, and well-being by ensuring employees the resources they need to meet the demands of their position (Wieneke et al., 2019).

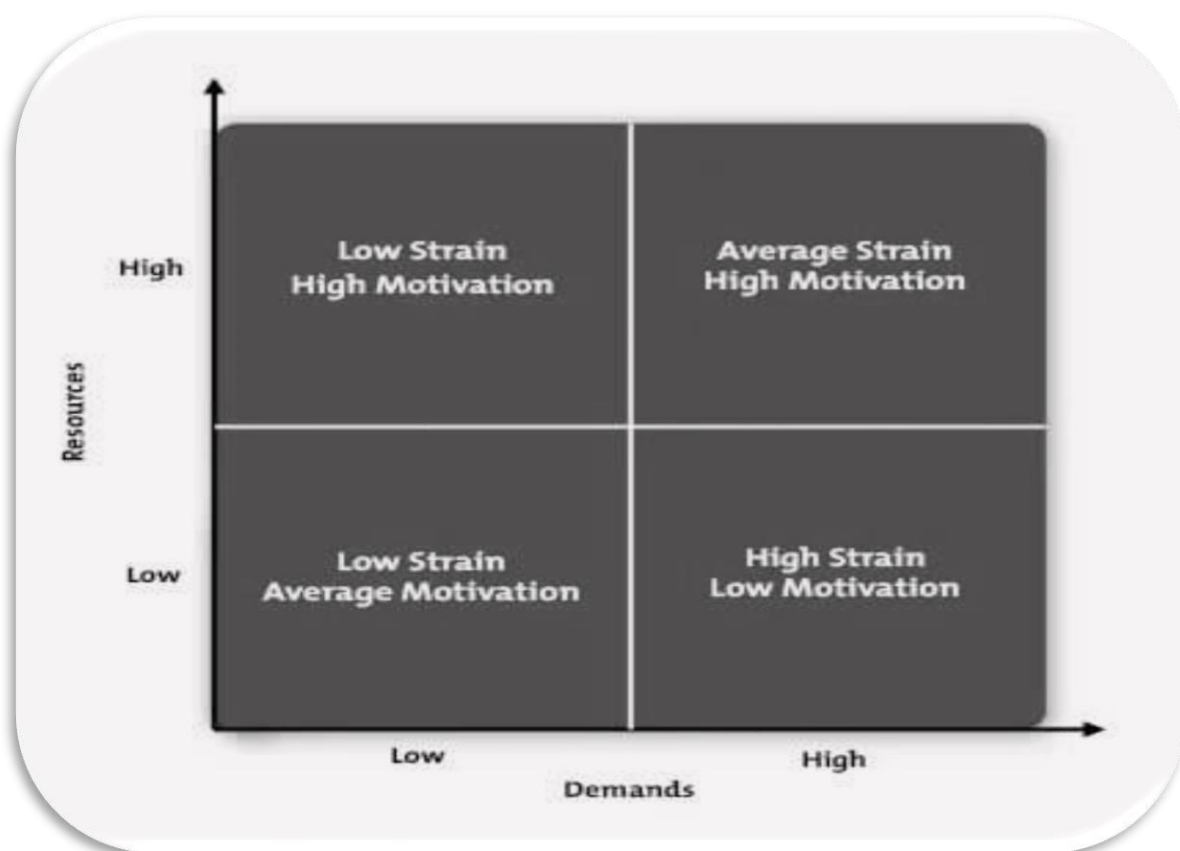
The Aftereffect of Continued Job Strain. Long-term sickness absence has become a significant general medical issue and business inability to maintain a productive workforce (Mather et al., 2015). The UK's labor force survey proposes that pressure or stress is currently the primary source of business-related sickness, representing around 40% of every new case, driving some researchers to portray business-related stress as an "advanced pandemic" (Mather et al., 2015). Job control is a component of decision power and expertise discretion. In contrast, psychological demand is a component of workload, antagonistic demands, and work pressure. Despite the fact there is suitable proof showing the negative relationship between work control and ailment absence, job demand findings have been uncertain (Mutambudzi & Javed, 2016). At the same time, most analysts in occupational medicine have consistently known about the mind-boggling nature of any connections between work strain and ailment absence. The reasonable translation of the job strain literature has driven some researchers to expect a basic causal chain, with job strain prompting more unfortunate well-being (Mutambudzi & Javed, 2016).

Results of Abundant Job and Personal Resources. Through the motivational process, researchers stated job resources apply their propelling potential and lead to high work commitment, exceptional execution, and low skepticism (Cheung et al., 2021; Schaufeli, 2017). Job resources may act as a characteristic or an outward persuasive function. The cooperation between job demands and job resources is significant for advancing job strain and motivation (Schaufeli, 2017). Which explicit job resources support the impact of various job demands relies upon the specific workplace. This notion infers job resources to gain their inspirational potential, especially when employees are faced with high job demands. For instance, when workers are

confronted with high emotional demands, partners' social help may turn out to be progressively noticeable and increasingly instrumental (Schaufeli, 2017).

Figure 1

JD-R Model Diagram



Note. Adapted from “The job demands-resources model: State of the art,” by A.B. Bakker and E. Demerouti, 2007, *Journal of Managerial Psychology*, 22(3), p. 317 (<https://doi.org/10.1108/02683940710733115>).

Applicability of Job-Demands Resources. The JD-R model was appropriate as a conceptual framework for this study to explore the strategies that business leaders use to increase employee well-being. According to Tims and Bakker (2013), within the JD-R model, drafting

challenging job demands would lead to decreased employee satisfaction and ultimately decreased employee well-being in the workforce. With the implementation of job resources, leaders can create a buffer from the influence of job demands and see an increase in employee well-being, motivation, and performance (Lattrich & Büttgen, 2020). This study aimed to determine strategies leaders may use to increase employee well-being, so the job demands, and job resources pinpointed in the JD-R model may yield the opportunity to create strategies for increasing employee well-being in the workforce.

Diathesis-Stress Model

Meehl, Bleuler, and Rosenthal created the diathesis-stress model in the 1960s (Pruessner et al., 2017). The diathesis-stress model is a psychological theory developed to explain disorders such as depression, anxiety, or schizophrenia due to interactivity between the vulnerability, diathesis, and stress originated from life experiences (Kendler, 2020; Pruessner et al., 2017). The diathesis-stress model stated both vulnerability and stress cause mental health disorders. Therefore, some employees may develop mental illnesses due to stressful life events such as challenging and stressful job demands, coupled with fewer job resources. As such, this theory's conceptualization is consistently that of a psychological disorder resulting from interactivity between vulnerability and environmental stressors found in the workforce (Colodro-Conde et al., 2018; Pruessner et al., 2017). Employees are complex creatures, and the diathesis-stress model might not fully explain why some employees in the workforce develop mental illness and other employees do not. This theory cannot predict how nature and nurture interconnect in the workplace, and therefore this theory would not explain strategies leaders may use to increase employee well-being.

Job Characteristics Model

Hackman and Oldham, two organizational psychologists, developed the job characteristics model (Rudolph et al., 2017). This job enrichment approach focuses on five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback (Rudolph et al., 2017). The job characteristics model developers also proposed that the tasks of the job drive an employee's motivation. Therefore, each employee's psychological state seeking autonomy will be responsible for the outcomes such as high general job satisfaction, high work effectiveness, high growth satisfaction, or high internal work motivation (Rudolph et al., 2017; Zaman et al., 2020). The critical psychological states possibly deriving from the five core job characteristics are meaningfulness of work, responsibility for outcomes, and knowledge of results (Rudolph et al., 2017; Simonet & Castille, 2020).

The Person-Environment Fit Model

The person-environment fit model focal point is the interconnection between characteristics of the person and the environment through which the individual impacts his or her environment, as the environment also affects the individual (Rauvola et al., 2020). The person-environment fit model was created in 1996 by Savickas, citing the idea of adaptation and building on Super's theory. The person-environment fit represents the degree of fit or match between an individual and their work environment (Jiang, 2017). The theory conveyed behind the person-environment fit is that every person has a work environment with which they are highly compatible. The person-environment fit is grounded in Kurt Lewin's Maxim, stating behavior is a function of person and environment (Shen et al., 2018). The supplementary congruence is the fit between an individual and a group of people part of the environment, such

as a fraternal organization or a match between an individual's talents and the matching needs of the environment (Rauvola et al., 2020).

The Effort-Reward Imbalance Model

The purpose of the effort-reward imbalance model is to pinpoint a stressful psychological work environment and to reveal its unfavorable consequences on stress-related health risks (Siegrist, 2017). Siegrist developed the effort-reward imbalance model in 1994. An unsuccessful interdependency between high efforts spent during work and low rewards may lead to strong negative emotions and stress reactions coupled with unfavorable long-term effects on the individual's health (Brooks et al., 2019; Kunz, 2019). The reward system includes salary promotion prospects, job security, and esteem and recognition (Siegrist, 2017). The dependency factor is due to no alternative to the labor market, forcing individuals to remain with an organization defined by high stress levels and low reward for their workers.

The Demand-Control-Support Model

The job demand-control-support model illustrates how job characteristics influence workers' psychological well-being (Goodboy, 2017). Karasek developed the job demand-control-support model with his colleagues in the 1980s. The theorists demonstrate how job demands can cause high stress levels for employees, specifically heavy workload, role ambiguity, and job-related strain (Navajas-Romero et al., 2020). When the job demands are high and workers feel a lot of pressure to deliver on their responsibilities, gaining control of the job and developing strong relationships with other employees helps to cope with stress in the work environment (Baka, 2020). Employees may gain control over the job by making autonomous decisions as they negotiate with supervisors (Goodboy, 2017). Simultaneously, positive, and

helpful social interactions with superiors can buffer the effect of stress by impacting job attitude, satisfaction, and commitment (Goodboy, 2017). Support from colleagues is critical, particularly from co-workers and other employees in the immediate environment. Higher levels of optimism and self-efficacy help manage stress better and therefore help to increase psychological well-being (Ariza-Montes et al., 2018). For instance, boosting efficacy through workshops helps employees experience their actions' positive effects (Goodboy, 2017).

Organizational Culture and Leadership

Leaders tremendously influence organizational culture as they set the agenda, organize work, oversee, lead, and assign tasks in the working environment (Maamari & Saheb, 2018). Strong leaders give a sense of vision, reason, mentorship, and motivation to the employees they lead; thus, the present diverse workforce is redesigning personal and professional achievement (Maamari & Saheb, 2018). The framework breaks organizational cultures into four well defined cultural types: the clan culture, the adhocracy culture, the market culture, and the hierarchy culture and organizational culture represent the personality of an organization such as beliefs, assumptions, values, norms, artifacts as leadership climate are beliefs and perceptions held by employees because of leadership actions (Maamari & Saheb, 2018). Leadership culture consists of organizational procedures, how people interact related to making decisions, and influencing other members of the group. Leaders' intended and unintended beliefs drive decisions and behaviors, and replicated behaviors behoove leadership practices (Mesfin et al., 2020). Leaders can strengthen organizational values by helping their employees grow and develop through goal setting, opportunities, and recognition (Ost et al., 2020). Leaders that evaluate employees' spirit through recurring one-on-ones and regular feedback and as leaders support open and ongoing

conversations about their work with their employees, leading in trusting their leader's strengths (Maamari & Saheb, 2018). Leaders directly affect corporate culture with their leadership style, communication, and delegation. Leaders can reinforce a business culture by making sure their actions and words fit the values and vision of the organization (Svensson et al., 2019). To keep and attract talented employees, organizations need to build and sustain great organizational cultures. Therefore, organizational leaders should address five key elements: purpose, ownership, community, effective communication, and good leadership (Maamari & Saheb, 2018). Researchers have found four organizational culture types: clan, adhocracy, market, and hierarchy (Belias et al., 2015).

Clan Culture

Clan-oriented cultures are family-like, focusing on mentoring, nurturing, and executing tasks together (Arditi et al., 2017; Xie et al., 2020). When an organizational culture is clear, different viewpoints can gather behind it with a common purpose. The culture at any organization sets expectations regarding how people behave and work together and how well they function as it pertains to teamwork (Arditi et al., 2017). Culture represents the character and personality of an organization, and the uniqueness of a business derives from the sum of its values, traditions, beliefs, interactions, behaviors, and attitudes. Positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance (Mesfin et al., 2020). Organizational climate is the "feel" of the workplace, the atmosphere experienced by employees in each organization, and reflects their perception of how the work environment helps or impedes employees' ability to do their job (Arditi et al., 2017). Leaders transmit organization culture to employees in several ways, and the most consequential are

stories, rituals, symbols, and language. Stories and myths are frequently filtered through cultural networks and prompt employees to explain why an organization does things in a certain way. Leadership has a direct cause and effect on organizations and their success (Arditi et al., 2017). Leaders determine values, culture, change tolerance, and employee motivation. Current leadership theories describe leaders based upon traits or how influence and power are used to achieve a goal. The major challenge for any company is sustaining a healthy organizational culture (Lopez-Martin & Topa, 2019). Leadership and employees' actions reflect the company's culture, and those two elements should imperatively remain a unifying component. Maintaining an organizational culture can increase employee engagement and organizational culture through shared assumptions, values, and beliefs that govern how people interact within an organization (Arditi et al., 2017). The culture of an organization breeds an organizational climate, which represents how members of an organization experience that organization's culture.

