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Critical Factors that Influence Job Attitudes Among Employees in the Disaster Management Sector

Leslie Myers McCall
Walden University

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Walden University

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Walden University
2021

Abstract

Critical factors that Influence Job Attitudes Among Employees in the Disaster

Management Sector

by

Leslie Myers McCall

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Organizational Psychology

Walden University

August 2021

Abstract

Professional attitudes toward results-oriented performance cut across job sectors; however, they are pronounced among disaster management personnel. Within the disaster management sector (DMS), commitment to the organization is critical to retention and quality services and has been shown to be related to degree of work satisfaction; however, research remains lacking related to the specific needs of the DMS related to employee and volunteer worker attraction, engagement, and retention. The purpose of this study was to explore job attitudes among disaster management sector (DMS) workers to create and support a more effective solution to employee job attitude problems and to promote performance and job satisfaction. A review of the literature revealed little published on this service area, with the existing research focused on the negative drivers of job dissatisfaction, lacking information on motivation and self-efficacy. A descriptive case study using both questionnaires and interviews was used both to investigate DMS HRM perceptions and experiences and to identify factors affecting job attitudes among employees and effective job attitude solutions to enhance job performance and satisfaction. Results of the data analysis revealed themes that can identify specific job attitudes that support DMS as an effective and efficient organization, the key drivers for achieving these job attitudes among employees, and HRM best practices in the DMS to support positive job attitudes among employees and why these best practices may be different than in other organizations. Components of employee engagement and retention will provide the DMS insight to develop job attitude solutions with the possibility of increasing job performance and satisfaction, serving to promote positive social change.

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Chapter 1: Introduction to the Study

Introduction

Success or failure in business enterprise may be determined by whether an organization has selected the right people for the most critical positions (Zahra, 2009). Indeed, the ability to both attract new employees and retain existing employees for key positions impacts the growth, effectiveness, and competitive advantage of the organization, highlighting the importance of management of human capital in achieving sustained growth and competitiveness through the acquisition and retention of a committed and knowledgeable workforce (Kotelnikov, 2001). The study of employee job attitudes in the field of organizational behavior can enlist a variety of conceptual perspectives (Steel & Rentsch, 1997; Taber, 1991). Distinctions in conceptual perspectives, particularly in terms of employee satisfaction, commitment, and motivation have been made in relation to job attitudes. The term job satisfaction refers to liking one's job, whereas, job involvement is a term used to describe how one psychologically identifies with one's job (Brooke, Russell, & Price, 1988). Further, organizational commitment refers to both the strength of the employee's identification with the organization, as well as the employee's involvement with the organization (Brooke et al., 1988).

The significant amount of past and ongoing research related to employee job attitudes highlights the relative importance of employee attitude to the organization, specifically in terms of understanding and promoting employee satisfaction and commitment (i.e., loyalty to the organization), while limiting job turnover (Knoop, 1995;

Porter, Steers, & Mowday, 1974). Employee job attitude has been shown to be correlated to job performance, a critical metric in organizational success (Anderson & Mohr, 2003; Bettencourt, Gwinner, & Meuter, 2001), particularly in fields such as the disaster management sector (DMS), which provides services that are specific to victims of natural disasters. In addition to job attitude, job performance also is a key factor within the DMS in the provision of life saving and life changing services to victims of natural disasters.

Currently, no body of research exists that directly examines employee job attitudes among those in disaster relief services. Given the nature of disaster relief services, employee commitment is critical to the ability of DMS organizations to provide quality service, and therefore, such research is warranted. The present study extended the research explored by Khalid (2011), specific to job attitudes in disaster relief services, and explored the potential of enhancing DMS employee engagement and retention, as well as exploring factors that support attracting and retaining quality employees in the DMS.

Background

Employee involvement and commitment to their service in their interactions with disaster victims is critical to success, as the victims are faced with loss, fear, and anxiety (Albano, Causey, & Carter, 2001; Beck & Franke, 1996). Victims of natural disasters face death of loved ones and often significant or even life-altering injury or trauma (Beck & Franke, 1996), which can lead to post-traumatic stress and other stress-induced disorders (Miller & Kraus, 1994). The gravity of the effects of disasters, as Guthrie (2001) stated, underscore the significance and seriousness of the job given to those

providing relief, also highlighting the challenges associated with recruiting and retaining the right employees who are talented and committed to their job in DMS. Because other risk-free, well-paying jobs are available to these qualified and skilled employees, pay is clearly not the only driver of recruitment and retention of quality employees in DMS (Barney, 1991). The situation, therefore, requires that DMS organizations ignite and maintain a strong sense of purpose, satisfaction, and commitment among employees to ensure selecting and retaining quality workers to fit the job.

The DMS need for committed and motivated employees is evident in the example of the American Red Cross. According to the ARC (2006), disaster relief workers provide immediate assistance to meet the emergency demands and needs of the disaster victims with timeliness and courtesy, according to the ARC mission. Over the course of a year, the ARC engages in over 70,000 disaster responses with immediate deployment of emergency services volunteers to serve the disaster victims. These disasters can include fires, spillage of hazardous materials, transportation accidents, explosions, and natural disasters. Natural disasters may include, for example, flooding, hurricane, earthquake, and tornado damage (ARC, 2006).

Given the devastation that can result from such disasters, relief workers are challenged with figuring out where to help first. In 2005, for example, two hurricanes, Katrina and Rita, caused devastation to the United States Gulf Coast resulting in major flooding, power outages, evacuations, destruction of most man-made structures, including much of the state of Louisiana, and causing the deaths of over 1,193 people (Risk Management Solutions, 2005). According to FEMA (2011) disasters bring

destruction, tragedy, and hardship. In addition to the losses and devastation caused by disasters, they can cause fear, anxiety, and a sense of hopelessness.

Working in an extreme situation such as a disaster area for a long period of time can cause a hypervigilant, trans-like state. Due to the high level of constant stress, some workers may become irritable and make mistakes, as their physical and mental resources start wearing (Bartley, 2007). The Center for Disease Control and Prevention (2012) further stated that these workers are critical to providing advocacy for basic human needs (i.e., clean water, food, electricity, and sanitation). They also can provide what the Center for Study of Traumatic Stress described as psychological first aid, which represents providing aid in the form of an evidenced-informed approach to helping victims coping with the aftermath of disasters with a goal to reduce emotional and physical responses immediately following a disaster (CDC, 2012). Disaster responders trained to provide such skills as Psychological first aid can greatly improve to potential that survivors will have necessary information and resources to cope with the immediate aftermath of a disaster (Rogers, 2007).

The previously noted examples of disasters associated with hurricanes Katrina and Rita offer insight into the gravity of the situation in disaster management situation as well as the high level of dedication and commitment of the DMS employees that is necessary to meet the associated challenges. Thus, research dedicated to understanding the attitudes of DMS employees can provide critical information to improve quality and effectiveness of disaster management services, particularly in terms of the importance of motivation and performance (Bettencourt et al., 2001; Steers & Porter, 1979). According

to the seminal work of Steers and Porter (1979), “The concept of the organization has long symbolized the efficiency, effectiveness, and rational allocation of resources for tasks to be accomplishment” (p. 555).

Victims of natural disasters often show symptoms of extreme stress (Beck & Franke, 1996). The victim’s extreme stress associated with natural disasters can be expressed in a variety of symptoms, which can include defensive behaviors, shock, fear and anxiety (often expressed in sleep disturbance, substance abuse, poor interpersonal relations, hypervigilance, hyper reactivity, performance problems in work or school, and other physical symptoms such as hypertension, chest pain, ulcers, and other physical pain), denial, depression/mourning, guilt/shame, and retaliation such as acting out, being argumentative, or law suits (Beck & Franke, 1996). These potential symptoms among victims associated with natural disaster highlight the intensity of the responsibility of the job of relief workers as well as the sensitive environment and psychological state in which they face disaster victims.

The relief workers, both volunteer and paid employees, provide essential assistance and life-saving support in situations that are chaotic and seemingly hopeless (Carruthers, 2009). Relief workers provide emergency services and instrumental assistance to the victims of disasters, remaining efficient and calm to support the ability to move through the crisis and improve the situation. This study remained focused on paid and volunteer workers, as the DMS organizations’ extensive use of volunteer workers offers a unique setting for understanding employee commitment, motivation, and

satisfaction. The American Red Cross, for example, depends on roughly 600,000 trained volunteers in addition to paid relief workers.