Adhocracy Culture

In a business setting, adhocracy is a corporate culture grounded on the capacity to adjust rapidly to evolving conditions (Del Rosario & René, 2017; Porcu et al., 2017). Adhocracies consist of adaptability, worker empowerment, and accentuation on individual activity (Mesfin et al., 2020). There are corporate levels in an adhocracy that are more characterized than in hierarchical working environments. In a broader sense, adhocracy appears differently in relation to bureaucracy, which is described by firmness and unbending adherence to rules (Del Rosario & René, 2017). Pundits of adhocracies contend that the absence of plainly characterized initiatives can prompt a turbulent work environment wherein work responsibilities are not known, and

significant assignments can stay uncompleted (Del Rosario & René, 2017). Elective corporate culture models incorporate chains of command, groups, and market-based cultures.

Market Culture

The market culture is the opposite of Clan Culture. In market culture, stability is vital, and the focus never wanders from penetrating the market, beating contenders, and taking responsibility for the market share (Ahrne et al., 2015; Mesfin et al., 2020). Amazon's Jeff Bezos or the late Steve Jobs are perfect representations of market culture leaders. The market culture is generally regular in more prominent organizations, where leaders are persevering, intense, and have extremely elevated standards of their teams (Ahrne et al., 2015). Leaders often give employees challenging objectives that they endeavor to accomplish (Ahrne et al., 2015). Leaders firmly check execution, for which they can reimburse or rebuff employees according to their performance (Porcu et al., 2017). Taking care of business is the main need. Every business is unique and should receive a particular culture to suit the business, business objectives, and procedure (Ahrne et al., 2015).

Hierarchy Culture

Hierarchical systems trace back to Egyptian times and the format of top to bottom leadership works (Belias et al., 2015). According to some culture experts such as Adrian Gostick, Chester Elton, and Tasha Eurich, this top-down perspective will emerge again in the future, and this is because clear company direction is essential (Belias et al., 2015). Adopting an approach that rates and values employees' input by job status and hierarchy, managers can feel confident that the more experienced voice is reliable and more probable to be accurate (Belias et al., 2015). Hierarchical organizations organize their departments with military accuracy. Employees and

employers know their space within the office, and they must respect each individual's personal space (Belias et al., 2015; Mesfin et al., 2020). Post-World War II, leaders would use office design and communal areas methods to uphold authority and organizational prowess. Authority and levels of responsibility are noticeable as research demonstrates that employees who work for hierarchical companies feel more secure, get paid on time, and are safe to stay in their role for the long term (Belias et al., 2015; Tear et al., 2020). As Maslow's model of hierarchy suggests, if physiological factors are well managed, employees focus better on getting their job done. Benefits of promotion lead to exclusive advanced status and reward, which can be a motivator for employees (Belias et al., 2015). Employees gain status through reproducible hard work and effort within a set role. As employees focus on their work, they are more likely to achieve expert status in the field they are working in (Belias et al., 2015).

Departmental loyalty can interchangeably encourage tribe-like loyalty, and within each team, employees and leaders can form strong bonds. Communication is restricted, and credibility is based on employment status instead of life experience (Tear et al., 2020). Competition intensifies with the stakes of each promotion, and departmental goals can easily take precedence over company vision (Belias et al., 2015). Rigidity within the work environment does not fit our 21st century culture. Failure to display empathy and understanding regarding employees' schedules disruptions such as commutes, childcare, and sickness leads to disrespect and demotivation (Belias et al., 2015; MacDonald et al., 2020). Remaining stagnant in a fast-paced world where competitors and choices increase day to day can be extremely threatening for businesses (Belias et al., 2015). A hierarchy organization could face higher organization costs due to the multiple layers of upper management. Budgets, bonuses, and financial incentives may

be taken and outspread narrowly between many employees at the bottom of an organization structure to keep these costs down (Belias et al., 2015).

Types of Leadership Styles

For many years, many viewed organizational culture as a popular, transient trendy expression in the corporate world. Organizational culture is currently an employee recruitment and retention tool since human resources (HR) directors realize the correct culture cultivates productivity, commitment, and development (Markoulli et al., 2017). Organizational culture alludes to the workplace made by an association's values, strategic vision, and mission. The best leaders endeavor to impact culture through their leadership (Balbuena et al., 2020). According to Northouse (2016), a leader is someone that is willing to take on the problems of their organization, exert their influence, and advances the overall health of the organization. Leaders can coordinate organizational culture using conventional "command-and-control" characteristics like top-down leadership, class systems, and benefit-driven qualities (Tear et al., 2020). The following leadership styles will be discussed in this review of the academic literature: directive leadership, servant leadership, participative leadership, authoritative leadership, and transformational leadership.

Directive Leadership: A Culture of Consistency

Directive leadership uses a pyramid structure, with power spilling out of the top down. Those at the top give those at the base explicit directions and errands (Banjarnahor et al., 2018). This style does not support an organizational culture of cooperation where leaders use discourse, transparency, or joint effort. Instead, directive leadership makes class differentiations dependent on every individual's position in the organization's pecking order. Leaders use prizes and

disciplines to control laborers and organizational culture (Brown, 2016). Leaders build up explicit qualities and personal conduct standards, and others are relied upon to follow (Banjarnahor et al., 2018; Mwaisaka et al., 2019). Notwithstanding, that hierarchical consistency comes to the detriment of organizational nimbleness. Research shows that colleagues need adaptability and dynamism to meet changing market forces with advancement and inventiveness (Markoulli et al., 2017). Furthermore, colleagues are bound to buy into fundamental framework change when they feel that leadership has heard their voices in the planning process. Lamentably, this is certainly not a quality of directive leadership, which underlines top-down organizational change.

Servant Leadership: A Culture of Inclusion

Servant leadership flips the organizational pyramid, creating a climate where everybody fills in as a leader and the servant is put first (Hoch et al., 2018). The leader's undertaking is to set up an organization's visionary objectives and strategic management. At that point, the manager serves in a support task as employees work to accomplish these targets. In his contribution "Servant Leaders Create a Great Place to Work for All," Bush wrote in his contribution that there are three basic mainstays of incredible organizational cultures: trust, pride, and satisfaction (Blanchard, 2018). Leaders that use the servant leadership style create a servant attitude. Servant leaders create organizational cultures where all individuals feel trusted, engaged, upheld, and treated reasonably (Brown et al., 2020). The general objective is for leaders to surrender their command-and-control ways and influence each ounce of employee potential to accomplish entire framework change (Ghalavi & Nastiezaie, 2020).

Participative Leadership: Culture of Innovation

Depending on a democratically based methodology, participative leadership attempts to assemble agreement among team players (Chen et al., 2020). As with servant leadership, participative leadership gains trust and commitment to accomplish the entire framework change (Fatima et al., 2017). Leaders settle on an ultimate choice, yet they do as such through a bargain cycle, joint effort, and consensus attainment that connects all colleagues (Chen et al., 2020). Likewise, with any democratic rules system, participative leadership requires a culture of data sharing and populist structures that give all colleagues a voice (Chang et al., 2019). Dissimilar to the idea of "viewpoint taking," where you put forth an attempt to comprehend another's perspective, researchers have discovered that the cycle of "point of view giving" offering one's own story to other people has been found to more likely advance trust and sympathy among bunches with varying perspectives (Fatima et al., 2017; Shaltout, 2019).

The Yale School of Management's Yale Insights reports that a creative organizational culture requires shared qualities, commitment, and energy. Above all, it requires a climate wherein colleagues have a sense of security to face challenges and take part in free reasoning (Brooks, 2017). Through open discourse and correspondence and shared qualities, participative leadership cultivates a culture of compassion needed for advancement to prosper (Brooks, 2017). As the University of Michigan Ross School of Business Professor Jeffrey Sanchez-Burks clarifies, sympathy implies taking in the viewpoints of others and focusing on what they state and do not state (Homan et al., 2016). When leaders figure out how to do this in a deliberate manner, they become considerably more viable at realizing how to build up the thoughts you have (Homan et al., 2016).

Authoritative Leadership: Culture of Compliance

Authoritative leaders set the visionary heading of organizations and clarify the jobs that singular employees will play in that drawn-out vision (Northouse, 2016). Authoritative leaders show others how to complete a task and rouse employees to follow; however, they can likewise create a distinct culture that smothers coordinated effort, advancement, and expert turn of events (Mesfin et al., 2020). Workers know their place in the organizational chain of command, and leaders tell them not to go astray. This leadership style reflects conventional command and control excellencies like top-down leadership and the customary pyramid-molded hierarchical structure (Balbuena et al., 2020).

Authoritative leadership and directive leadership offer various characteristics. The greatest distinction is that directive leaders convey force more. A small number of leaders may set objectives and convey explicit guidelines and assignments to subordinates under directive leadership (Lopez-Martin & Topa, 2019). Yet, directive leadership has more unified power. One individual builds up arrangements, objectives, and heading without contribution from any other person in the organization.

Authoritative leaders can grapple with encouraging an organizational culture of empowerment and professional development (Fang et al., 2019). Employees probably would not feel esteemed as individuals, and they probably would not see an undeniable connection between their achievement and organizational achievement. At last, this kind of organizational culture prompts millennials that they will have to search for a job somewhere else to increase professional advancement (Fang et al., 2019). They accept that smart thoughts should be heard, paying little mind to where they originate. This thought is at odds with the average culture that legitimate authoritative leadership. Research also found baby boomers to value "team-oriented"

and "participative" leaders somewhat more than millennials, while millennials are more achievement-oriented (Fang et al., 2019). In this way, a culture of consistency could confront opposition from laborers, everything being equal.

Transformational Leadership: Culture of Inspiration

Transformational leaders focus on the needs and growth of their followers (Fang et al., 2019). Transformational leaders motivate their followers to have a higher standard of morals and values in the workplace (Northouse, 2016). Transformational leaders investigate what characterizes their organization's culture and make changes to improve it (Liu et al., 2017). Leaders set high standards for their followers and show them that they can achieve their goals (Brown et al., 2020). Transformational leaders start by uniting colleagues to provide honest feedback. Employees distinguish difficulties and opportunities, as well as personal goals and expectations (Brown et al., 2020). At that point, leaders adjust the organization's objectives and qualities to those of their colleagues while additionally graphing a course for positive organizational change (Mesfin et al., 2020). Transformational leadership persuades colleagues by guaranteeing them that they are working for a reason greater than themselves (Northouse, 2016). Motivational approaches like transformational leadership lead to high organizational citizenship behaviors of their followers and success in their organizations (Barbuto Jr. & Story, 2011).

Setting the Tone for Organizational Culture

Leadership style establishes the pace for organizational culture. Leaders decide not exclusively to set up objectives, arrangements, and the direction of organizations yet additionally to choose who gets a voice simultaneously and how they execute objectives and approaches (Choy-Brown et al., 2020). While surveying how to refine an organization's way of life, it is

essential to consider which leadership style needs to characterize that culture. Servant leadership, participative, authoritative, and transformational leadership empower joint effort and open trade of thoughts in fluctuating manners (Brown et al., 2020). Thriving organizational culture consists of innovation, inclusion, and motivation (Fang et al., 2019). Potential disadvantages incorporate internal misalignment, disarray, and protection from non-various leveled power structures or an inability to address basic issues. Directive leadership and authoritative leadership give clear course objectives and reasons (Banjarnahor et al., 2018; Mesfin et al., 2020). Consistency and foreseeability are rewards for organizational leaders that use directive or authoritative styles. Likewise, an absence of coordinated effort, lack of advancement, and an authority improvement pipeline can hamper leaders (Mwaisaka et al., 2019). These absences can leave employees feeling withdrawn, underestimated, and enticed to look outside the organization for proficient headway (Fatima et al., 2017).

The culture inside an organization is significant, assuming an enormous role in whether it is an upbeat and sound climate wherein to work. In conveying and elevating the organizational ethos to employees, their affirmation and acknowledgment can impact their work conduct and perspectives (Brooks, 2017). When the cooperation between the leadership and employees is acceptable, there will be a more prominent commitment to group correspondence and coordinated effort (Barbuto Jr. & Story, 2011). Leaders will urge employees to achieve the organization's mission and goals, accordingly, upgrading job fulfillment.

Transformational Leadership and Employee Well-Being

Employee well-being is a significant research theme for the organization's workers and employers, not just considering the cheerful or profitable employee proposal. Still, the stress in

the working environment negatively affects workers. For example, dissatisfaction, misery, nervousness, and numerous physical issues, including cardiovascular disease and hypertension among employees, result from stress in the work environment (Helzer & Kim, 2019). Employee well-being is a broad idea and has been used in diverse ways, covering various dimensions and extension degrees. Some may experience well-being as just feeling well or feeling awful. Researchers accept the positive and negative facets of employee well-being to be related and free constructs (Lopez-Martin & Topa, 2019). Transformational leadership was created to depict four kinds of leaders' attitudes: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Sahu et al., 2018). Transformational leaders behave in appealing ways that move adherents to relate to them, and this is identified as an idealized influence (Brown et al., 2020). They rouse supporters to more significant standards to accomplish more than they initially suspected they could achieve, and this is called inspirational motivation (Brown et al., 2020). They challenge workers to evaluate new practices or look for new answers for tackling old issues, which is called intellectual stimulation (Brown et al., 2020). They show their anxiety for their workers' requirements for growth and development, and this is referred to as individualized consideration (Brown et al., 2020).

A transformational leadership style, which passes on a feeling of trust and importance and exclusively challenges and develops workers, could prompt more prominent employee well-being (Fatima et al., 2017). The impact of transformational leadership is critical in the wake of representing different elements connected to well-being, for example, age, schooling, and employment strain (Somers et al., 2019). The results from many studies from various industries recommend that a transformational style can well influence employee well-being and

performance (Gaviria-Rivera & López-Zapata, 2019). That is particularly significant because organization authority and directors can promptly learn relational abilities used in transformational leadership, for example, perceiving others' requirements and settling clashes. Leaders can view such leadership training projects as another primary segment of working environment well-being advancement and counteraction endeavors and subsequently get comprehensive help.

Leaders can incorporate the manager-worker relationship in various collaborations, qualities, and convictions that sway everyday work life. Individual leadership beliefs impact the workplace in either a positive or negative way, contingent upon the procedures used. Transformational leadership is a methodology that serves to upgrade employee motivation through managerial role displaying, just as the significant roles workers play in making progress (Sahu et al., 2018). The manager-worker connections lead to many positive or negative results in one's long-term career, notwithstanding influencing different everyday life issues. As employees invest a lot of energy in their working environments, impacts on well-being, such as pressure and burnout, can be enormous (Somers et al., 2019). Helpless worker well-being impacts the general accomplishment of tasks and the organization as a whole. Consequently, it is essential to examine the impacts of leadership style on employee well-being by assessing the relevant literature. Researchers have noted that transformational leadership adds to the accomplishment of the organization, just as worker motivation, it very well may be hypothesized that it will likewise affect employee well-being (Brown et al., 2020; Gaviria-Rivera & López-Zapata, 2019).

Effects of Leadership on Employee Well-Being

Gill et al. (2006) expressed that pressure and burnout lead to diminished well-being and

employee dissatisfaction. Employees with elevated levels of pressure and burnout are bound to encounter chronic frailty and impeding effects on their employment execution (Moss, 2019). If workers encounter actual medical problems, they might be missing from work, and their profitability can subsequently endure decreases. Pressure and burnout side effects have a \$190 billion expense in healthcare costs and about \$500 million for lost productivity in the United States (Moss, 2019). Researchers have discovered that spinal pain, migraine, eye strain, rest unsettling influence, wooziness, weariness, hunger, and gastrointestinal issues relate to high workplace demands (Nauman et al., 2019). Further, relational clashes in the work environment, absence of self-sufficiency, job uncertainty, and job strife influence the measure of pressure experienced by employees.

Transformational leadership gives a premise to leader conduct that mitigates pressure and burnout by offering steady procedures and solid working environment culture (Fang et al., 2019). Leaders who do not provide clear correspondence with respect to jobs, neglect to give input steadily, and weight workers unjustifiably can expect lower employee well-being levels. By all accounts, this methodology seems to be in direct differentiation with the practices of transformational leadership. In transformational leadership, leaders are clear about jobs, give positive input, and permit workers to be imaginative to achieve objectives (Gyanchandani, 2017). This job lucidity and ability to convey ideas expands employee well-being and diminishes the potential for encountering pressure and burnout (Wieneke et al., 2019). Transformational leadership approaches empower imagination and mull over individual necessities to elevate weightiness to work and organizational culture by putting resources into solid connections (Gumusluoglu, 2009). If significant work is critical to employee well-being, it is plausible that

transformational leadership fits, adding to bring down feelings of anxiety and burnout. Since transformational leadership procedures incorporate the significance of articulating a dream, workers are motivated to make progress because their leaders buy into a future that has a positive effect (Buil et al., 2019). Work situated in an honorable reason would probably add to expanded well-being, just as lower feelings of anxiety and burnout. Employees would see their commitments as fundamental to organizational success.

Employee Well-Being in the Entertainment Industry

The entertainment industry is fast-paced and always evolving. For the individuals who work in the entertainment industry, from administrative business leaders and frontline workers at production studios to the talented producers, actors, actresses, and musicians, the very idea of their work can negatively affect their well-being. Those that work in the entertainment industry are often faced with high job demands and few resources to meet those demands (MacDonald et al., 2019). There is a need for leaders in the entertainment industry to improve and create strategies to provide resources to employees that will increase their employee well-being, in turn, improving employee productivity and organizational profitability (MacDonald et al., 2019).

Leaders who embrace transformational leadership methodologies center around vision, which empowers them to see viewpoints for what is to come. Transformational leaders articulate objectives, pathways, and wants for accomplishing in precise ways that permit workers to adjust their practices to best suit their qualities and individual necessities (Sahu et al., 2018).

Transformational leadership draws near, at that point, would advance employee well-being and relieve pressure, just as burnout, on the grounds that they impart hierarchical objectives and separate every worker's significance in accomplishing fruitful results (Mesfin et al., 2020;

Somers et al., 2019). Leaders who use the transformational leadership approach constantly speak with employees and take part in standard input about their work and their significance to the organization's success through dynamic commitments to arrangements looking for cycles and choices. Expanded well through sentiments of self-esteem and trust because transformational leadership draws near, would preferably moderate feelings of anxiety and burnout because employees feel esteemed (Gaviria-Rivera & López-Zapata, 2019).

Leaders can use their leadership aptitudes to energize and empower sound practices around the workplace. The incredible thing about advancing solid propensities is that it does not need to be troublesome or muddled. There are numerous basic approaches to make a culture of well-being and encourage reliable decisions (Wieneke et al., 2019). The practice of self-care as a stress reliever is probably the greatest factor in employee well-being. It is pivotal that leaders show others how to incorporate self-care into their routine to assist workers with overseeing and diminish their feelings of anxiety, depression, or any other psychological issue that can arise from high job demands (Helzer & Kim, 2019; Somers et al., 2018; Wieneke et al., 2019). Supporting a dependable labor force implies supervisors should rethink working insane extra time hours and messaging employees toward the end of the week. Leaders need to take excursions, use their paid time off, and take an emotional well-being day when required (Wieneke et al., 2019). Leaders that exercise self-care show workers that they should organize their well-being too.

Employee Well-Being Strategies to Increase Retention

For managers or leaders to keep employees in the workforce, they should lead with purpose, embed personas into scenario planning, upskill employees to ensure their future

success, customize benefits using data and analytics, and reimagine employee program policies (Zheng et al., 2016). Lead with purpose means setting up clarity about the purpose of the organization and acknowledging how that purpose lines up with workers' needs and inclinations that will significantly affect productivity and profitability (Zheng et al., 2016). To embed personas into scenario planning, leaders ought to embrace dynamic scenario planning that recognizes what their workers need regarding how and where they work, alongside a comprehension of outer elements (Chughtai et al., 2015). To upskill employees to help ensure their future success, organizations have an obligation to seek upskilling both for the workers who will move into various parts inside their organization and for the individuals who pick or are compelled to search for circumstances outside of the organization (Zheng et al., 2016). To customize benefits using data and analytics, leaders should use advanced analytics to perform preference analyses and let the data direct your choices. This customization can provide insight into how well your benefits investments line up with what workers need and want (Chughtai et al., 2015). To reimagine employee programs and policies, leaders notwithstanding updating benefit plans, organization managers should review their broader recruitment and performance strategies as a one size fits all methodology will not be effective (Zheng et al., 2016).

Lead With Purpose

Work is important to individuals differently, yet workers progressively search out work that is inherently fulfilling and matches their qualities and what we allude to as great work (Zheng et al., 2016). Providing this kind of remunerating experience supports devotion, prompts better performance, and is a huge wellspring of the upper hand. In a greater network-minded

sense, it is likewise critical to adjust activities, such as sustainability, social responsibility, and justice and equality (Zheng et al., 2016).

Embed Personas Into Scenario Planning

Leaders should use personas to comprehend better their workers' individual needs, fears, and concerns (Chughtai et al., 2015). The next challenge may not be another worldwide pandemic. Yet, it might just be something that forces organizations to re-evaluate their strategic business plans to meet their employees' needs. For instance, organizations may need to address the appropriation of policies that obstruct cross-outskirt exchange or guidelines expected to moderate environmental change (Chughtai et al., 2015). Organizations must have the option to uphold their employees' well-being through such shifts reliably.

Upskill Employees to Help Ensure Their Future Success

Effective leadership will require refreshed aptitudes to meet their organization's advancing need, regardless of whether this implies building their computerized astuteness or building up their leadership and interpersonal abilities (Chughtai et al., 2015). Organization leaders should enable their employees to oversee such advances as easily as could reasonably be expected so they can succeed somewhere else. Organizations are offering employees new varieties of adaptable work courses of action, admittance to reinforcement childcare support, or paid leave so they can help set up their kids with virtual tutoring (Demerouti et al., 2017). To figure out which benefits to focus on, use progressed analytics to perform inclination analyses, and afterward, let the information guide your choices. This inclination-based mentality can provide insight into how well your investments line up with what employees need and want and where cash is being spent on things that workers do not esteem (Chughtai et al., 2015; Demerouti

et al., 2017). By zeroing in on preferences, companies can reduce labor force expenses and improve employee involvement at a similar time (Demerouti et al., 2017).

Reimagine Employee Programs and Policies

Organizations should survey their present learning and advancement offerings to line up with the personas they recognize (Van Wingerden et al., 2017). For some leaders, the pandemic has brought about a progression of knowledge and innovation. Entertainment companies have found new ways to reach their customers and have created new technology. Huge numbers of jobs and undertakings recently face-to-face have changed easily to remote game plans. Leaders' customary perspective on how work gets done in their organization has been removed, uncovering space for innovativeness and advancement. Genuine versatility, notwithstanding current and future emergencies, can be developed if leaders comprehend their employees' objectives and difficulties and what they need from leadership to live and function admirably (Van Wingerden et al., 2017).

Transition

In Section 1, I presented the Foundation of the Study, which includes the following components: (a) the background of the problem; (b) problem statement; (c) purpose statement; (d) nature of the study; (e) research question; (f) interview questions; (g) conceptual framework; (h) operational definitions; (i) assumptions, limitations, and delimitations of the study; and (j) significance of the study, including the contributions to business practice and the implications for social change. Section 1 concluded with a review of the professional and academic literature, highlighting the JD-R model and the need for leaders to use resources that mitigate the job

demands of their employees to increase their well-being in the workplace, thus increasing employee productivity.

In Section 2, I will reiterate the purpose of the study. I will then present the following components: (a) purpose statement, (b) role of the researcher, (c) participants in the study, (d) research method and design of the study, (e) population and sampling, (f) ethical research, (g) data collection, (h) data organization, and (i) data analysis. I will conclude Section 2 with a discussion of how I will ensure the reliability and validity of my research. In Section 3, I will present the study findings. Further discussion in this section will include applications to professional practice, implications for social change, recommendations for action, and recommendations for further research. I will conclude Section 3 with a reflection and conclusion.

Section 2: The Project

In the second section, I will discuss how I conducted this qualitative single case study. I will restate the purpose of the study and how leadership strategies increase employee well-being, thus improving employee productivity. I will discuss the following components in Section 2: (a) purpose statement, (b) role of the researcher, (c) participants in the study, (d) research method and design of the study, (e) population and sampling, (f) ethical research, (g) data collection, (h) data organization, (i) data analysis, and (j) reliability and validity.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that business leaders use to increase employee well-being in the entertainment industry. The target population consisted of entertainment executives at the director and above levels at a large entertainment company in California who have been successful in improving employee well-being within their organization. The implication for positive social change included the possibility of leaders having a better understanding of strategies that are effective in increasing employee well-being. That, in turn, may lead to leaders taking actions that may result in positive outcomes for the organization, employees, and community. The actions that leaders take could include investment in corporate social responsibility programs that will support the community projects, such as at-risk youth programs, food pantries for the homeless, and parks and recreation areas.

Role of the Researcher

The role of the qualitative researcher is to explore various phenomena through applied research and select an appropriate research design and data collection techniques (Karagiozis,

2018). The researcher must gather data from multiple evidence sources such as documents, interviews, direct observation, physical artifacts, and participant observation (Yin, 2018). In qualitative research, the role of the researcher is to be the data collection instrument. Thus, they must invest significant time in achieving competency in their field of study, as well as in the data collection and analysis process (Cumyn et al., 2019). The relationship that I had with this study includes more than 10 years in the mental health industry and a few years in the entertainment industry. I chose a topic that I have a profound knowledge of within an industry that I had less experience with to help mitigate any biases I may have had.

My role as the researcher in this study was to establish rigor by collecting and analyzing the data from each participant through semi-structured interviews comprised of open-ended questions. Researcher bias, participant bias, and instrumentation bias are key concerns in research. I adhered to guidelines set forth by the Walden University Institutional Review Board (IRB) and the Belmont Report protocol of ethical principles of respecting participants, generating beneficence, and justice (Bromley et al., 2015). Researchers who adhere to the IRB and Belmont report protocol ensure that they conduct their research ethically and ensure that they do not purposely harm participants. I considered the privacy of the participants, preventing harm, informed consent, and compliance in the management of data (Clark, 2019). I carefully crafted the interview questions to align with the research question and to ensure that the participants were not led in any one direction.

A researcher must recognize their biases, along with potential participant biases, and mitigate them to ensure quality research. My role as the researcher involved member checking to validate my interpretations of the participant data and ensure that I did not include my own

biases within the interpretations. My role as the researcher also involved ensuring that I interviewed enough participants to meet data saturation requirements. I conducted my interviews in a manner that built rapport with each participant to ensure they felt comfortable answering each interview question openly. The structure of the interview protocol, member checking, and data saturation helped to mitigate the potential biases that could have affected my research.