The recognition of the significance of not only the talent, but also the behaviors of the employees is a factor that serves to separate high performance organizations from average ones, with high performing companies demonstrating an emphasis on the strength of their talent pool (War for Talent, 2004). As such, a clear and purposeful approach to recruitment and retention of employees supports high performance, whereas the lack of such an approach can result in the inability to achieve the desired outcomes and related poor performance (War for Talent, 2004). The challenge for all companies is to recruit and retain those employees most capable of completing the required tasks with the highest quality results (Shuck & Albornoz, 2007).

An organization can incur loss of money and reputation due to poor recruitment resulting in less than optimal performance, which can in turn negatively affect employee turnover and support loss of critical human capital. Successful attraction and retention of skilled employees can be supported through high-involvement work practices (Huselid, 1995). Due to the nature of DMS work, which requires virtues of courage, dedication, sacrifice, and mental presence, these factors remain critically relevant to the ability for disaster workers to provide effective and timely services. To support high involvement practices, the DMS needs to implement a plan to keep workers motivated, and to develop and sustain requisite human virtues among employees.

Problem Statement

The last 10 years has seen an increase in both severity and incidence of natural disasters, highlighting the critical importance of disaster relief services as a means of saving victims and recovering communities, as exemplified by hurricanes Katrina and Rita in the U.S. Gulf Coast (Risk Management Solutions, 2005). Disaster management services requires employees with high levels of commitment (Shuck & Albornoz, 2007), which underscores the related impact of employee job attitude (Bettencourt et al., 2001). To support this high level of employee commitment, the DMS organizations have the goals of recruiting talented personnel, while also continuing to keep employees involved through supporting a spirit of service, a highly engaging work atmosphere, and a reputation of excellence that will serve to attract and retain additional talent and generate remarkable human capital (Huselid, 1995). The DMS organizations require a comprehensive plan of action that provides a framework from which to achieve these goals, based on three key drivers: employee attraction, employee engagement, and employee retention (Mann & Gaddy, 2016). In order to generate a successful framework for such an action plan, further understanding of disaster workers' job attitudes, as influenced by satisfaction, involvement, commitment, and turnover intention, is essential.

Disaster relief services encompass high risk, life-saving work that is both challenging and taxing, often in chaotic, fast-paced environments (Mann & Gaddy, 2016). These workers carry the responsibility of the mission of the DMS organization to provide immediate, essential care to the victims of disaster (Wagner & Harter, 2006). As a result, disaster relief organizations experience high turnover among relief workers in

the field, which has been estimated at 80% (Goncalves, 2011; Thomas, 2003). More significantly, however, is that high turnover represents a loss of knowledge and “lessons learned” in the field, which can directly affect performance in terms of effective relief and recovery efforts (Goncalves, 2011).

Committed workers in humanitarian organizations demonstrate a willingness to exert personal effort to support of the goals of the organization (Wolf, 2009). Within the unique setting of disaster relief organizations, in which both volunteer and employee workers are utilized, commitment to the organization has been shown to be related to degree of satisfaction with the work experience and identification with the organization through involvement (Dorsch, Riemer, Sluth, Paskevich, Chelladurai, 2002; Wolf, 2009). In order to effectively retain valuable human capital in terms of committed relief workers, who are essential to the mission of the organization, it is imperative to examine the variables of job satisfaction, job involvement, and job commitment among the employees and volunteer workers (Mann & Gaddy, 2016).

A gap in the research exists with regard to the specific needs of the DMS related to employee and volunteer worker attraction, engagement, and retention. A key concept related to attraction, engagement, and retention within the DMS is worker involvement and attitude, which has been linked to administrative conflict, political bias, and professional growth (Dwivedi, Shareef, Mukerji, Rana, & Kapoor, 2018). Additional research into the job attitudes associated with disaster relief workers, both employed and volunteer, can provide information critical to improvements in the DMS, ultimately supporting the quality of services provided to victims of disasters. Khalid (2011) and

Dwivedi et al. (2018) have provided initial explorations of job attitudes within the DMS. This study will further explore key drivers and human resource management (HRM) approaches for the DMS. The study will be used to identify possible job attitude solutions to engage employees and enhance satisfaction, commitment, and ultimately, performance (Khalid 2001).

Purpose of the Study

The purpose of this study is to explore the role of HRM practices in the DMS through manager and employee perceptions and experiences related to job attitudes, as well as the drivers of key job attitudes, and the relationships of these variables to performance among disaster relief workers. The goal of this research is to develop a comprehensive action plan, based on the findings, to engage, attract, and retain qualified employees.

Research Questions

The research questions serve to guide this qualitative study by maintaining a focus on the goals and objectives of the study. The study will use qualitative methods to uncover perceived drivers to the development of perceived job attitudes that support more effective services in the DMS and quantitative methods to reveal relationships between the variables identified. As such, the following research questions were developed to guide the present study in an exploration of the job attitudes among DMS employees:

- RQ1. What are the perceived job attitudes that support more effective and efficient services in the DMS and what is the specific relationship between these job attitudes and performance among disaster relief workers?
- RQ2. What are the perceived key drivers, including demographic characteristics, that support the development of necessary employee job attitudes to support high performance in the DMS and what is the specific relationship between these drivers and job attitude in the DMS?
- RQ3. What are the best practices in human resource management approach for the DMS to support the necessary job attitudes for high performance employees? Why would these be different than in any other organization?

To address these research questions, a qualitative descriptive case study is proposed to investigate DMS manager and employee perceptions and experiences and significant relationships between the variables of interest, and to identify effective employee job attitude solutions in order to enhance job performance and satisfaction.

Theoretical Framework

The theoretical framework for this study maintains a focus on motivation. The following frameworks help to understand motivation, which will serve to inform the researcher in understanding the results through understanding the various aspects related to employee motivation. Motivational theory used as a theoretical framework for this

study includes Maslow's theory of hierarchy of needs, Alderfer's ERG theory, and Herzberg's Motivation Hygiene Theory

Maslow's Theory of Hierarchy of Needs

Abraham Maslow (1943) categorized universal human needs into five, broad, scaled categories, which include the following "stages" in the hierarchy of needs:

1. Physiological: these needs include basic human needs of air, water, nourishment, and sleep.
2. Safety: these include the need for safety and security in daily living (i.e., in one's living space and workplace).
3. Social: these needs encompass the need for human socialization, including group activities and other forms of interpersonal communication used to form social bonds.
4. Esteem: these needs include recognition and social status.
5. Self-actualization: the need to discover one's true self by the end of life (Maslow, 1943)

As a seminal work for describing human needs, Maslow's theory describes human needs along a continuum such that the employees lower level needs must be fulfilled before the employee can be motivated by upper level needs. However, this hierarchy is not always followed in real life situations (Organ & Konovsky, 1989), for example, a painter living in poverty may still create works of art that fulfill his need for self-esteem, despite his inability to provide for more basic needs (Organ & Konovsky, 1989).

However, critics noted gaps in Maslow's theory, and challenged its validity given the little data provided to support the theory.

ERG Theory

Because of the gaps in Maslow's theory, Clayton Alderfer (2007) developed the ERG theory as a way to add needed flexibility to Maslow's model. Alderfer did this by redistributing the elements of each level of Maslow's hierarchy of needs into three sections of existence (E), relatedness (R), and growth (G). The concept of existence encompasses the physiological needs and the need for safety; the concept of relatedness is used to describe the social and external esteem needs; and the concept of growth is used to represent the need for self-actualization and internal esteem (Alderfer, 2007). In contrast to Maslow's theory, in the ERG model, an individual can be motivated by any of these needs and there is no specified order, such that the need drive is not dependent on fulfillment of other (preceding) needs (Alderfer, 2007).

Specific to a workplace environment, the ERG model aligns with the frustration-regression principle, which asserts that people seek to fulfill a need after failing to meet a different, higher need. For example, if an organization fails to provide for the safety of employees, but does provide performance incentives (Alderfer, 2007). Critical to engagement and retention of employees, the process is reflective of management intention to support the further development and welfare of its employees (Alderfer, 2007). The type of motivation may be a key factor in employee engagement and retention.

Herzberg's Motivation Hygiene Theory

Frederick Herzberg developed the motivation hygiene theory based on two distinct types of needs, which include hygiene needs and human needs (Herzberg et al., 1959). According to Herzberg, Hygiene needs are those necessary to provide to the employee to ensure against dissatisfaction, but that don't necessarily improve performance or instill satisfaction (Herzberg et al., 1959). Human needs can be useful as a motivating factor among employees, as these factors may include promotions, recognition and other awards, and increased responsibility. Unlike Maslow, Herzberg offered significant data evidence to support his theory development, but his theory remains challenged methodologically.