Participants

Employees are the most critical asset that will enable leaders to execute most of their business strategies, and the success of organizations depends on the well-being of the employee (Edwards & Marcus, 2018). A need exists to select executives who have implemented strategies that increase the well-being of their employees in the entertainment industry. The participants of this qualitative single case study consisted of six entertainment executives at the director and above levels from a large entertainment organization in California that had successfully implemented strategies that increase employee well-being. The eligibility criteria used to select the participants included entertainment executives who have worked in the entertainment industry for 5 years or more with a minimum of 1 year supervising and leading entertainment employees in a work environment that promotes employee well-being.

To gain access to my participants, I contacted the executive-level staff via e-mail and provided them with a detailed outline of my study and eligibility criteria to participate in my study. The e-mail also included the expectations of the study participants and the potential positive impact of them participating in my study. I obtained executive-level staff consent through informed consent forms and conducted the interviews through the virtual platform Zoom.

Building rapport is critical to establishing a strong working relationship with the participants. When a researcher provides empathy, creates a comfortable environment free of distractions, and shows a genuine interest in what the participant has to say, the researcher is building rapport with the participant (Glazier, 2016). Rapport is needed for the participant to feel comfortable speaking openly about topics related to the study or answering the researcher's questions in general (Elmir et al., 2011). I built rapport with my participants by asking questions as openly as possible, using long pauses to invite longer answers, referring to relevant points in the participants' answers, and showing a genuine interest in the participants' responses.

Research Method and Design

Research Method

Research is the process of gaining insight into a phenomenon through interviews, observation, data collection, and analysis to understand real-world issues (Saunders et al., 2015). A researcher must choose the research method and design that aligns with their business problem, conceptual framework, and research question. Thus, researchers must have a thorough understanding of qualitative, quantitative, and mixed-method approaches to ensure they have chosen the appropriate method and design based on the nature of their study. The research methodology of this study was qualitative. The general idea of qualitative research is to ascertain a relationship between (a) the research question, (b) the observed data, and (c) the conclusions (Yin, 2018). According to Boddy (2019), qualitative researchers provide innovation in the following organizational areas: the business model; the organizational strategy; product/service offerings; target audiences/markets; and the organization's internal structure, processes, and capabilities. I chose the qualitative research method to gain a deep understanding of the

employee well-being phenomena and add to the literature on strategies to increase employee well-being.

The data obtained from qualitative research are subjective, with a focus on the participants' perceptions or lived experiences. Using the qualitative method, I conducted semi-structured interviews with open-ended questions to collect information-rich data based on my participants' expertise and real-world perspectives in the phenomena related to the study. In contrast, a quantitative researcher obtains objective numerical data through experiments or surveys from a positivist view (Watson, 2015). The quantitative researcher uses large sample sizes compared to the smaller sample sizes in qualitative studies. The quantitative researcher seeks to understand large populations, test hypotheses, and predict the outcomes of phenomena (McCusker & Gunaydin, 2015). The quantitative method is appropriate when a researcher wants to test the relationship between variables or determine the cause and effect among variables.

In contrast, the qualitative approach is an exploratory method used by researchers to seek the maximum variation of data without the constraints of control variables or cause and effect relationships (Levitt et al., 2018). The mixed-methods approach is the combination of both qualitative and quantitative methods to answer complex research questions using interviews and surveys (McCusker & Gunaydin, 2015). To explore the strategies that business leaders use to increase employee well-being, I did not need to test hypotheses or predict outcomes that are part of a quantitative or mixed methods study. Thus, the qualitative method was the most appropriate method to use in this study.

Research Design

The research design is the strategy that links data collection and data analysis to the overall research question of the study (Yin, 2018). There are a variety of qualitative research designs, including phenomenological, grounded theory, ethnographic, narrative, and case study designs. For this study, I used the single-case study design to facilitate a qualitative inquiry into the strategies that leaders use to increase employee well-being. The case study design is suitable when the goal of the researcher is to use one or more cases to explore a phenomenon to focus on a real-world perspective (Yin, 2018). A single-case study is a common research design used by qualitative researchers. The researcher that uses the single-case study design will be able to conduct an in-depth analysis of issues and surrounding complexities of a phenomenon (Kazdin, 2019). Qualitative case studies can be exploratory, descriptive, or explanatory. In a descriptive case study, the researcher describes the context of a phenomenon, while in the explanatory design, the researcher explains the causal links of the phenomenon (Bradshaw et al., 2017). For this study, I used an exploratory case study to gain a deeper understanding of the strategies that business leaders use to increase employee well-being.

I considered the following qualitative designs for this study: ethnographic, narrative, and case study. The researcher that uses the ethnographic design focuses on patterns within a culture, including customs, beliefs, and behaviors, among other social traditions (Comi & Whyte, 2018). Exploring patterns with culture would not have aided me in answering my research question. In contrast, a researcher that uses a narrative design uses data that focuses on investigating the stories of participants' perceptions and interpretations of their lived experiences and develops a narrative (Alfakhri et al., 2018). I did not create narratives based on my participants' perceptions

and interpretations. Thus, the narrative design was inappropriate for this study. The ethnographic and narrative designs were unsuitable for my study, as I did not study patterns within cultures or obtain information based on the lived experiences of the participants to create a narrative. The single-case study design was the most appropriate design for my study to provide an in-depth exploration of the strategies that business leaders use to increase employee well-being and contribute to past and current discussions on this phenomenon.

There are a variety of sources that researchers can use along with their interviews to increase the richness of their data, including archival records, direct observation, interviews, artifacts, and documentation as a part of their data collection and analysis strategy (Boblin et al., 2013). Data triangulation explains the correlation between participants' views, project time, and space across multiple sources of data, which, apart from the interview transcripts, includes project documents and participant observation at the time of interview (Ospina et al., 2018). My choice of the within-method triangulation employed the data sources that include the interviews and documentation review. I used triangulation to explain the rich and descriptive data sources from which I could derive a meaningful explanation of the rigor and data saturation for my qualitative research.

Population and Sampling

The population of my study consisted of entertainment executives at the director and above levels at a large entertainment company in California. The selected company has over 2,700 employees. Of those employees, about 600 are at the director and above levels. Thus, recruiting six participants within the company was highly achievable. These executives also had at least 5 years of experience in the entertainment industry and a minimum of 1 year in a

supervising role within the company. I also chose executives based on their knowledge and familiarity with the research topic and their proven ability to create work environments to increase employee well-being. According to Robinson (2014), participants with insight and a comprehensive understanding of the research topic can provide information-rich data during the interview process.

A researcher uses population sampling in qualitative research to discover a complete range of perceptions with a subset of participants from the target population (Griffith et al., 2016). In this study, the form of population sampling was purposeful sampling. I used purposeful sampling when selecting the participants for my study. When a researcher uses purposeful sampling, they select information-rich cases for in-depth study (Benoot et al., 2016). I gained insights and a thorough understanding of the data rather than empirical generalizations through purposeful sampling. I used the purposeful sampling process to explore leadership strategies that increase employee well-being to understand better business practices and strategic techniques used in the entertainment industry.

Ames et al. (2019) explained how too much data in a qualitative research study could undermine a researcher's ability to perform a thorough analysis. A key component of validity in qualitative research is data saturation. According to Yin (2018), a sample size of three to five participants should provide sufficient data in a qualitative study. Other researchers have stated that three to 16 participants can provide sufficient data (Robinson, 2014). The sample should include participants with diverse knowledge and expertise in their field (Morse, 2015). The sample size of this study consisted of six executives in the entertainment industry.

A researcher should also determine their sample size based on how many participants they need to reach data saturation. A researcher will know when they have reached data saturation when they begin to see repeated themes in their interviews with participants, and no new data emerge from follow-up questions (Tran et al., 2017). To ensure I achieved data saturation, I conducted interviews with executives in the entertainment industry who had experience with leadership strategies that increase employee well-being. The interviews took place in a private and comfortable environment of the participants' choosing via Zoom, reinforcing their confidentiality. According to Dikko (2016), researchers should conduct interviews in an environment free of distractions to ensure participants can provide accurate and detailed answers.

I reviewed archival documentation from the company, such as training and resources provided to employees, employee handbooks, the results of any surveys pertaining to employee well-being, and leadership meeting notes. I used member checking to give participants the ability to verify the accuracy of my interpretations of their interview responses after I transcribed and summarized them. Participants can add information, if necessary, during the member checking process (Fusch & Ness, 2015). The study participants participated in virtual interviews with probing follow-up questions until I achieved data saturation.

Ethical Research

Ethical integrity is a critical component of any research and is an area of focus for scholarly research. Researchers have stressed the importance of ethical decision-making in business research and have stated that qualitative research has an essential place in the ethical decision-making literature (Lehnert et al., 2018). Ethical deficits and dilemmas can arise at many

stages in the research process. Some of these stages include interpretation of the data results, conceptualization, selection of methods, techniques, and research tools (Walczak-Duraj, 2020). The IRB ensures that scholars adhere to ethical research guidelines and provides feedback to help the researcher avoid any ethical issues (Greenwood, 2016). Therefore, a scholar must receive IRB approval before beginning data collection. There is a need to consider the privacy of the participants, preventing harm, informed consent, and compliance in the management of data (Clark, 2019). As the researcher, I maintained the highest level of ethical integrity and incorporated the protocols established by Walden University IRB throughout my research.

In the informed consent form, I outlined the purpose and nature of the study and provided the participants with an explanation of the potential risks and benefits of participating in the research. Participants in this study signed the informed consent form via email before participating in the study. I also provided each participant with a copy of the interview protocol to provide the participants with an outline of what to expect during the interview process (see Appendix A). In the informed consent form, I discussed confidentiality and the participants' ability to withdrawal from the study at any time. The informed consent process is needed to ensure high ethical standards. The researcher is the protector of each participant and should adhere to the safeguards laid out in the informed consent form to maintain the ethical quality of their research and to minimize any potential risks to the participants (Cumyn et al., 2019). To reduce risks to the participants, I created a sound research design and selection process and provided data monitoring to enhance confidentiality and protect any vulnerable subjects.

Although incentives can be provided to participants ethically to entice potential participants to engage in the study, I did not provide an incentive to my participants. The

implantation of ethical integrity will also offer trust between the researcher and their participants. In qualitative research, the informed consent form and data storage processes will add to the trust due to the explanations of the safeguards in place to protect participants (Pletcher et al., 2015). I used unique codes and identifiers to protect participants' identities and the privacy of the entertainment organization. I did not disclose the identity of the participating organization or participants in this study. I have also securely stored the electronic research data and will keep the data for 5 years in password-protected computer files. Physical data will remain in a locked container for 5 years, thus ensuring the protection of the rights of participants and information collected.

Data Collection Instruments

According to Yin (2018), the qualitative researcher is to be the primary data collection instrument. For this study, I was the primary data collection instrument. As the primary data collection instrument, I was responsible for gathering and accurately analyzing the data collected in this study. I also had to remain unbiased and demonstrated experience and insight into the subject matter of my research. There are also several additional data collection instruments that researchers can use to assist in data collection. Some of these instruments include archival records, direct observation, interviews, artifacts, and organizational documentation (Boblin et al., 2013). The interviews can be informal, semi-structured, or structured. For this study, I used virtual semi-structured interviews to obtain data that is rich in information and to allow for open responses from my participants. Semi-structured interviews are among the most common data collection instruments in qualitative research studies (Hartwell et al., 2019). For this study, I

asked the participants seven open-ended questions (see Appendix A for the interview protocol) during the semi-structured interviews that aligned with the research question.

Interview protocols are an essential component when conducting qualitative research (Saunders et al., 2015). As a part of the semi-structured interview, researchers use interview protocols to provide pre-scripted questions that will aid the researcher in obtaining data that aligns with the research question and to ensure that their interview process is the same for each participant (Neuert & Lezner, 2016). According to Cridland et al. (2015), the interview protocol should have a structure that has challenging questions followed by easier questions, and a mix of positive and negative questions. I used an interview protocol (see Appendix A) with a list of the open-ended interview questions and created a logical flow of questioning. I also provided participants with a copy of the interview protocol before the interview to know what to expect during the interview process.

Morse (2015) stated that qualitative researchers should use multiple sources of data when conducting their research. When a researcher uses multiple sources of data collection in their case study, they are fulfilling the qualitative purpose of creating an in-depth study (Yin, 2018). The use of multiple sources of data collection also helps to generate data saturation (Fusch & Ness, 2015). In addition to the semi-structured interviews, I also reviewed archival documentation from the company, such as training and resources provided to employees, employee handbooks, and leadership meeting notes to assist in gaining more data outside of the participants' interview responses and to understand the organizational culture.

The reliability and validity of the research will determine the quality of the study (Morse, 2015). Therefore, researchers must ensure that they enhance the reliability and validity of their

research. According to Gibson (2016), methodological triangulation, or the use of multiple sources of data, help improve the reliability and validity of qualitative research. Triangulation is critical to creating more accurate conclusions from the case study (Yin, 2018). For this study, I used multiple sources to serve as my data collection instruments to create methodological triangulation and to promote the reliability and validity of the instruments.

Furthermore, researchers must accurately record and transcribe their participants' responses to ensure the reliability and validity of their research (Crozier & Cassell, 2016). Additionally, researchers should summarize the interview transcripts and have each participant review the researcher's interpretations of their interview responses. This method is called member checking. Researchers should use member checking to verify with each participant that their interpretations of the participants' responses are correct (Hadi & Closs, 2016). The member checking process also adds to the credibility of the researcher (Harvey, 2015). After I completed the interview process and had transcribed and summarized the participants' responses, I engaged each participant in member checking to ensure that I had accurately interpreted their responses to the semi-structured interview questions.

Data Collection Technique

A researcher can use any of the following four types of interviews, including face-to-face, video conference, focus group, e-mail, and telephone interview (Cleary, Horsfall, & Hayter, 2014). According to Venkatesh et al. (2013), face-to-face interviews allow researchers to ask follow-up questions and observe verbal and nonverbal cues. Face-to-face interviews are the preferred method of data collection in qualitative research (Yin, 2018). However, the Walden University IRB has approved the use of all four interview techniques. In this study, I conducted

virtual interviews via Zoom video conferencing using the semi-structured interview protocol found in Appendix A of this study. Each interview consisted of seven open-ended questions and lasted between 30 and 60 minutes. I also used Zoom to record each interview and Nvivo 12 to transcribe the interviews to text. I notified participants that their interviews would be recorded in the informed consent that each participant signed and again at the beginning of each interview. Other data collection techniques consisted of reviewing company archival documents related to the training and resources provided to employees, employee handbooks, and leadership meeting notes. Readers can review more detailed information about the interview protocol in Appendix A.

Some of the advantages of face-to-face interviews include the opportunity for observing verbal and nonverbal cues, improved control of the interview environment, and an optimized ability to build rapport with each participant (Krall et al., 2014). There are also some disadvantages of face-to-face interviews, including time consumption, difficulty engaging participants', and interruptions or distractions (Elmir et al., 2011). Some of the benefits of reviewing documents are: inexpensive data collection, access to organizational records, and the researcher does not have to rely on participants' willingness to provide information solely (Yin, 2018). There are also disadvantages connected with reviewing documents that can include subjectivity of the documents, time, and unwillingness of leaders to provide potentially sensitive documents (Zhang et al., 2014). I requested permission from the participants to review the organizational documents relevant to this study during the informed consent process that they were authorized to provide without the researcher needing to partner with the organization.

Once I received IRB approval and signed informed consent forms from my participants, I did not incorporate a pilot study and began data collection immediately. After I conducted the interviews, I transcribed each recorded interview. To ensure the integrity of research, researchers will conduct member checking, and participants will review the researcher's interpretations of their interview responses (Caretta & Perez, 2019). Member checking should include a review of themes and address any inconsistencies to reinforce trustworthiness (Houghton et al., 2013). Additionally, researchers recommend that the researcher should transcribe interviews after each interview is conducted (Rajesh & Ramesh, 2016). After I transcribed each interview, I created a summary. I then used member checking to have each participant ensure the accuracy of my interpretations of their interview responses.

Data Organization Technique

Data organization is critical in research, as the organization process will aid researchers in developing a clear system to keep track of their data. I used a qualitative interview protocol to explore the strategies that leaders use to increase employee well-being at one entertainment company. I had a strong focus on maintaining the privacy and confidentiality of information shared by participants as I conducted each interview. Researchers can use various labeling systems to organize the data (Marshall & Rossman, 2016). For easy access to data, researchers have stated that software such as Microsoft Word and Excel are great tools for data organization (Watkins, 2017). For this study, each participant had unique code identifiers to maintain their privacy, and the code identifiers range from P1-P6. Interviews were recorded and transcribed. I used Microsoft Word for each interview transcript. I used Nvivo 12 computer software to transcribe the interviews, organize the data, and facilitate the generation of themes and patterns

derived from interview transcripts. Each recorded file, transcript document, and other company data were coded and stored in an encrypted file. I stored all hard copies in a locked filing cabinet. All data will be stored for 5 years and destroyed after 5 years.

Data Analysis

Researchers must draw accurate conclusions from the raw data from interviews and other sources to ensure completeness and reliability (Bree & Gallagher, 2016). Further, Yin (2018) stated that the stages of the data analysis process include: (a) compiling data, (b) disassembling data, (c) reassembling data, (d) interpreting data, and (e) concluding. There are also four types of triangulation in research that include (a) data triangulation, (b) methodological triangulation, (c) theoretical triangulation, and (d) investigator triangulation (Carter et al., 2014). Data triangulation explains the correlation between participants' views, project time, and space across multiple sources of data (Fusch & Ness, 2015). Apart from the interview transcripts, triangulation includes project documents from participant observation at the time of the interview. The methodological triangulation strategies, according to Salkind (2013), are either within or between methods and involve the comparison of data from various sources (Morse, 2015; Salkind, 2013). I chose within-method triangulation and employed the data sources that include semi-structured interviews and a review of company documentation. The use of methodological triangulation provided rich and descriptive data sources from which I derived themes and formulated conclusions. I validated my data from the member-checked summaries of the interview transcripts by comparing the data with the company documentation.

Thematic analysis is a common method of data analysis in qualitative research. According to Yin (2015), researchers use themes found in the data to substantiate their findings.

Moreover, researchers codify the themes and sub-themes found in the interview transcripts to give meaning to the data (Nepper & Chai, 2016; Yu et al., 2014). Data analysis occurred in two phases. The first phase included the recording and transcription of the semi-structured interviews. I then interpreted the transcriptions to create a summary. Then each summary was member-checked by each participant to ensure the interpretations of their responses were correct. The second phase consisted of using a computer-based software system to code the data, identify themes, and derive patterns (Yu et al., 2014). There are many software systems like Nvivo, Atlasti, and Excel that researchers can use to code their data and identify themes and patterns. I chose Nvivo 12 to analyze my data. Zamawe (2015) found that Nvivo is a fast and efficient program that reduces human error during coding, thematic analysis, and pattern matching. After member checking, I used Nvivo 12 computer software to analyze my transcripts and company documents and identify common themes and sub-themes from each participants' responses to the interview questions. The grouping of similar codes will assist in the correct interpretation of data.

Alignment throughout a research study is vital and linking thematic analysis to the extant literature and conceptual framework is the best way to demonstrate alignment in qualitative research (Bree & Gallagher, 2016). According to Yin (2018), researchers can identify positive and negative themes in their data. For this study, I coded negative themes or themes that are not consistent with the literature review or conceptual framework, the JD-R model, as options for future research. I focused on the themes found in my data that related to the established tenants of the conceptual framework of the study or positive themes. The focus on the positive themes ensured alignment with the literature review and conceptual framework of this study, as well as

provided conclusions that were relevant to the intended purpose of this study to explore the strategies that business leaders use to improve employee well-being.

Reliability and Validity

Reliability and validity are essential factors to consider and account for in all research studies. Reliability and validity will show the quality of the research. The reliability of a study is measured by whether another researcher can duplicate the research design and obtain the same results (Heale & Twycross, 2015). In contrast, the validity measures the accuracy and appropriateness of the measurement being used in the research (Saunders et al., 2015). The research quality for a qualitative study is based on dependability, credibility, transferability, and confirmability (Morse, 2015).

Reliability

A qualitative researcher will address the dependability of their research to ensure readers can rely on the research findings to make critical business decisions. Dependability refers to the stability and repeatability of the data (Elo et al., 2014; Houghton et al., 2013). According to Saunders et al. (2015), a researcher can increase the dependability of their study by creating consistency in coding, analyzing, and interpreting the data. Additionally, a researcher can improve the dependability of their study by showing transparency, avoiding false assumptions or interpretations (Yin, 2014). To enhance the dependability of my study, I used methodological triangulation, member checking, and the use of software systems to reduce human error. For methodological triangulation, I used data from semi-structured interviews and archival documentation that was available publicly and provided by participants to substantiate the findings of my study and to reach data saturation. The semi-structured interviews consisted of

open-ended questions that aligned with the conceptual framework and research question of the study, and the company data allowed me to confirm the participant responses are accurate and reliable. After I transcribed the recorded interviews, I had each participant review my interpretations of their responses. The use of member checking will allow researchers and participants to validate the interpretations of each participants' responses (Harvey, 2015). Finally, I used a reliable data analysis software, Nvivo 12, to code my data and identify themes, sub-themes, and patterns.

Validity

Credibility refers to the value of the research findings (Houghton et al., 2013). According to Heale and Twycross (2015), a study is credible when the findings align with the purpose of the study. Without this alignment, the findings of the study will not be credible. Cuervo-Cazurra (2016) indicated that participants hold the authority to dispute researcher credibility. Thus, member checking and triangulation are critical aspects of the data analysis process, as participants will be able to review the researcher's interpretations of their responses and clarify any discrepancies. Another factor to consider in establishing credibility is the researcher's ability to develop trust and rapport with their participants. Researchers that build rapport with their participants are more likely to obtain robust and honest responses from their participants during their interviews and gain access to additional data sources needed to support the research findings (Black et al., 2013; Houghton et al., 2013; Wilson, 2014). Additionally, I used computer-based software during data analysis to organize my data. The use of computer-based systems, like Nvivo 12, improves the credibility of the research findings, as these systems

mitigate the human error that can occur when a researcher manually conducts thematic analysis (Zamawe, 2015).

Transferability refers to whether other researchers can replicate the findings of the study (Houghton et al., 2013; Noble, 2015). Thus, researchers must provide detailed information about how they designed and conducted their study to allow future researchers to replicate the research findings (Saunders et al., 2015). Furthermore, interview protocols, thematic analysis techniques, and the use of multiple data sources through triangulation aid in transferability (Casey et al., 2013). To ensure transferability, I ensured that the data collection and data analysis efforts were thorough and accurate. I have provided detailed information about the research topic, research method and design, population, and boundaries of the study. I have also used detailed interview protocols, transcription of each participant interview, member checking, and thematic analysis software to establish transferability. The transferability of this study will allow leaders outside of the participating organization to use the successful strategies discussed in this study to improve employee well-being in the workplace.

Confirmability refers to the accuracy and dependability of the data (Houghton et al., 2013). Again, member checking and methodological triangulation through the review of company documentation will ensure confirmability. Additionally, rapport building between the researcher and the participants will enhance the data collection process (Elmir et al., 2011). The rapport will aid the participants to feel comfortable in providing robust responses during the interview process and honest feedback during the member checking process to ensure the researcher has made accurate interpretations of each interview. I also asked probing questions in addition to the open-ended interview questions to mitigate researcher bias and ensure that the

data reflected the views of the participants (Cope, 2014; Petty et al., 2013). Moreover, data triangulation allowed the researcher to confirm the accuracy of the data obtained through each interview compared to the company documentation.

Finally, a researcher will meet data saturation when they no longer obtain new information, coding, and themes from the interviews and reviews of company documentation (Saunders et al., 2015). I used Nvivo 12 to transcribe the recorded interviews verbatim and double-checked the transcripts with the recordings to correct any mistakes in the transcripts. However, I used my written interpretations from the transcriptions to have each participant review for accuracy. Member checking will maximize reliability and validity compared to transcript reviews (Fusch & Ness, 2015). Once I determined that I had interviewed enough participants, due to receiving no new information from the interviews and member checking process, I began data analysis. I analyzed the data until no new codes or themes occurred. I then reviewed company documentation and compared the documents to the interview data and validated the themes that have emerged. The steps mentioned above created data triangulation and ensured data saturation.

Transition and Summary

The purpose of this qualitative single case study was to explore the strategies that business leaders use to increase employee well-being in the entertainment industry. In Section 2, I presented a further discussion of the following components: (a) purpose statement, (b) role of the researcher, (c) participants in the study, (d) research method and design of the study, (e) population and sampling, (f) ethical research, (g) data collection, (h) data organization, and (i)

data analysis. I concluded Section 2 with a discussion of how I will ensure the reliability and validity of my research.

In Section 3, I will present the study findings as it relates to my research question. Further discussion in this section will include applications to professional practice, implications for social change, recommendations for action, and recommendations for further research. I will conclude Section 3 with a reflection and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore the strategies that business leaders use to increase employee well-being in the entertainment industry. The data came from entertainment executive interviews and company documents at one entertainment company in California. The findings revealed strategies that business leaders in the entertainment industry used to increase employee well-being.

Presentation of the Findings

The overarching research question for this qualitative single case study was: What strategies do business leaders in the entertainment industry use to increase employee well-being? To facilitate data collection and analysis, I used semi-structured interviews with open-ended interview questions aligned with the research question to collect information-rich data based on my six participants' expertise in and real-world perspectives of the phenomena related to the study. A purposeful sampling strategy was used to identify and select information-rich cases associated with the phenomenon under study (Benoot et al., 2016). According to Yin (2018), a sample size of three to five participants should provide sufficient data in a qualitative study. I chose the sample size of six based on participants' diverse knowledge and expertise in their field. I also chose this sample size to ensure that I gathered enough data to support credible analysis, and I conducted interviews until data saturation was reached (Morse, 2015; Tran et al., 2017). Company documents supported the data collection process. To enhance the quality of communication with research subjects, I used an interview protocol (see Appendix A).