Nature of the Study

Because humanitarian organizations strive to lessen the pain and suffering of disaster victims, the goal is to achieve efficient, effective, and immediate delivery of services to the area and the victims. With a focus on providing necessary and often life-saving services to the victims, disaster relief work requires effectiveness to support positive outcomes in life and death situations for the victims. As such, disaster relief workers must be extremely motivated to complete their task efficiently and effectively, highly engaged in the task, and experienced to provide high-quality services on the job, while working in harsh environments, and dealing with dire psychological situations, both in terms of the environment and the victims rescued (Brown & Leigh, 1996). Retention of quality, experienced employees is essential to retaining valuable field knowledge and experience for effective response and relief in future disasters

(Goncalves, 2011). Factors related to job attitude of employees are critical to efforts toward recruiting and retaining of highly skilled employees. Research aimed at examining and exploring factors related to job attitude can support the development of more effective training as well as the maximization of employee performance and productivity through enhanced understanding of employee attitudes and inform strategic planning.

To address the purpose, the research employed a case study research design incorporating quantitative survey and qualitative interview data collection strategies from a sample of DMS employees and DMS human resources professionals. A case study research design utilizing both qualitative and quantitative data was chosen to provide a detailed understanding of the perceptions of both employees and human resource managers. Quantitative survey data were analyzed using descriptive statistics and correlations to compare mean values against collected demographic characteristics. Qualitative interview and open-ended survey questions were analyzed using frequency determination and thematic content analysis. The depth of data collection and analysis provides a more complete picture of the contribution of employee attitudes and HR to employee engagement, attrition, and retention.

Definitions

The following list of terms are defined contextually, as they are used in this study to support clarity in the use of the specified terms.

High-Performance Work System (HPWS): HPWS is noted strategic tool for application of human resource management, or strategic human resource management (SHRM; Bohlander & Snell 2004).

Human Capital (HC): HC is reflective of the skills and knowledge of the human aspect of an organization (i.e., it's employees) with a limited industrial application (Becker 2004).

Opportunity Creation and Exploitation (OCE): The OCE business philosophy is based on the application of a life cycle corporate strategy and is similar to the *hammer and the pivot* strategy used in the military (Dudik, 2000).

Servant Leadership: According to leadership theory, servant leadership represents a type of leadership style that is a version of transformational leadership that aims to create change from the core, supports the autonomy and growth of employees, and remains focused on the leader as serving others (Greenleaf, 1977).

Strategic Human Resource Management (SHRM): A type of human resource management that is both company specific and tries to link strategic organizational goals/objectives with human resources to support higher performance levels and organizational cultural development of innovation and competitive advantage (Huselid, 1995).

Sustainable Competitive Advantage (SCA): As a business philosophy, SCA aims to achieve a unique and long-term competitive advantage for the organization that is not replicable by the organization's competition (Porter, 1980).

Assumptions

Exploration of employee attitudes may be important as an outcome to a variety of effects on the delivery of services. The degree to which this is true in the DMS weighs on factors contributed by the HRM department, DMS leadership and the hands-on contributions of the employees themselves. It is crucial for HRM to research what employees find relevant to work-related happiness and fulfillment. Retention of highly trained employees could mean the difference between saving lives in a disaster.

Scope and Delimitations

The focus of disaster relief is on the victims of natural disasters, which may include hurricanes, earthquakes, tornadoes, floods, and more. These disasters require highly effective service outcomes, as effective service can support positive outcomes in grave, life or death circumstances for victims. Disaster relief worker can take a toll on one's physical and mental health. Victims of disasters deserve the absolute best care from DMS employees. In the same vein, DMS require the organizational support to perform in the field. The research questions seek to investigate and explore these areas. The study specifically includes DMS employees, volunteers and paid employees with disaster experience ranging from 1-10 years. HRM employees require at least 2 years-experience. Boundaries were placed on employees with less than this amount of experience to increase the chance of having more work-related tenure.

Motivating theories closely related to this work but not investigated include the Hawthorne Effect (Landsberger, 1961). This theory posits employees work best when they know they are observed. Although this may have some effect in the DMS field,

highly trained personnel are required in life altering situations such as natural disasters. In this regard other motivation theories were selected as more appropriate for this study. Transferability was considered a factor in this study as the researcher is a volunteer for the ARC and served in New Orleans, LA after Hurricane Katrina and during Hurricane Rita. Factors are acknowledged and intended to expand on the previous DMS work (Khalid, 2011). Delimitations of the study included that this study did not explore responses per disaster situation, self-designed questionnaires, the limited time frame, because of which the researcher was unable to apply the compare-and-contrast method using a second survey.

Limitations

The limited literature available on employee attitudes within the disaster management sector served as a limitation of this study. This researcher was unable to find prior research directly related to or directly applicable to job attitudes in the DMS. The assumption of this study is that results can be used to support development of an effective framework to promote efficiency, effectiveness, and high performance toward more positive outcomes for the DMS. The study is limited in scope to the small number of participants and the single location. Drawing from a single disaster experience, given the relative infrequency of major disasters, future large-scale disaster occurrences may provide additional data for the expansion of these results to other DMS organizations as well as to other counties and states, yielding more substantial data to support the study conclusions and allow for generalizability of the findings.

Significance

There is a lack of literature in the management field specifically related to the need to understand employee job attitude in the DMS and, therefore, the current study is both unique and necessary to add to the literature in the field of management (Khalid 2011). Derived from the results of this study, recommendations support development of a solution strategy for the DMS. In addition, the results of this study may be the first of its kind to identify and explore HRM best practices specific to productivity within DMS organizations (Khalid 2011). As such, findings can be used to develop employee recruitment and retention programs specific to the DMS as well, with an emphasis on generating the requisite employee job attitude to support efficiency, effectiveness, and timely response.

From the results of this study, future research directions may consider several areas of research related to continued positive development of the DMS and employees, including the retention of key human capital, essential skills, and institutional memory (Entrekin & Court, 2001). Job attitudes can significantly affect delivery of services as well as employee retention and recruitment to respectively achieve the organization's mission and meet the company's operating needs. In addition, this study acknowledges the significance of human capital to the DMS organization in terms of the retained information, insight, competitive advantage associated with skilled employees, contributing to organizational capital (Guthrie, 2001; Huselid, 1995).

This study may support the development of strategies for enhanced job attitude and the retention and increased commitment of qualified, skilled employees, serving to

support the competitive advantage of the organization and increase performance through retained human capital (Prahalad & Hamel, 1990). To achieve this goal, this researcher stressed a focus on employee management to achieve greater competitive advantage due to the decline in potency of other more traditional sources of competitive advantage (Lawler, 1996; Pfeiffer, 1994). Through the results of this study, DMS management can support the development of greater dedication and commitment among DMS workers through adhering to several recommendations for supporting positive job attitudes among DMS workers, which in turn will generate significant positive social change.

Summary

Chapter 1 has provided the background of the problem under investigation, highlighting the study significance in terms of the relative importance of job attitudes of employees in the DMS and factors that can be used to develop the desired attitudes to support recruitment, retention, and ultimately higher performance levels for the DMS. The gap in the research was identified pointing to the need for additional research into the specific needs of the DMS related to worker attitude as a key concept of employee and volunteer worker attraction, engagement, and retention. Therefore, the purpose of this study is to explore the role of HRM practices in the DMS through manager and employee perceptions and experiences related to job attitudes, as well as the drivers of key job attitudes, and the relationships of these variables to performance among disaster relief workers. Additional research into the job attitudes associated with disaster relief workers can provide information critical to improvements in the DMS toward improved quality of services.

The following chapters provide a review of the literature, explanation of the methodology and data analysis, and a discussion and conclusion of the study. Chapter 2 provides a review of the literature with regard to HRM issues in general, which may have either a direct or indirect influence on employee attitudes. In addition, Chapter 2 describes the importance of human capital to organizational success and effective management of this type of organizational capital. The chapter provides discussion of previous research on organizational culture, communication, leadership style and behaviors, and motivational reward systems. After the literature review, Chapter 3 provides a comprehensive explanation of the research methodology used to accomplish the goals of this research study. Chapter 4 details the data analysis and results of the study. Finally, Chapter 5 provides a discussion of the results and conclusions of the research study.

Chapter 2: Literature Review

Introduction

The increase in severity and incidence of natural disasters highlights the critical importance of disaster relief services as a means of saving victims and recovering communities (Risk Management Solutions, 2005). Disaster management services requires employees with high levels of commitment (Shuck & Albornoz, 2007), which underscores the related impact of employee job attitude (Bettencourt et al., 2001). However, disaster relief organizations experience high turnover among relief workers in the field related to the high risk work environment (Goncalves, 2011; Mann & Gaddy, 2016; Thomas, 2003). The problem is that to support this high level of employee commitment, the DMS organizations need to recruit talented personnel and retain existing employees, suggesting the need for a DMS comprehensive plan of action (Mann & Gaddy, 2016). A key concept related to attraction, engagement, and retention within the DMS is worker attitude (Dwivedi, Shareef, Mukerji, Rana, & Kapoor, 2018). The study will be used to identify possible job attitude solutions to engage employees and enhance satisfaction, commitment, and ultimately, performance (Khalid 2001).

The purpose of this study is to explore the role of HRM practices in the DMS through manager and employee perceptions and experiences related to job attitudes, as well as the drivers of key job attitudes, and the relationships of these variables to performance among disaster relief workers. To address this purpose the following research questions will guide the study: (a) What are the perceived job attitudes that support more effective and efficient services in the DMS and what is the specific

relationship between these job attitudes and performance among disaster relief workers (RQ1); (b) what are the perceived key drivers, including demographic characteristics, that support the development of necessary employee job attitudes to support high performance in the DMS and what is the specific relationship between these drivers and job attitude in the DMS (RQ2); and (c) what are the best practices in human resource management approach for the DMS to support the necessary job attitudes for high performance employees? Why would these be different than in any other organization (RQ3)?

The literature review for this study explores prior research literature and theory related to the concept of job attitudes and factors influencing the attitudes of employees. This chapter provides an overview of the research literature related to the topic under investigation to support enhanced understanding of both related research and the relevant theoretical framework that is used to frame the study at different levels. Topics covered in this review, as related to job attitudes, include (a) employee retention and engagement and the significance of these factors to organizational performance and the ability to meet the demands of the work environment; (b) organizational philosophy, mission, and culture and the associated impact on employee engagement in the work environment; (c) cultural competency in terms of communication within the organization; (d) leadership style and its relationship with organizational philosophy and leading by example, and (e) characteristics of different types of motivation. In addition, this review of the literature related to job attitudes also includes a discussion of HRM practices and the effect of HRM on the recruitment, training, and retention of DMS relief workers. The

organization of the literature review aligns with a detailed theoretical framework that follows, it includes job attitude, job involvement, job satisfaction, and organizational commitment.

Literature Search Strategy

A literature search was conducted in order to identify relevant peer-reviewed articles for analysis and comparison through a number of literature sources. The following databases were used Ebscohost, Proquest, and scholar google. Although the literature search was primarily limited to the last five years, the search included relevant literature regardless of date and seminal works well beyond the last five years. The following keywords were used: *disaster management, disaster relief workers, job attitudes, job involvement, job satisfaction, job commitment, and organizational commitment*. The following topics are covered in the review: job attitudes, job involvement, job satisfaction, organizational commitment, and how these topics relate specifically to job attitudes among DMS workers.

Theoretical Foundation

The theoretical framework for this study maintains a focus on motivation. The following frameworks help to understand motivation, which will serve to inform the researcher in understanding the results through understanding the various aspects related to employee motivation. Motivational theory used as a theoretical framework for this study includes Maslow's theory of hierarchy of needs, Alderfer's ERG theory, and Herzberg's Motivation Hygiene Theory

Maslow's Theory of Hierarchy of Needs

Abraham Maslow (1943) categorized universal human needs into five, broad, scaled categories, which include the following “stages” in the hierarchy of needs:

6. Physiological: these needs include basic human needs of air, water, nourishment, and sleep.
7. Safety: these include the need for safety and security in daily living (i.e., in one's living space and workplace).
8. Social: these needs encompass the need for human socialization, including group activities and other forms of interpersonal communication used to form social bonds.
9. Esteem: these needs include recognition and social status.
10. Self-actualization: the need to discover one's true self by the end of life (Maslow, 1943)

As a seminal work for describing human needs, Maslow's theory describes human needs along a continuum such that the employees lower level needs must be fulfilled before the employee can be motivated by upper level needs. However, this hierarchy is not always followed in real life situations (Organ & Konovsky, 1989), for example, a painter living in poverty may still create works of art that fulfill his need for self-esteem, despite his inability to provide for more basic needs (Organ & Konovsky, 1989). However, critics noted gaps in Maslow's theory, and challenged its validity given the little data provided to support the theory.

ERG Theory

Because of the gaps in Maslow's theory, Clayton Alderfer (2007) developed the ERG theory as a way to add needed flexibility to Maslow's model. Alderfer did this by redistributing the elements of each level of Maslow's hierarchy of needs into three sections of existence (E), relatedness (R), and growth (G). The concept of existence encompasses the physiological needs and the need for safety; the concept of relatedness is used to describe the social and external esteem needs; and the concept of growth is used to represent the need for self-actualization and internal esteem (Alderfer, 2007). In contrast to Maslow's theory, in the ERG model, an individual can be motivated by any of these needs and there is no specified order, such that the need drive is not dependent on fulfillment of other (preceding) needs (Alderfer, 2007).

Specific to a workplace environment, the ERG model aligns with the frustration-regression principle, which asserts that people seek to fulfill a need after failing to meet a different, higher need. For example, if an organization fails to provide for the safety of employees, but does provide performance incentives (Alderfer, 2007). Critical to engagement and retention of employees, the process is reflective of management intention to support the further development and welfare of its employees (Alderfer, 2007). The type of motivation may be a key factor in employee engagement and retention.

Herzberg's Motivation Hygiene Theory

Frederick Herzberg developed the motivation hygiene theory based on two distinct types of needs, which include hygiene needs and human needs (Herzberg et al.,

1959). According to Herzberg, Hygiene needs are those necessary to provide to the employee to ensure against dissatisfaction, but that don't necessarily improve performance or instill satisfaction (Herzberg et al., 1959). Human needs can be useful as a motivating factor among employees, as these factors may include promotions, recognition and other awards, and increased responsibility. Unlike Maslow, Herzberg offered significant data evidence to support his theory development, but his theory remains challenged methodologically.

Literature Review Related to Key Variables and Concepts

Job Attitude

Employee loyalty to the organization and dedication to the job are qualities (or attitudes) valued by organizations, as they relate to job performance (O'Driscoll & Randall, 1999). During the last 15 years research in the field of organizational behavior has explored work related attitudes of employees (Steel & Rentsch, 1997; Taber, 1991) with a focus on the related factors of job satisfaction (Hart, 1999) and involvement (Brown, 1996), as well as general organizational commitment (Shore & Tetrick, 1991). According to Bettencourt et al. (2001), organizational loyalty can be defined by key predictors of employee attitudes, in particular, job satisfaction and perceived organizational support.

Employee involvement and job commitment are both positively related to organizational support (O'Driscoll & Randall, 1999), while job attitudes may support the relationship, with job attitudes paired with employee involvement (Steel & Rentsch, 1997). This is an empirical measure of how job attitude affects employee involvement

and commitment to his or her work. Employees with positive attitudes are motivated and are able to endure more psychological problems. In addition to pairing attitudes and involvement, paired studies also include commitment and support (O'Driscoll & Randall, 1999), as well as organizational citizenship behaviors (Bettencourt et al., 2001; Moorman, 1991; Organ & Konovsky, 1989).

Attitudes are generally developed from one's unique personal and individual perceptions and job attitudes are no different. Such personal perceptions are developed through individual thought processes and key outside influences (Elbert, Seale, & McMahon, 2001). Employer perceptions of employee satisfaction may be based on employee performance (Wright & Cropanzano, 2000); employee compliance (Koslowsky, Schwarzwald, & Ashuri, 2001); and evidence of low turnover rates of employees (Spillane, 1973). Conversely, the employee perceptions of the organization may be based on perceptions of employer commitment to the employees, and perceptions of employer appreciation of the employees (Brief & Weiss, 2002; Hershberger et al., 1994; McAllister & Bigley, 2002), as well as perceptions of the consumer value of the employee (Anderson & Mohr, 2003; Bettencourt et al., 2001).