When a researcher uses multiple sources of data collection in their case study, they are fulfilling the qualitative purpose of creating an in-depth study (Yin, 2018). Once the researcher has completed data collection, they should organize and analyze the data through the application of coding and themes (Marshall & Rossman, 2016). According to Yin (2015), researchers use themes found in the data to substantiate their findings. Moreover, researchers codify the themes and sub-themes found in the interview transcripts to give meaning to the data (Nepper & Chai, 2016; Yu et al., 2014). The data collected from the entertainment executive interviews were coded, categorized into themes, and interpreted to give meaning to the employee well-being phenomena. To accomplish this analysis process, I used Nvivo 12 computer software to organize my data and facilitate the generation of themes and patterns derived from interview transcripts. From the coding exercise, 23 codes emerged, and I separated those codes into four central themes. The four themes were (1) organizational leadership, (2) organizational culture, (3) barriers from job demands, and (4) resources for employee well-being. I also reviewed company documents, including team meeting notes, employee handbooks, and policies related to employee benefits to support the participant interview responses. To protect the six individual participant identifications, I coded the participants as P1, P2, P3, P4, P5, and P6.

Theme 1: Organizational Leadership

The first theme that emerged during the interviews was the importance of leadership style, emphasizing the need for leaders to focus on employee well-being. Previous researchers have found that transformational leadership and the use of the JD-R model can improve employee well-being. Although I did not ask participants which leadership style they use, participants discussed many leadership characteristics related to transformational leadership

when increasing employee well-being. Transformational leaders focus on the needs and growth of their followers (Fang et al., 2019). P5 stated:

I focus heavily on diversity and inclusion, ensuring that I create a space where everyone can be heard and feel seen. I also encourage employees to take care of themselves. I also try to understand what motivates my team members and get to know their reasons for working. I ask questions like are you working for your family, are you doing it for yourself, do you have further goals that you are trying to achieve? Once I have that understanding, I can help them achieve their goals.

Transformational leaders motivate their followers to have a higher standard of morals and values in the workplace (Northouse, 2016).

Employee well-being promotion using job resources to manage job demands and the use of transformational leadership styles are essential in creating an organizational culture that increases employee well-being and improves productivity (Cheng et al., 2021; Dunkl et al., 2015; Hamar et al., 2015). There is a need to shift leader behaviors to meet job demands and reduce the adverse effects of job demands on employee well-being. P1 stated:

There is a leadership practice that I like to follow where I let my employees lead, and I follow. For example, every project or show that we work on has at least two people on it. Usually, it's me and somebody junior. I like to include that junior person every step of the way, giving them a real voice in the process. I think letting the junior employee lead does two things: one, it makes them feel invested, which I think makes it easier to do the work if you feel like you're part of the process in a real way, and two, it helps me

because I'm so spread thin that having another brain and set of hands-on every project they can remember things and we actually can lean on each other.

Leaders add value to their employees' work when their employees feel that they play a significant role within the organization (Li et al., 2021). Participants P2 and P3 discussed the importance of showing genuine care for their employees by being aware of their needs to support them better. When a leader is genuine in their approach with their employees, it increases employees' sense of value. When employees feel valued, they experience higher levels of well-being, motivation, work-life balance, and engagement (Wang & Yang, 2021). P2 stated:

I feel that it is important for employees to feel heard and acknowledge when situations are hard by validating their thoughts and feelings. Employees can get upset and become unmotivated when they feel like their boss does not care or that their boss is not listening. It is also important that employees feel heard even if there is nothing I can do about it, and I often state "I hear you" or "I get it." I also may state that there may not be anything I can do about it in those situations, but it's on my radar if something shifts in the future to validate their feelings, which is important. Great leaders have the emotional intelligence to be able to care about the work and care about the well-being, the motivation, the excitement, and the fulfillment of their employees.

P3 agreed and stated: "Sincerity is another key factor to improving employee well-being. If people do not feel that you are sincere and truthful about really caring about the well-being of others, people will eventually see through that. It has to be genuine."

Communication was another key finding that participants discussed regarding leadership style. P3 stated, "There is a strong line of communication across the company." All participants

agreed that open communication and active listening help their employees focus and understand the big picture of their job or the situation at hand. P4 added:

I also encourage managers to create a safe environment and have an open dialogue with their employees to give them feedback on how they are feeling. This feedback can help the managers and employees manage their workload priorities, find what is most important and what can be pushed back that is not deadline-driven. It starts with the managers reaching out, having that open dialogue, setting that kind of safe environment, asking questions, and coming from a place of empathy and compassion.

Communication is essential to any leadership style and helps leaders set clear goals and motivate their employees (Velu et al., 2017).

Knowledge sharing and leadership training was the final takeaway from this theme of organizational leadership. Flaig et al. (2020) found that leadership development programs provide leaders with the confidence to lead their teams effectively. Leaders should invest in themselves and their employees to ensure they have the resources needed to meet the demands of their jobs. P3 stated “I think that would be a goal of the company to invest more time in their employees and access their knowledge, so the longer they are around, to the degree that they’re positive and contributing, that becomes a benefit to the person and the company.” Leadership development programs will ensure leaders have the skills to lead their teams effectively and focus on employee well-being to improve employee performance (Hozni et al., 2019). P4 stated:

I think we need to have more executive buy-in so that it can start from the top and filter down. If we can have executives buy-in with the importance of health and wellness, that will trickle down to the departments and individual employees. We need to make sure

that the executives know the importance and are educated on the topic. We have executives that have been with the company for over 10 to 20 years with organizational and industry knowledge that is not written down. Their historical knowledge is invaluable, and a lot of people appreciate it because we are still around. We can talk to a long history of the employees that we have. It helps us do our job, navigate our day-to-day tasks, and we have built strong relationships and that trust over years of working together.

Leadership development programs play a major role in building leadership capabilities that will improve overall organizational performance and profitability. The inclusion of employee well-being in these development programs will equip leaders with the necessary skills needed to mitigate job demands with the resources necessary to succeed in their organization. Leadership style is not one-size-fits-all, and each leader will need to adapt based on the needs of their employees and organization (Velu et al., 2017).

Theme 2: Organizational Culture

The second theme that emerged during the interviews was the importance of the culture that leaders create in the workplace. The participants stressed the importance of work-life balance and trust as a part of organizational culture. Organizational culture continues to be an employee recruitment and retention tool. Leaders realize the correct culture cultivates productivity, commitment, and development (Markoulli et al., 2017). P1 stated, “Employees in the entertainment industry are not only choosing a job, but they are choosing a lifestyle.” P2 adds that “employees that enjoy their work environment have increased well-being.” Organizational culture alludes to the workplace made by an association’s values, strategic vision, and mission.

The best leaders endeavor to impact culture through their leadership (Balbuena et al., 2020). P3 stated:

I think it is important to build an atmosphere of trust. Trust only develops over time, and if you can develop a trusting relationship with an employee, that is one of the most powerful tools in your arsenal. I do not mean that in a manipulative way at all, but if you trust somebody, even then when they are giving you tough criticism, you know it is coming from a place of wanting to support you, and then you are much more willing to take it than if you don't trust somebody. Trust is key in creating an environment that improves employee well-being. Our company has an environment with a high level of support due to high levels of trust amongst employees within the organization.

P5 added:

The high level of employee well-being within our organization speaks to the level of inclusion and honesty that we've created in our work environment. This honesty helps build trust among leaders and employees. Where trust exists, that creates the space for people to tell you where there is dysfunction. For example, trust provides employees the space to state whether their working hours are unrealistic, whether there is enough staff to get a task done or ask what work should be prioritized. When you can have these discussions with your team, they can be beneficial in helping to prevent mental stress and strain. We also need to be proactive and not wait until something is wrong to address an issue.

Northouse (2016) stated a leader is willing to take on the problems of their organization, exert their influence, and advances the overall health of the organization. P6 stated:

The way to overcome challenges is to be intentional about the organizational culture.

There needs to be clear communication. I would make employee well-being a part of our goals and objectives as an organization to become a part of the organizational culture. If you want to get a result, you put it in a goal.

Leaders can reinforce a business culture by making sure their actions are clear and words fit the values and vision of the organization (Gresakova & Chlebkova, 2020; Svensson et al., 2019). A thriving organizational culture consists of innovation, inclusion, and motivation (Fang et al., 2019).

The data derived from participant interviews revealed that the organization has a culture that is a mix of the four major organizational culture types discussed in the review of the academic literature. The four organizational culture types are clan, adhocracy, market, and hierarchy (Belias et al., 2015). Clan-oriented cultures are family-like, focusing on mentoring, nurturing, and executing tasks together (Arditi et al., 2017; Xie et al., 2020). P3 stated:

The culture of our company is like a business family. I think about a family situation and think about the politics of the home family situation and all the challenges that they go through. The same applies to the business family. Part of a family is seeing the good times and the bad times, supporting people, pulling people up, and pushing people when needed. These are the ingredients to creating a work environment that improves employee well-being.

In a business setting, adhocracy is a corporate culture grounded on the capacity to adjust rapidly to evolving conditions (Del Rosario & René, 2017; Porcu et al., 2017). Adhocracies consist of adaptability, worker empowerment, and accentuation on individual activity (Mesfin et al., 2020).

During the COVID-19 pandemic, many organizations had to adapt their organizational processes to face the many restrictions set in place by the government. With the pandemic restrictions lifting, leaders must adapt again. Participants discussed their strong ability to adapt their policies to create a new work-from-home culture. P2 stated:

I have talked with staff about rearranging meetings so that more staff can work from home once we begin working in the office again because fewer employees will have designated office space in the building. I may not be able to fix the office space issue because it was a corporate decision, but I can adjust the way I schedule tasks and meetings. This strategy helps my employees feel like I've got their back and I'm concerned about their problems and that all I think contributes to well-being.

In market culture, stability is vital, and the focus never wanders from penetrating the market, beating contenders, and taking responsibility for the market share (Ahrne et al., 2015; Mesfin et al., 2020). The market culture is generally regular in more prominent organizations, where leaders are persevering and intense and have extremely elevated team standards (Ahrne et al., 2015). In general, the entertainment industry has a market culture, as each organization strives to make innovative products or services to meet consumer needs and gain a competitive advantage. P1 discussed the adaptations the organization is making to increase employee well-being while maintaining high organizational performance. P1 stated:

One of the strategies that foster a work environment that improves employee well-being is changing the schedule of how we read script submissions. Usually, they would be called "weekend reads," and we would have to spend all weekend reading the scripts for a Monday morning meeting. We changed the term to "submission reads" and have moved

the meeting to Tuesdays to allow my department to have some of their weekends back to rest their minds. The ability to have a lot of time to disconnect and relax is important for everybody, especially people trying to be creative and thoughtful about material and storytelling. Good work cannot be done when you are exhausted. We are trying to find balance in how we accomplish as much as the corporate side wants us to achieve while also leaving space for our brains to rest and be creative.

Adopting an approach that rates and values employees' input by job status and hierarchy, managers can feel confident that the more experienced voice is reliable and more probable to be accurate (Belias et al., 2015). Authority and levels of responsibility are noticeable as research demonstrates that employees who work for hierarchical companies feel more secure, get paid on time, and are safe to stay in their role for the long term (Belias et al., 2015; Tear et al., 2020). P3 stated:

An employee that has positive well-being works in an environment where they can do great work, feel supported, heard, and feel that they can reach out to leadership when they have questions or when conflicts arise. When leaders create that kind of environment that promotes employee well-being, they greatly enhance employees' chances of succeeding and moving forward. There will be fewer distractions or conflicts that take away from their work. There will always be challenges in any work situation. Still, leaders can address most issues by focusing on employee well-being to create a work environment of success for the employee and the organization.

Organizational culture and leadership act as a shield to job stressors such as long hours of work, heavy workload, tight deadlines, lack of autonomy, rather than influencing an employee,

especially an employee who had more negative perceptions of their leaders and business culture (Haque & Aston, 2016).

Researchers have found that leaders, especially HR leaders, assist in creating work environments that promote employee engagement, motivation, and well-being by ensuring employees the resources they need to meet the demands of their position (Wieneke et al., 2019). Organizational culture represents the personality of an organization, such as beliefs, assumptions, values, norms, and artifacts, as leadership climate are beliefs and perceptions held by employees because of leadership actions (Maamari & Saheb, 2018). Leaders should create a culture that values employee well-being to improve performance.

Theme 3: Barriers From Job Demands

The third theme that emerged during the interviews was the importance of barriers or job demands affecting employee well-being. Job demands vary based on an employee's job description. Even though job demands are not automatically negative, they may transform into stressors when the exertion required to meet them is high and when the quantity of requests at the same time present is likewise high (Breevaart & Bakker, 2018). Job demands incorporate workload, issues with equipment such as computer issues, extended working hours, time pressure, and psychological strain. P6 stated, "common barriers are lack of resources and not enough focus on employee well-being." All participants discussed the job demands that they and their employees face daily. P5 stated, "there is more than 40 hours' worth of work that everybody is expected to do in a week." Finally, P1 stated:

When an employee chooses a job in the entertainment industry, it is very intense and all-encompassing. We work every day, seven days a week. We are just making television,

but it feels like a very rigorous academic job that can also be draining. The production schedules are a barrier because everything is on an accelerated schedule, and everything has a hard deadline. For example, each production must make it onto the air on a certain date, so you cannot ask for an extension. If I got a script Monday that started shooting on Wednesday, I would have to drop everything and take notes on that script. It makes it hard to take days off. The demands of production can be intense and feel never-ending because something is always in production or about to be in production. This makes it hard to predict when you will see breaks, and the permission to take a break is rarely there. Often, we will take vacations, or a day off but still be logged on to email in case something comes up because we are responsible for hundreds of millions of dollars. Days off are challenging because a person stays on a production so long, and there is no coverage when you take a break. I think that makes it hard to give employees permission to take a break and tell them not to check their phones.