According to Organ (1988), organizational citizenship behaviors re defined as:

Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the

clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. (p. 4)

Although general concepts, job attitude, employee satisfaction, employee involvement, and employee organizational commitment represent unique concepts related to attitudes and performance (Brooke, Russell, & Price, 1988). Bontis and Serenko (2009) described, "Employee sentiment, conceptualized and operationalized through employee satisfaction, commitment and motivation, serves as an antecedent of several human capital and performance-related constructs" (Bontis & Serenko, 2009, p. 53).

The way employees represent the organization to consumers is a reflection of their sense of company loyalty and their behaviors of organizational citizenship (Bettencourt et al., 2001). Therefore, continuing research related to employee attitudes is critical, as attitudes contribute to other job behaviors (O'Driscoll & Randall, 1999). As an example of the importance of understanding employee attitudes, satisfaction, support for the organization, and the effects on employee behavior, O'Driscoll and Randall (1999) argued that organizational support given to employees by the organization supports improved positive behaviors and attitudes, such as commitments.

According to Gellis (2001), job attitude is formed from several factors, including the philosophy and behaviors of the organization and its leaders, the motivation and reward systems used by the organization, as well as factors related to culture and demographic variables that may influence attitudes. These variables with a potential

influence on employee job attitude can be separated into three workplace sectors: *company dimensions*, *job dimensions*, and payment or *compensation system* (Heathfield, 2008).

There are two distinct types of job factors: intrinsic and extrinsic (Spillane, 1973). In terms of intrinsic factors, these factors generally are related to the work itself and may include achievement and associated recognition; conversely, extrinsic factors generally relate to the work environment and may include working conditions, coworkers, and compensation (Spillane, 1973). Every employee has their own attitude toward each type of job factor, assigning relative significance to each factor, such that intrinsic and extrinsic factors have more or less significance depending on the employee (Spillane, 1973). Research supports the alignment of job attitudes with these job factors, supporting, for example, the relationship between commitment and intent to turnover (Blau & Boal, 1987; Porter, Steers, & Mowday, 1974).

Job Involvement

In terms of job involvement, when employees relate to the job tasks given and place value on the tasks (i.e., perceived importance), they remain concerned and involved in the tasks. As such, precursors to job involvement relate to elements that support self-image and the value of the job, which can include self-esteem, self-worth, and a positive work ethic (Steel & Rentsch, 1997). Lodahl and Kejner (1965) cited theory related to job involvement to contend that individual values support job involvement. Similarly, Brown (1996) asserted:

Job involvement is an important factor in the lives of most people. Work activities consume a large portion of time and constitute a fundamentally important aspect of life for most people. People may be stimulated by and drawn deeply into their work or alienated from it both mentally and emotionally. (p. 235)

Thus, another factor potentially impacting job attitude and ultimately performance is job involvement. According to Houston and Sokolow (2006), job involvement is driven by traits that contribute to employee attitude.

Complete involvement in work is described as being in a state of engagement, whereas alienation from work is described as separation (Brown, 1996; Kanungo, 1982). Logically, the organizational preference is for employee involvement rather than alienation. In the disaster response organization, employee separation, which can cause neglect to specified duties or responsibilities related to the care of disaster victims, results in significant and costly consequences to the organization and the victims they serve. Involvement is critical to disaster and first response workers, as they need to consider the nuances of different situations and respond accordingly; for example, in situations involving minors, Zirkle et al. (2002) explained, “Minor clients are believed to be particularly vulnerable to harm because of the power difference between the helper and client, which is more pronounced than is the case when clients are adults” (p. 108).

Job Satisfaction

Research has supported multiple factors in employer perceptions of employee satisfaction and employee perceptions of organizational culture. Employer perceptions of

employee satisfaction may be based on employee job performance (Wright & Cropanzano, 2000), employee compliance (Koslowsky et al., 2001), and employee turnover (Spillane, 1973). On the other hand, employee perceptions of the organization may be based on evidence of commitment to, concern for, and appreciation of employees by the employer (Brief & Weiss, 2002; Hershberger, Lichtenstein, & Knox, 1994; McAllister & Bigley, 2002) and the employer's consumers (Anderson & Mohr, 2003; Bettencourt et al., 2001).

Liking one's job "continues to be a major dependent variable in industrial, organizational, and social psychology" (Ironson, Brannick, Smith, Gibson, & Paul, 1989, p. 193; Robbins & Judge, 2009). It has been related to organizational commitment (Colakoglu, Culha, & Atay, 2010), employee performance (Robbins & Judge, 2009), and job turnover (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011). According to Bontis and Serenko (2009), job satisfaction represents the overall attitude of employees towards their current jobs.

Research points to several factors that are associated with job satisfaction (Andrew, Faubion, & Palmer, 2002; Bingham, Valenstein, Blow, & Alexander, 2002). These factors include remuneration (pay), working conditions and security, sense of autonomy, job responsibilities, and sense of accomplishment (Andrew et al., 2002). Similarly, Bingham et al. (2002) described:

Provider job satisfaction is influenced by various workplace characteristics, including size, type, and location (i.e., medical center, inpatient or outpatient

clinic), and administrative organization. The health care workplace also is shaped by the collection of symptoms, needs, and conditions of the patients receiving care. Collectively, patients' health attributes influence the array of health care procedures employed; limit the range of expectable patient outcomes; contribute to the type, quantity, and quality of interaction between patients and providers; and impact rewards and difficulties encountered in providing health care. (p. 336)

Thus, many characteristics of the workplace and perceptions of the worker influence overall job satisfaction (Bingham et al., 2002). If a workplace is positive and conducive to work efficiency, employees will be satisfied and will demonstrate positive job attitudes (Bingham et al., 2002).

According to Wright, Cropanzano, Denney, and Moline (2002), job satisfaction is “a reflection of how desirable or attractive an employee considers their job to be” (p. 146). In general, a worker who has a positive attitude about the job tends to be more satisfied with his or her job. Thus, Andrew et al. (2002) explained, “The reinforcing characteristics of the workplace that correspond with the worker's needs lead to satisfaction” (p. 223). These individualized needs of the worker encompass their unique personality and style (Houston & Sokolow, 2006).

Although job satisfaction and employee motivation have been a topic of investigation for over 50 years (Bontis & Serenko, 2009), the majority of the related research has focused on organizational predictors that have included factors such as employee pay, organizational leadership and supervision (Locke, 1976), while also

tending to be lacking in differences related to individual factors (Staw & Ross, 1985).

However, according to O'Reilly and Caldwell (1980), significant differences exist in the way individual employees perceive their jobs, regardless of consistent job description and tasks, suggesting an impact of individual differences on work attitudes.

Despite the dearth of research information, the distinct role of job satisfaction has remained ambiguous (Bontis & Serenko, 2009). Prior research has supported relationships between job satisfaction and employee commitment, motivation, employee capabilities, organizational citizenship, and human capital (Bontis & Serenko, 2007, 2009; Farkas & Tetrick, 1989; Tietjen & Myers, 1998; Mayo, 2000; Robbins & Judge, 2009). However, despite the research supporting these relationships, they have failed to be confirmed consistently. For example, while Ying and Ahmad (2009) found organizational commitment to be significantly associated with job satisfaction; however, this was not the case with employee performance. Indeed the dynamics of interaction between these variables remains somewhat elusive.

The relative importance of job satisfaction, however, remains evident. Ajang (2007) conducted a study of 122 workers, of which 63 ranked job fulfillment and satisfaction as the most significant motivational factors. Results of Ajang's study as well as other prior research (Colakoglu et al., 2010; Robbins & Judge, 2009), continue to suggest the importance of employee satisfaction on motivation as well as productivity and performance.

The significance of human capital and employee turnover and the relationship with job satisfaction and employee attitude are of particular interest in the present study,

given the need for knowledge and experience sharing in the field, as noted previously. Theories attempting to describe employee turnover have suggested a relationship with job satisfaction, highlighting the significance of this variable as a factor influencing the employee intent to leave, leading to turnover (Boswell, Boudreau, & Tichy, 2005; Chen et al., 2011; Steel, 2002). Given a significant negative relationship between job stress and job satisfaction (Ahsan, Abdullah, Fie, & Alam, 2009) combined with the significant turnover reported among disaster relief workers (Goncalves, 2011; Thomas, 2003) and the heavy reliance on volunteer workers (Wolf, 2009), understanding factors of employee motivation and job satisfaction in this field seem to be critical to ensuring commitment and to lowering turnover.