P4 added:

The question is, where do we find the balance to ensure that we are maintaining organizational performance standards to meet demands and make sure that we are taking care of our employees? Another barrier is that sometimes there is a lack of communication or knowledge about where to find the resources needed to improve employee well-being.

Helzer and Kim (2019) found that dissatisfaction, misery, nervousness, and numerous physical issues, including cardiovascular disease and hypertension among employees, result from stress in the work environment. Employees with elevated levels of pressure and burnout are bound to

encounter chronic frailty and impeding effects on their employment execution (Moss, 2019).

Employees will withdraw psychologically when job demands are high without adequate resources (Liang-Chih et al., 2020). The side effects of poor employee well-being can cost organizations billions of dollars in healthcare costs and millions of dollars in lost productivity in the United States (Moss, 2019). Nauman et al. (2019) discovered that spinal pain, migraine, eye strain, rest unsettling influence, wooziness, weariness, hunger, and gastrointestinal issues relate to high workplace demands. Relational clashes in the work environment, absence of self-sufficiency, job uncertainty, and job strife influence the measure of pressure experienced by employees. P5 stated:

There is a knowledge barrier. There are a lot of resources offered by the company. Still, leadership and employees may not know about all the resources offered, so the resources may not always get disbursed to everyone, or they get lost in a sea of emails.

P4 added:

There is not enough awareness around what supervisors' expectations are and how they need to be proactive. There should be more management training regarding assessing employee well-being and building more self-awareness around the teams that they are leading.

Leaders may be aware of the barriers that hinder their ability to implement strategies to increase employee well-being; however, leaders may lack the knowledge of the resources available to themselves and their employees.

Worker alienation has a significant impact on employee well-being, including emotional exhaustion, and can impact their ability to perform optimally (Khan et al., 2019; Park, 2019).

With the global pandemic, there has been a surge in feelings of alienation. Participants discussed barriers related to isolation due to the COVID-19 pandemic stay-at-home restrictions. P1 stated, “many jobs in this industry can be isolating because there is a lot of reading and writing on your own, especially in this pandemic environment where everyone is working from home.” P2 added:

When the COVID-19 pandemic hit, we began working from home, and employees are feeling isolated, feeling like they do not know what is going on because they’re isolated and they’re not in the halls or meetings with other people other than Zoom. Employees are not feeling as connected and feel that they are not up-to-date on certain projects or company news, and that isolation is causing a decrease in employee well-being.

P4 stated:

Now that we have been working from home due to the pandemic, we do not have those personal contacts with people like we used to, so you feel a little disconnected. You can only do so much by having video calls, but it still does not replace in-person meetings and interactions. It is also hard to have boundaries while working from home.

With alienation and isolation, employees can become disillusioned and lose faith in their abilities to succeed in their jobs (Conway et al., 2018; Dishop et al., 2019).

Workplace advancement has also added additional job demands that influence employee well-being and productivity (Yao et al., 2014). Occupational stress and employee well-being are important fields of study receiving attention from researchers and business leaders. Numerous definitions explain the meanings and sources of low control over the job and high workload within the context regarding models of occupational stress (Khan et al., 2019). Theoreticians

suggest jobs with high demands in the workplace can be stressful. Time pressure is another job demand that can impact employee well-being (Adil et al., 2018). P3 stated:

Time is an enormous challenge, especially in the environment we are in these days. It seems like time is of the essence and out of our control. Finding the time to focus well-being has been difficult when job demands are high.

P5 stated:

I think there are time constraints that have become a barrier are well. We are virtual since we are working from home and often have meetings scheduled back-to-back, and there is not always time to stretch or take a bathroom break. If we were in the office, if one meeting ends at 10 o'clock, you would have at least five minutes to walk from that meeting to the next meeting, like a meeting in another building or down the hall.

Currently, there never seems to be enough time. I think part of what that has done is limited the conversation where you are getting to know your coworkers. If we were face to face, the meeting might end at 10 o'clock, but we may stand around and talk for three or four minutes before we all return next meeting. Now meetings end, and we click into the next one.

P6 stated:

Another barrier is the way that the work is structured. I think that the goals of corporate America run exactly counter to employee well-being. There is a strong focus on giving employees feedback about their performance, constantly evaluating them in a hierarchical system that promotes working long hours and spending less time with family to get their job done. That corporate culture is counter to a workplace being a nurturing environment,

which can be hard to overcome. This creates an organizational culture conflict, but we as leaders can do our part to try to make shifts in the culture for our employees.

For the most part, when the worker has low control over their job, their work is perceived as stressful; also, control serves as a safeguard when there is an unacceptable level of workload in the workforce (Quick & Henderson, 2016).

According to Haque and Aston (2016), occupational stressors may lead to organizational inefficiency, an unacceptable level of high employee turnover, increased absenteeism due to employee sickness, decreased quality of product or service, increased costs of health services, and increased employee job dissatisfaction. Therefore, organizational stress may affect organizational outcomes such as job performance, product quality, organizational productivity, and organizational growth. Leaders must balance the barriers of job demands and the resources they offer to employees (McDowell et al., 2019). Leaders must evaluate job demands and find resources that provide balance for employees, improving their well-being, productivity, and the success of the organization.

Theme 4: Resources for Employee Well-Being

The fourth theme that emerged during the interviews was the importance of employee well-being, the role it plays in employee productivity, and the resources that effectively increase employee well-being. Researchers have found that leaders should begin to create strategies that adjust the organization's objectives and qualities to their colleagues' needs while also graphing a positive organizational change course (Mesfin et al., 2020). Leaders need to be clear about job descriptions, give positive input, and permit workers to be imaginative to achieve objectives (Gyanchandani, 2017). This job lucidity and ability to convey expand employee well-being and

diminishes the potential for encountering pressure and burnout (Wieneke et al., 2019). P1 stated, “We as a company have started talking about employee wellness and health.” The explicit job resources that support the impact of various job demands relies upon the specific workplace. Participants stressed the importance that resources should not be “one-size-fits-all” and stated that leaders should get to know their employees to tailor the resources to each employee’s needs.

P3 stated:

The scope and size of the company present different challenges on getting people both from the employee and employer side to buy into the fact that well-being is important. It also takes time to understand what works for one person versus another person regarding their well-being. Some strategies that the organization puts out are one-size-fits-all. There should be a shift back to a more personal level of working with employees to create an environment where employees can feel as though programs or strategies touch them or apply to them personally.

P4 added:

Each employee has different needs. We must get to know our employees and anticipate their needs for the different sets of employees. As a company, we are tasked to make sure that we have the tools and resources to provide to our employees to meet the demands of their work. We have an intranet site where we provide wellness resource programs to employees. The site is dedicated to health and wellness for employees to navigate, and there is something for everyone since each employee has different needs for the support they need. We have family resources, mental and emotional well-being resources,

physical wellness resources, and financial health resources. We have some on-site amenities for people that are going into the office that they can look into.

Business leaders that use effective resources to mitigate job demands will foster a work environment that promotes employee well-being and enhances employee performance (Adil et al., 2018; Beraldin et al., 2019).

With the implementation of job resources, leaders can create a buffer from the influence of job demands and see an increase in employee well-being, motivation, and performance (Elrehail et al., 2020; Lattrich & Büttgen, 2020). P3 stated:

It is also important to be sensitive to everybody's eccentricities and provide clear and direct feedback. This can be hard, especially when you work with people daily, because of the potential conflict and challenges of being direct with people if they need to be told about their shortcomings or weaknesses. The more leaders can emphasize employee's strengths and positive aspects, the better the relationship, making it easier to talk about the challenging sides. When challenges arise, we have been able to rally together, and there was a system to work through problems.

Gauche et al. (2017) stated that when there is a balance between the positive and negative job characteristics, an employee is likely to be more engaged, motivated, productive, and less likely to experience burnout. Employees need to be healthy both physically and mentally to perform at their optimum level. When there is a balance between the positive and negative work job characteristics, an employee is likely to be more engaged, motivated, productive, and less likely to experience burnout (Gauche et al., 2017). P4 stated, "managers should be delegating the workloads evenly to their employees to address workload issues, set clear expectations, and

make sure that the employees are managing a sustainable working day. Open communication is critical.”

Leaders that evaluate employees’ well-being through recurring one-on-ones and regular feedback and as leaders support open and ongoing conversations about their work with their employees, leading in trusting their leader’s strengths (Maamari & Saheb, 2018). P1 shared, “we check-in about employee well-being during staff meetings.” P5 stated, “I also think that wellness should be a topic of staff meetings at least twice a month. Staff can also research wellness resources and present them in meetings to educate themselves and others.” P6 stated, “I would encourage leaders to lead by example and champion the idea of supporting employee well-being.” P4 added:

We do a lot of work with managers around developing their leadership capability because, many times, employees’ stress is due to things that their managers are doing. These things can include a lack of communication, or managers may not be self-aware about the impact that they are having on their employees. There is a focus on leadership capability building, hoping that the skill development will influence the employee experience. I want to infuse mental health training into our management essentials training.

The workforce itself is a resource. Leaders should staff their departments for employee performance to meet organizational needs. Participants discussed the need to hire more employees as resources. P2 stated: “We need to be able to hire more people. My strategy would be to bring in the right number of staff to get the work done well. More staff would help us do

our jobs properly and ensure everyone is not overwhelmed and overworked.” P4 and P5 both added that a leader should oversee organizational well-being. P4 stated:

I would like to see the company hire wellness coaches that would be dedicated to each of the business units. The wellness coaches could foster an environment that improves employee well-being, increase awareness around the topic, and could increase productivity and performance for employees. Employees may rely on these coaches more than their managers because they are a third party. The wellness coaches would be a third party where the employee can feel heard and trusted. The coaches would also give great intel and insight into the well-being of employees at the company. We would be able to retain talent that way, and it could be money well spent in the long run.

P5 stated:

I would like to see wellness become someone’s job at our company instead of only being a part of the programs offered at the company. For example, we could hire a Chief Wellness Officer or have a wellness department. The officer or department can focus on the holistic wellness of employees (physical, mental, and financial) to ensure they are feeling valued and perform the way they want to in their position.

Leaders should create innovative staffing plans to address employee well-being, satisfaction, culture management, and training programs to maintain competitive advantage (Amarakoon et al., 2018; Taamneh et al., 2018).

Resources can include job security, a supportive work environment, participation in decision-making, and autonomy (Wieneke et al., 2019). Researchers stated that job resources apply their propelling potential through the motivational process and lead to high work

commitment, exceptional execution, low skepticism, and increased competitive advantage (Cheung et al., 2021; Elrehail et al., 2020; Schaufeli, 2017). From this study, business leaders can conclude that job resources, including, but not limited to, performance feedback, role clarity, and quality of the employee-supervisor relationship, can moderate job demands. These job resources can improve employee well-being and performance and decrease impairment in employee health and job dissatisfaction (Grobelna, 2019; Nauman et al., 2019).

Applications to Professional Practice

The entertainment industry is fast-paced and always evolving. For the individuals who work in the entertainment industry, from administrative business leaders and frontline workers at production studios to the talented producers, actors, actresses, and musicians, the very idea of their work can negatively affect their well-being. Those that work in the entertainment industry are often faced with high job demands and few resources to meet those demands (MacDonald et al., 2019). There is a need for leaders in the entertainment industry to improve and create strategies to provide resources to employees that will increase their employee well-being, improving employee productivity and organizational profitability (MacDonald et al., 2019). Understanding that job resources moderate job demands will create job resource strategies that improve overall employee well-being, thus decreasing burnout and enhancing engagement. Business leaders must find a balance between job demands and job resources (Helzer & Kim, 2019). The business leaders will have achieved balance when they implement job resources that aid employees in completing the demands of their job while reducing the strain on an employee's well-being. Research has shown that job resources help reduce burnout, aid in goal achievement, and stimulate growth and development (Cooke et al., 2019).

From the data in this study, leaders can articulate objectives, pathways, and wants for increasing employee well-being in precise ways that permit workers to adjust their practices to best suit their qualities and individual necessities (Sahu et al., 2018). Leadership styles like transformational leadership can advance employee well-being and relieve pressure and burnout because they impart hierarchical objectives and separate every worker's significance in accomplishing fruitful results (Mesfin et al., 2020; Somers et al., 2019). Trust is another key factor in the employee-leader relationship to increase employee well-being (Gaviria-Rivera & López-Zapata, 2019). Employees' trust in their leadership can lead to improved employee well-being, job satisfaction, performance, organizational loyalty, and effective communication (Roberts & David, 2020). Leaders who constantly communicate openly with employees and take part in standard input about their work and their significance to the organization's success through dynamic commitments to arrangements for cycles and choices are more likely to increase employee well-being and performance.