Organizational Commitment

The concept of organizational commitment is defined in terms of the strength of the two variables of identification with the organization and involvement in the organization (Brooke et al., 1988). To further understand the concept of commitment, Meyer and Allen (1991) asserted that commitment is developed through three basic elements of “affective attachment to the organization, perceived costs associated with leaving the organization and obligation to remain with the organization” (pp. 63-64). These elements are essentially worker attitudes and are present among workers in any organization. Similar to workers in any field, the level and type of commitment evident among disaster relief workers represents information that can be used by the service organization to determine expectations of retention (i.e., employee desire to stay with the organization (Andrew et al., 2002; Rhoades & Eisenberger, 2002).

Affective commitment, as defined by O'Driscoll et al. (1999), is defined as an attitude based on personal, emotional identification with the organization, more specifically, the professed values, mission, and goals of the organization. Affective commitment of the employee to the organization has no material or economic attachment, rather, the employee feels emotionally attached to the organization regardless of whether or not he or she has anything to lose if he or she decides to leave the organization (O'Driscoll et al., 1999). Given the nature of disaster relief work, affective attachment may be the most important attachment to the disaster relief workers in relation to strong emotions that constitute the core of affective attachment (Meyer & Herscovitch 2001).

The major drivers for affective attachment include social connectedness to both co-workers and the organization, belief in the organizational mission, and perceived organizational support, culture, and leadership (Riggle, Edmonson, Hansen, 2009; Yiing & Ahmad, 2009), although the inter-relationships of these factors remain somewhat unclear. Riggle et al. (2009) asserted that the level of perceived organizational support demonstrates a strong, positive relationship with job satisfaction and organizational commitment, as well as a moderate degree of influence on employee performance and a strong, negative effect on intention to leave. The results of Yiing and Ahmad (2009) similarly linked organizational commitment and job satisfaction, with supportive organizational culture contributing to the relationship; however, the authors did not find a relationship between organizational commitment and employee performance.

Organizational leadership behavior was also identified as a significant factor affecting

organizational commitment, with organizational culture having a role in this relationship (Yiing & Ahmad, 2009).

By definition, continuance commitment represents an attitude that is one of two factors: perceived benefits of remaining with the organization and perceived costs of leaving the organization (Meyer & Allen, 1984, 1991). Continuance commitment may have nothing to do with the emotions and social life of the employee, but may be driven by such factors as the economic loss to the employee associated with leaving the organization (Meyer & Allen, 1984, 1991). This may include recognition, achievement, and rank as well as other factors such as loss of retirement benefits (Meyer & Allen, 1984, 1991). This type of commitment is likely not as important as emotional attachment among disaster relief workers, from whom much is asked with little financial (extrinsic) reward; as such, disaster workers “must find significant personal satisfaction in their role” to support involvement and commitment (Wolf, 2009, p. 13).

The third type of employee attachment is the normative attachment, which is a term used to describe employee sense of obligation to staying with the organization (Allen & Meyer, 1990). This type of attachment reflects a moral commitment to the organization arising from a perceived organizational investment in the employee (Allen & Meyer, 1990). The organization can create this by offering training to the employees; hence, employees feel obliged to serve the organization because they feel they have a moral responsibility to serve the organization due to the investment the organization has made in them (Allen & Meyer, 1990). Allen and Meyer (1990) asserted, “The affective and normative components, although distinguishable, appear to be somewhat related” (p.

1); thus, this is also a very important type of commitment related to disaster relief workers.

Current Trends

Due to the global recession and the resultant need to produce more for less, companies are relying on their human capital more than ever before. These organizations continue to attempt to reorganize their workforce in order to shape employee attitudes to achieve the necessary goals (Duff, 2009). Most companies cannot afford additional personnel, nor the loss of existing, qualified, trained, experienced employees, highlighting the issues related to the engagement and retention of employees.

Functional and dysfunctional turnover. Functional employee turnover is caused by the loss of low performance employees either by deliberate resignation of the employee or when the organization decides to let them go because they are not performing (Kurth, 2005). This has less direct effect on the organization and the organization does not lose its functionality; however, it is an indication that the organization's workforce may not be well managed (Kurth, 2005). Kurth (2005) chronicled the hardships that disaster response staff may have to overcome in their daily work. Kurth's work provides a good platform on which management of disaster recovery employee management can be built. In addition, Webster (2010) provided a comprehensive study on the difficulties that may be instrumental in hindering employee motivation and more specifically, discussed the role of a contingency plan for disaster recovery workers and how this may be used to increase staff motivation and morale.

Dysfunctional employee turnover is more costly to the organization due to the loss of employees who are high performers (Hollenbeck & Williams, 1986). Although, in most cases, this happens through voluntary employee resignation, primarily due to pursuing more advanced opportunities, it can also be caused by even firing of employees when they are high performers. This can also happen if the high-performance employee has other issues related to work (Bergman, Payne, & Boswell, 2012).

Motivation and commitment become important factors when the organization is asking more of the employees for less (in terms of time and compensation). However, it may sometimes be necessary to increase output when the alternative is losing their jobs or the downgraded state of the market. In this type of situation, the employee may not have a choice but to work harder for the same or even less income, as the fear of job loss can become a major driver for continuance commitment (Allen & Meyer, 1990). However, this kind of commitment of the employee to the organization is not well founded, breaking down once the employee locates an alternative (Allen & Meyer, 1990). Suster (2010) addressed the issue of employees, who, for lack of job satisfaction, move from one job to the other. Job dissatisfaction can be caused by many factors, such as the need for higher salary or the need to improve talent.

When considering how to reward those workers who perform, Brown (2008) asserted, “The main question is how to link reward with performance, and *not* whether to link it” (p. 22). Further, in response to issues related to concepts of equal pay, Brown suggested, “It is essential to ensure that pay differences are justifiable and non-discriminatory” (p. 22), suggesting the need to reduce disparities in pay. Rewarding the

top performers in the organization while also equalizing pay in a more general sense can serve to support a reduction in costs with an increase in worker productivity (Brown, 2008). However, the assertions offered by Brown may not be realistic as a solution, because organizations may not be able to provide adequate reward compensation or maintain an equal pay policy, as these suggestions could result in additional spending.

The responsibility may fall to the employees, supported by leadership, to be more engaged within the constraints of the organizational crisis (Wellins, 2008). However, the need for engagement and the direction of motivation and perceived responsibility is ambiguous, as the job attitudes desired of employees reflect the performance of others in management, leadership, and HRM roles (Ulrich, 1997). In a review of related literature, Wagner and Harter (2006) explored research evidence for understanding the significance of employee engagement and retention. Wagner and Harter highlighted the benefits of having engaged employees. Employees who are engaged tend to have a greater level of productivity, profitability, safety, health, and are, therefore, more likely to remain with the organization (Wagner & Harter, 2006). Yet, estimates suggest that among the global workforce, a mere 30% of employees are engaged at work (Wagner & Harter, 2006).

Why job attitude is important. Employee satisfaction is greater when employees are voluntarily engaged in their work (Kahn, 1990). Voluntary engagement has been shown to contribute to organizational profitability in several ways (Kahn, 1990). Satisfied employees who are happy and engaged in their work, for example, show greater creative thinking, and less absenteeism (Kahn, 1990; Wagner & Harter, 2006). In addition, happier employees report fewer job-related injuries (Wagner & Harter, 2006).

Therefore, employee attitudes toward their job positively impacts the organization. Wildermuth and Cris (2008), specialists in employee engagement, described the importance of employee attitudes toward their jobs, stating, “Engagement is part of our values and training curriculum, we want to make sure our employees, leaders, and customers are engaged” (p. 51).

Ten “Ms” to shape job attitude. Wildermuth and Cris (2008) presented a three dimensional solution to engagement issues related to job attitude. The solution operates in the three interrelated dimensions of personal issues, job, and organization culture. The authors also described what was termed the *match* factor, which represents gaps between the three dimensions. Wildermuth and Cris noted, “Engagement is built on time, commitment, and consistent monitoring [and] ultimately engagement requires that all employees operate from their own strengths and passions” (p. 51).

The “10 ‘Ms’ of engagement” described by Wildermuth and Cris (2008) offer a 10-point framed solution to job attitude. Wildermuth and Cris offered a caveat to the 10 point solution, that although all but one of the 10 points are operational on the three dimensions (organizational culture, job, and personal issues), all are interconnected. The authors described the final match factor as occupying the space between the three dimensions (culture, job, and personal). According to Wildermuth and Cris, “Engagement is built on time, commitment, and consistent monitoring [and] ultimately engagement requires that all employees operate from their own strengths and passions” (p. 51).