For leaders to maintain a thriving workforce culture, they should lead with purpose, embed personas into scenario planning, upskill employees to ensure their future success, customize benefits using data and analytics, and reimagine employee program policies to support employee well-being (Zheng et al., 2016). Leaders that can use these different leadership skills can create a work culture that promotes employee well-being and improve organizational performance. Leaders should lead with purpose by providing open communication and clarity about the purpose of the organization and acknowledging how that purpose lines up with workers' needs and inclinations that will significantly affect productivity and profitability (Ramli, 2019). Leaders should embrace dynamic scenario planning that recognizes what their

workers need regarding how and where they work, alongside a comprehension of outer elements (Chughtai et al., 2015; Al-Ali et al., 2019). Leaders should invest in their employees and help develop skills to help ensure their future success. Organizations have an obligation to seek upskilling for the workers who will move into various parts inside their organization and provide employees with resources that will help them meet the changing demands of their job. Leaders should also customize employee benefits using data and analytics (Schleicher et al., 2019). From the data that leaders have collected from their employees, leaders can tailor the benefits and resources to meet the needs of their employees. Leaders can reimagine employee programs and policies, update benefit plans, and review their broader recruitment and performance strategies as a one-size-fits-all methodology will not be effective (Zheng et al., 2016). Implementing these strategies to create an organizational culture that promotes employee well-being will aid business leaders in maintaining a healthy and productive workforce.

Finally, implementing resource strategies that help employees manage their job demands will be a key concept for business leaders. Leaders will need to be aware of the resources available to their employees and consistently communicate what resources are available. The implantation of these strategies will improve the overall profitability of the organization as they will help reduce healthcare costs and other costs due to decreases in employee productivity (Moss, 2019). It is pivotal that leaders show their employees how to incorporate the resources into their routine to assist workers with overseeing and diminish their physical symptoms, feelings of anxiety, depression, or any other psychological issue that can arise from high job demands (Helzer & Kim, 2019; Somers et al., 2018; Wieneke et al., 2019). Supporting a dependable labor force implies leaders should rethink working long hours and messaging

employees after hours or toward the end of the week. With the implementation of job resources, leaders can create a buffer from the influence of job demands and see an increase in employee well-being, motivation, and performance (Lattrich & Büttgen, 2020). Leaders also need to use their paid time off, take a mental health day when needed, and lead by example, so employees are more likely to participate in the resources provided by the organization (Wieneke et al., 2019). Leaders that exercise self-care by using job resources show workers that they should prioritize their well-being too. Business leaders, understanding that job resources moderate job demands, will be able to create job resource strategies that improve overall employee well-being, thus decreasing burnout and enhancing engagement. Business leaders must find a balance between job demands and job resources (Helzer & Kim, 2019). The business leaders will have achieved balance when they implement job resources that aid employees in completing the demands of their job while reducing the strain on an employee's well-being. Research has shown that job resources help reduce burnout, aid in goal achievement, and stimulate growth and development (Cooke et al., 2019).

Implications for Social Change

The implications for positive social change include the possibility of leaders having a better understanding of effective strategies in increasing employee well-being. That, in turn, may lead to leaders taking actions that may result in positive outcomes for the organization, employees, and the community. The possibility of improving employee health and the healthcare costs for the business, employees, and their families, thus improving the health of their community (Edwards & Marcus, 2018). The increased employee performance and organizational profitability could lead leaders to invest in corporate social responsibility programs that will

support community projects, such as at-risk youth programs, food pantries for the homeless, and parks and recreation areas. With more outreach into the community, entertainment leaders can use their resources to bring awareness to community needs and be a model for other organizations to help the communities further where they reside.

Recommendations for Action

The purpose of this qualitative single case study was to explore strategies that business leaders use to increase employee well-being. There is a need for leaders in the entertainment industry to improve and create strategies to provide resources to employees that will increase their employee well-being, improving employee productivity and organizational profitability (MacDonald et al., 2019). Business leaders in the entertainment industry that struggle to develop and execute strategies to increase employee well-being might decrease resources available to employees and increase the negative consequences of job demands, such as decreased organizational performance and profitability. These leaders may benefit from the findings of this study to develop better strategies to create a work environment that increases employee well-being by examining leadership styles, organizational culture, job demands, and job resources.

The first recommendation is for leaders to attend and send lower-level employees to leadership development programs. Leaders should invest in the development of their employees. Leaders must partner with their employees to provide them with comprehensive training and career development to make sure they are equipped with the resources they need to meet the demands of their job (Markoulli et al., 2017). The results from many studies from various industries recommend that a transformational leadership style can well influence employee well-being and performance (Gaviria-Rivera & López-Zapata, 2019; Wang et al., 2021). Knowledge

sharing is also key to improving employee motivation and performance (Baskoro et al., 2021). Leadership development programs should be geared toward transformational leadership, emphasizing employee well-being. These leadership development programs can help leaders promptly learn skills like relational abilities used in transformational leadership, for example, perceiving others' requirements and settling clashes (Buil et al., 2019). Leaders can view such leadership training projects as another primary segment of working environment well-being advancement and counteraction endeavors and subsequently get comprehensive help. Leaders should survey their present learning and advancement offerings to line up with the needs of the organization (Get, 2018; Van Wingerden et al., 2017). Adaptability has been key to the success of organizations, and leaders can gain skills to adapt to the changing needs of their organization. For some leaders, the pandemic has brought about a progression of knowledge and innovation, and for other companies, it has created detrimental losses. Entertainment companies need to continue to find new ways to support their employees, reach their customers, create new technology to remain successful. Huge numbers of jobs and undertakings recently face-to-face have changed easily to remote game plans. Leaders' customary perspective on how work gets done in their organization has been removed, uncovering space for innovativeness and advancement. Leaders can develop genuine versatility in current and future emergencies by comprehending their employees' objectives and difficulties and what they need from leadership to live and function admirably (Van Wingerden et al., 2017). The implementation of leadership development programs will provide effective leadership equipped with the skills needed to adapt to the needs of the organization and continue to increase employee well-being throughout the organization.

The second recommendation is for leaders to create an organizational culture that emphasizes employee well-being. The major challenge for any company is sustaining a healthy organizational culture (Lopez-Martin & Topa, 2019). The culture inside an organization is significant, assuming an enormous role in how an organization performs. Leadership and employees' actions reflect the company's culture, and those two elements should imperatively remain a unifying component. In conveying and elevating the organizational ethos to employees, leaders' affirmation and acknowledgment can impact their work conduct and perspectives (Brooks, 2017). When the cooperation between the leadership and employees is acceptable, there will be a more prominent commitment to group correspondence and coordinated effort (Barbuto Jr. & Story, 2011). Leaders should urge employees to achieve the organization's mission and goals, accordingly, upgrading job fulfillment. To keep and attract talented employees, organizations need to build and sustain great organizational cultures. Leaders also need to hire employees that have similar goals and values to the organization. The alignment of these goals and values will lead to a successful and supportive relationship between the employee and the employer, thus improving employee well-being, retention, and organizational performance. The successful incorporation of an inclusive organizational culture can lead to the retention of employees from diverse backgrounds that will lead to organizational success. Therefore, organizational leaders should address five key elements: purpose, ownership, community, effective communication, and good leadership (Golden & Shriner, 2018; Maamari & Saheb, 2018). Through shared assumptions, values, and beliefs, organizational culture governs how people interact within an organization (Arditi et al., 2017). The culture of an organization breeds an organizational climate, which represents how members of an organization experience that

organization's culture. Maintaining an organizational culture can help leaders increase employee well-being, engagement, and performance.

The final recommendation is that leaders should focus on a consistent evaluation of the job demands that their employees are facing and continue to improve the job resources provided to manage those demands. Evaluations can occur in multiple ways, including employee surveys, check-ins at staff meetings, and employee performance evaluations (Schleicher et al., 2019). Leaders need to create and implement abundant resource strategies that address each employee's needs. Many organizations focus on the physical needs of their employees but often provide few resources for the holistic health of their employees, including mental health support, financial support, and accommodations for families. To figure out which benefits to focus on, use progressed analytics to perform inclination analyses, and afterward, let the information guide your choices. This inclination-based mentality can provide insight into how well your investments line up with what employees need and want and where funding is being spent on things that workers do not esteem (Chughtai et al., 2015; Demerouti et al., 2017). By zeroing in on preferences, companies can reduce labor force expenses and improve employee involvement at a similar time (Demerouti et al., 2017). Researchers have found that rewards, supportive supervision, promotion opportunities, and positive relationships with peers and leadership strongly influence employee well-being, satisfaction, and performance (Al-Ali et al., 2019; Kawiana et al., 2020; Ramli, 2019). Employees will perform efficiently when they have the resources, they need to meet the demands of their job (Kawiana et al., 2020; Roberts & David, 2020; Usman et al., 2019). With the COVID-19 pandemic, organizations had to create new varieties of adaptable work courses of action. Some of these strategies included providing

essential office supplies and technology for employees to work from home, extended healthcare benefits that include mental health services, and paid leave for employees to adjust to their children being home from school (Jones, 2020). Now that the pandemic restrictions have decreased, leaders should remember to keep their focus on their employees' well-being to ensure that employees have adequate resources to address the demands of their jobs.

Recommendations for Further Research

This study was focused on gaining in-depth perspective and insight into the experiences and opinions of six entertainment executives in California. The study was limited geographically to one organization in a specific industry. There may have been potentially missed opportunities to gain additional findings from other entertainment organizations and other business industries in other geographic locations. Using a broader population can further enhance data validity. Researchers in the future can expand the study geographically and increase the sample size for more information-rich data. Researchers could also use a quantitative approach and administer surveys. Surveys can reach a larger target population quickly and help researchers examine relationships (Ball, 2019; Brown, 2017). Finally, the JD-R model is one of many conceptual frameworks used to address employee well-being. Future researchers could use other frameworks to explore other potential influences on employee well-being.

Reflections

My DBA journey has been a learning experience that I will never forget, and I am grateful to have had this experience. I have extended my knowledge in conducting research and have improved my skills in many areas, such as time management, adaptability to change, acceptance of constructive feedback, and project management. The doctoral journey, in general,

can be exhausting mentally, physically, and emotionally and I am happy to have concurred these challenges. I am grateful to my support system for motivating me throughout this process as well. I am passionate about the well-being of others, with a strong focus on mental health. My preconceived belief was that employee well-being had a significant impact on employee well-being and organizational profitability. This study revealed many strategies that leaders can use to increase employee well-being further to improve employee performance, engagement, and organizational profitability. I chose a topic that I have a profound knowledge of within an industry that I had less experience with to help mitigate any biases I may have had. To further limit any biases, I used member checking and crafted open-ended interview questions to align with the research question to ensure that the participants were not lead in any one direction. By completing this study, I will be able to share my findings and contribute to research on strategies to increase employee well-being.

Conclusion

The purpose of this qualitative case study was to explore strategies that leaders in the entertainment industry use to increase employee well-being. Data was collected from six entertainment executives in California who successfully implemented strategies that increased employee well-being. The findings of this study indicated that organizational leadership and culture could impact employee well-being, and job demands can be mitigated by can be mitigated by providing job resources to increase employee well-being. Business leaders in the entertainment industry who fail to develop and execute strategies to increase employee well-being might decrease resources available to employees and increase the negative consequences of job demands, such as decreased organizational performance and profitability. Therefore,

leaders must create a culture of balance between positive and negative work job characteristics. According to the JD-R model, employees are likely to be more engaged, motivated, productive, and less likely to experience burnout when there are abundant job resources to aid employees in completing the demands of their job. This balance will also help to reduce the strain on the employees' well-being. The results of this study may indicate how entertainment business leaders can create a work environment to effectively increase employee well-being by implementing resource strategies to mitigate job demands, improve employee performance, and increase organizational profitability.

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Appendix A: Interview Protocol

The research question is: What strategies do business leaders use to increase employee well-being in the entertainment industry? This qualitative single case study will consist of seven open-ended interview questions to explore strategies and gain knowledge from business leaders that have been successful in improving employee well-being in California.

Protocol steps	Protocol actions
Select participants and provide an informed consent form	I will contact potential participants by e-mail or other online measures deemed appropriate by Walden's guidelines. I will attach the informed consent form to each e-mail.
Set time and place for interviews	Interviews will occur virtually via Zoom at an agreed-upon time.
Introduce the interview and obtain verbal consent	I will reiterate the purpose of the research study, obtain verbal consent from each participant.
Record the interview and maintain a time limit	I will advise the participant that the interview will be audio recorded for accuracy and follow-up. The interview will begin with the participant's background information, including (a) educational background, (b) title/position, and (c) years of experience. There will be a time limit of 60 minutes for each interview.
<ul style="list-style-type: none"> • Conduct the semi-structured interview by asking seven questions • Observe non-verbal cues • Paraphrase when necessary • Ask follow-up questions to achieve in-depth 	<ol style="list-style-type: none"> 1. How do you define employee well-being? 2. What strategies do you use to foster a work environment that improves employee well-being? 3. What barriers exist that hinder your ability to implement strategies that increase employee well-being in the workplace? 4. How did you overcome any challenges that arose from implementing strategies to increase employee well-being in the workplace?

<p>responses and ensure accuracy</p> <ul style="list-style-type: none"> • Collect any company documentation related to employee well-being that participants are authorized to provide 	<ol style="list-style-type: none"> 5. How do you assess the overall effectiveness of the strategies for fostering a work environment that increase employee well-being? 6. What would you change in your organization's approach to improving employee well-being? 7. What additional information would you like to add regarding the strategies used to improving employee well-being?
<p>Thank the participant and set a follow-up time for member checking</p> <p>Conduct member checking</p>	<p>I will thank the participant for their time and involvement in the research study, provide them with a thank you card, and set up a follow-up time for when participants will receive my interpretations of their interview responses.</p> <p>After the interview, the participant will receive a copy of my interpretation of the data collected. I will ask each participant to review and confirm the accuracy and validity of my interpretations of their interview responses. I will ask or answer any follow-up questions at this time.</p>