Of particular interest, the match factor is reflective of the need for recognition of individual personalities and talents, which help in the identification of factors that influence job attitude for the individual (Wildermuth & Cris, 2008). Thus, a matching job profile matches individual skills with related job tasks; for example, an employee skilled in desk work, such as written communication skills, would be happier and have more willingness to contribute to organizational success if working at a desk job rather than an outdoor job. This is particularly important to disaster management workers because they need to not only be good at what they do, but also be very emotionally and psychologically attached to their work (Kwong, 2008). As Kwong (2008) pointed out, matching is important among disaster management workers because it helps in placing the right talent with the right job.

Rise in Significance of Human Capital

The rise in the relative significance of human capital, particularly to the disaster management industry, has been supported by the research. According to The Conference Board of Canada (2005), the significance of employee job attitude to organizational success is evident when one considers the growth of the knowledge-based economy, which depends more on the intangible assets of an organization, including human capital. The data showed a rise in percentage of intangible assets from the total company value from 38% in 1982 to 85% in 2000 (Conference Board of Canada, 2005). In addition, the Conference Board of Canada (2005) reported several startling related statistics, which included the estimated cost of loss of human capital (loss of one talented worker in the DMS for the year 2002-2003 was \$200,000 to \$240,000); the cost associated with poor

recruitment (at least \$300,000); and the operating cost when lacking a key technical worker (\$500,000). The statistics offered insight into the costs associated with employee attrition and the importance of successful recruitment, engagement, and retention of skilled employees. Because the attraction of new employees (recruitment), as well as retention and engagement of existing employees are dependent on employee attitudes (Ulrich, 1997), a small improvement in job attitude (e.g., 5% increase in positive job attitude) can support an additional increase in customer commitment (3% respectively), which can further increase company shareholder value (increase of 0.25%) overall (Ulrich, 1997). These statistics illustrate how key drivers of business performance, such as commitment and attitude of employees, affect the bottom-line.

The model of employee value is derived from employee job attitude, linked with quality HR practice, employee commitment, and overall organizational performance in many multinational companies (Guest, 1997). Research evidence reported by Ulrich (1997) and Guest (1997), as well as prior researchers such as Allen and Meyer (1990), supports the notion, not only of a relationship between employee commitment and organizational performance, but also that this relationship is normal, continuously changing. The degree of commitment of the employees and their respective motivation contribute to the level of success the organization is able to achieve. In addition, organizational success is essential to the motivational development of the employees, with those working for successful organizations being more motivated than those working for unsuccessful organizations. These researchers positioned the factors of engagement, commitment, retention, and attraction under the hood of job attitude;

however, some researchers have asserted that employee commitment and engagement are the same factor. According to McBain (2006), however, employee commitment results from engagement. By using the Attraction-Selection-Attrition Approach, or ASA approach (Schneider, 1987), clear guidelines can be reached on how employee motivation as well as commitment can be reached. The importance of the ASA approach is that the management will approach the situation from a neutral point of view with no assumptions, leading to unbiased solutions.

Previous research also revealed employee engagement as a key driver of perceived benefit. Employee engagement was highlighted as a significant key driver in two studies (Perrin (2004, 2005), which reported organizations with greater employee engagement demonstrate a significantly higher likelihood of goal achievement, higher operating margins (e.g., a 0.7% increase in operating margins resulted from a 5% increase in employee engagement), and higher talent retention rates, and tend to outperform industry sector growth. The research, therefore, supports positive results associated with effective employee engagement practices for organizations.

Hackman, (1997) pointed to employee emotional attachment to the organization and therefore to her/his work as the major foundation for building employee engagement. Heathfield (2008) also recognized the need for organizations to address emotional needs of employees and give them the same magnitude of seriousness as other factors, such as employee enumeration. This is especially important for employees in disaster recovery, who routinely experience highly emotional, disaster situations in their work. However,

Guest (1997) advocated that employee motivation is a product of both emotional as well as economic factors, brought forth by the employee's attachment to the organization.

Key Drivers of Employee Engagement

In terms of the key drivers for employee engagement, four factors have been shown to be critical to the concept of engagement: workplace environment, leadership, employee characteristics, and scope of learning (Shuck & Albornoz, 2007). Shuck and Albornoz (2007) asserted that the workplace environment should support necessary physical and emotional characteristics, colleague relationships, and job functions. Leadership has a significant role in terms of the responsibility for engaging and retaining the employees (Shuck & Albornoz, 2007), with poor management a common cause for employee disengagement Gopal (2003). Employee characteristics of having a need for challenge and having an entrepreneurial spirit supported beneficial self-esteem and industriousness in the employee (Maslow, 1970; Shuck & Albornoz, 2008). Lastly, scope of learning supports the attraction, engagement, and retention of employees, as learning supports behavioral changes, enhanced cognition, and interaction within the environment (Werner & DeSimone, 2006). Thus, organizations seeking to engage their employees should focus on these factors in building training programs that will be more effective (Shuck & Albornoz, 2007).

Employee satisfaction is not the same thing as happiness or lack of demanding work; according to Lavigna (2007), a demanding work situation does not implicitly create unhappy workers and having highly satisfied workers does not mean the work is not demanding. Lavigna found some of the highest levels of employee commitment and

productivity in more demanding workplace environments. From this survey research, Lavigna described three critical factors to support necessary job attitude, which included leadership, alignment between the organizational mission and employee skills, and work-life balance. The author stressed the positive relationship between demanding work and worker satisfaction and the impact on engagement on this relationship, revealing implications of this research in DMS organizations.

Employee self-expression defines engagement in terms of emotional, social, and physical engagement of the employee, aligning with Kahn's (1990) theory of employee engagement and disengagement (Shuck & Albornoz, 2008). This notion is similar to the focus on autonomy and meaningful understanding to support employee willingness to engage found in Herzberg's (1968) two-factor theory (Latham & Ernst, 2006), and highlighting the importance of intrinsic factors on job attitude. This supports the need for further exploration of the literature with regard to employee motivation and perceptions of company philosophy, vision, to support the company's mission, as well as company rewards systems, culture, and leadership.

Organizations must identify the unique elements that shape employee job attitudes within the company (Kinicki, Carson & Bohlander, 1992). Therefore, additional review of factors of company vision, company philosophy, company culture; leadership and leadership styles within the company, SHRM tools used to support effective selection, recruitment, and training of employees; company reward structure; and more generally HR process of managing human capital. These company characteristics have an impact

on employee job attitude (Bass, 1998; Donald, 2001; Dudik, 2000), and can be used to support development desired job attitudes.

To most optimally use these characteristics to support the promotion of the job attitude that is desired among employees, the factors of motivation and reward systems need to work together. Contributing to this process can be the organizational culture and the appropriate SHRM to support employee attitudes through the development of improved team communication and a sense of multiculturalism (Hassan, Awan, Mehman, 2012). It is essential that the SHRM take actions aligning with the company vision and mission (Becker, Huselid, & Ulrich, 2002).

Company Philosophy

The company's business philosophy describes the strategy taken by the company toward the achievement of goals while reflecting what is considered as accepted in terms of ethical standards within the company (Porter, 1985, 1998). The company philosophy also exerts an influence on employee attitudes (Chapman, 2005). For this reason, companies adopt philosophies to create a framework, or roadmap, for the organization, which will influence employee attitudes, as part of the philosophy is the expectations for and identification of favorable job attitudes to become a reality (Chapman, 2005; Porter, 1985, 1998).

Given a downturn, the challenge for the organization is to identify the best philosophy to effectively elicit the desired employee job attitudes. Under the circumstances, this must be done without undue spending; in other words, the philosophy must support the solution to promote the desired job attitude of more for less (Dudik

2000). Given this condition, the organization will need to discard the popular business philosophy, Sustainable Competitive Advantage (SCA) to survive and thrive (Allen & Meyer, 1990; Porter, 1985).

In the recession and its aftermath, the failure of such popular business philosophies combined with the lack of opportunities in business support the need for adoption of philosophies that will create opportunity (Dudik 2000; Porter, 1998). In contrast, business philosophies, such as *opportunity creation and exploitation* (OCE; Dudik, 2000), are beneficial through use of a flexible approach that will be more likely to address the needs associated with a more volatile market. By not following fixed strategic patterns and breaking traditional confinement of employees to fixed work, OCE seeks to motivate the employees extrinsically (Dudik, 2000).

With this philosophy, using the OCE strategy, a company would divide operations to address unique and dynamic situation, typically dividing operations into four phases, which are used to match strategy to the situations in a variety of environments (Dudik, 2000). These four phases include deterministic, moderately variable, severely variable, and indeterminate (Dudik, 2000). This type of dynamic approach allows OCE strategy to incorporate adjustable actions, which include opportunity discovery, creation, and recognition, leading to breakthrough and exploitation, as well as the consolidation, dismantling, and even recycling of opportunities. Within this type of strategy, employees are free to exert their personal creativity and talents, and are given both challenges and recognition (Dudik, 2000). Because a company's culture evolves from the company

philosophy, this review considers the impact of culture and they type of company culture to best foster OCE.

Company Culture

Multiculturalism resulting from business globalization affects business processes, which depend on cultural attitudes and now include a vast variety of cultural backgrounds and religions (Eleison, 2008). Given the inherent impact of multiculturalism through globalization, a company philosophy must include a multicultural perspective such as Multiple Dimensions of Cultural Competence (Donald, 2001). As a result, most organizations have transformed from a workplace culture of monoculturalism to f multiculturalism to address a diverse workforce (Eleison, 2008).

The concerns and challenges associated with a multicultural workplace need to be reviewed regularly by employees. Because religion, personal beliefs, and geographic region have a significant influence on culture, attitudes of employees can be affected by both the cultures that they have, and other cultures that they fail to adopt (Chrobot-Mason, 2012). The tendency toward monoculturalism is normal, and actually supported the initial formation of organizations historically (Eleison, 2008), but can influence employee attitudes.

Organizations can be identified by three primary categories: (a) organizations with the goal of serving and or fulfilling the aims of their included groups; (b) organizations with the goal of serving humanity, without regard to prejudice; and (c) organizations with the goal of further and continued evolution of their goals with the desire to expand globally (Eleison, 2008). The first category exemplifies a monocultural

organization, while the other two exemplify multicultural organizations having different aims (Eleison, 2008). Monocultural organizations may be based on religious or racial groups and may incorporate either open or hidden agendas (Eleison, 2008). In monocultural organizations, members are typically motivated by loyalty, including factors that support and grow specific group aims and objectives, regardless of social implications or ethical alignment (D'Errico, 1990).

Regional cultures are influenced by the language, social customs, and lifestyle typical of the specific region, which can create intolerance to others (D'Errico, 1990). Intolerance of this nature can not only limit, but damage company gains, supporting the relevance of cultural competency (D'Errico, 1990). One example of a multicultural model is Kwong's model (2008), which can be described according to three distinctive sections of practice and application.

Kwong's Model and OCE

One model for the acquisition of multicultural skills to assist workers in the development of a multicultural workplace was developed by Kwong (2008). The model provides a detailed guide to development of workplace multicultural skills using a three-level approach. The three levels include (a) the fundamental framework, designed to develop cultural awareness and sensitivity; (b) the essential components, which initiates practices of cultural competency; and (c) the assessment and reorientation, which provides progress evaluation within the requisite framework designed by the organization. Such a model can convey a message of diversity and set the tone for expectations of teamwork and cooperation within a company.

Dudik (2000) supported the development and implementation of corporate strategy that is based on the business life cycle, the OCE. This type of strategy is similar to the hammer and the pivot, a classic military strategy. In applying OCE strategy, organizations should heed the basic principles of multiculturalism through supporting employee development of cultural competence, as can be achieved through using the Kwong model (Dudik, 2000). Multiculturalism principles of by nature are integral to the development of employee job related attitudes (Dudik, 2000).

Leadership Behavior

Leaders within an organization are assigned the responsibility of expressing the company management style and expectations and as such, shaping the desired attitudes of employees (Bass, 1998; Hughes, Avey, & Nixon, 2010). The organization expects its leaders to have the qualities necessary to meet this responsibility of communicating to the workers (Bass, 1998).

Basic elements of leadership. Leadership can be broken down into three basic elements (Hughes et al., 2010), which include effective communication, vision, and application. In terms of effective communication, leadership is expected to be able to exert influence on workers through communication skills in order to direct followers in a specified or chosen direction (Hughes et al., 2010). Second, leaders are expected to be able to visualize and look to the future while maintaining presence in the current situation (Hughes et al., 2010). Lastly, leaders must be able to apply a plan to achieve the vision efficiently to produce the desired outcome and ensure workers follow and believe in the plans (Hughes et al., 2010). Accordingly, the expression of the direction and goals to

followers should be critical priorities for leadership (Covey, 1992). This is in line with the assertions of Zirkle, Jensen, Marotte, Murphy, and Maddux (2002) with regard to motivation and job attitude for high performance workers.

Special elements of leadership. In order to successfully shape employee attitudes, several leadership characteristics are required. Leaders need to show a greater level of involvement and greater productivity at a lower cost, in contrast to the traditional notion of higher production resulting from financial rewards (Bergman et al., 2012). In order to achieve the desired organizational outcome, leaders must transform employee perceptions, which requires transformational leadership qualities and skills (Bass, 1998). This review, therefore, provides a deeper exploration into the particular elements of transformational leadership and servant leadership (related to transformational leadership), leadership styles that maintain a focus on developing the leader-worker relationship in order to support achievement of best results within the minimum timeframe (Greenleaf, 1977).

The transformational leadership model is based on the assumption that there is a relationship between the manager's leadership style and the follower's motivation and satisfaction levels (Avolio et al., 2004). The model is comprised of five components, which include idealized influence attributes (building trust), idealized influence behavior (demonstrates integrity), inspirational motivation (inspires others), intellectual stimulation (encourages thinking), and individualized consideration (coaches) (Avolio et al., 2004; Bass & Avolio, 1994). As such, transformational leaders are able to influence their followers' perceptions of what is important through these component behaviors.

For this research, the researcher remained focused on transformational leadership and for the purposes of the present study, disregarded transactional leadership. One reason for this choice was because transactional leadership can be described as working within a give-and-take type of principle, attempting to maintain the stability of an organization, rather than working toward promoting change from within the organization (Lussier & Achua, 2004). In addition, transactional leadership style is known to use motivational tools of reward and punishment to support employee performance, in which the leader-follower relationship evolves into a more economic exchange in contrast to transformational leadership (Gellis, 2001; Jung & Avolio, 1999). Transformational leadership, as well as servant leadership, is rooted in outward, follower-focused, selfless leadership, that is, leadership as service (Avolio et al., 2004; Bass & Avolio, 1994; Greenleaf, 1977). Transformational and servant leaders lead by example, setting expectations through exemplifying the idea of providing more productivity for less.

Related to transformational leadership, servant leadership encourages certain elements, or characteristics of the leader, to affect follower attitude. Servant leadership was described by Houston and Sokolow (2006) according to several key elements, which include (a) intention, wherein leadership is tasked with effectively conveying the intention to followers; (b) attention, such that leaders be attentive to issues that arise within the team and the organization that may impact the development of the followers; (c) unique gifts and talents, or special qualities of the leaders that should be used for the benefit of the followers; (d) gratitude, such that leaders show respect to support followers and boost morale; (e) exploitation of real-life examples, where leaders understand the

significant effect of real-life narratives that allows them to interpret circumstances and potential outcomes to promote knowledge transfer to followers; (f) holistic perspective, wherein leaders develop follower spirit through a holistic path (holistic perspective); (g) openness, with leaders being open to the ideas and opinions of the followers and utilizing follower-generated ideas for organizational development; and (h) trust, where leaders strive to build and sustain mutual trust with their followers. Houston and Sokolow (2006) asserted that when leaders follow these guidelines, these factors serve to promote change from within the organization.

Northouse (1997) cautioned the need for servant leaders to be servants first, identifying 11 traits to support leaders as servants:

1. Calling: an intrinsic desire to serve others. With this desire, a servant leader leads by example.
2. Listening: listening skills that allow the servant leader to honestly listen to and process follower views.
3. Empathy: a natural ability to understand the perspective of followers and earn their trust and confidence.
4. Healing: a natural tendency to be a trusted confidant, to draw followers in to release pent-up feelings or emotions to find solace or solution through valued guidance.
5. Awareness: Remain informed and aware of events and issues to prevent being misled. The leaders should inform followers of relevant events to prevent followers being misled by incorrect, missing, or incomplete information.

6. Persuasion: possession of skills of persuasion to get things done.
7. Conceptualization: naturally skilled at reading and observing situations and people.
8. Foresight: the ability to look at a situation creatively, using logic to visualize the future.
9. Stewardship: the ability to develop other servant leaders from within the followers through inspiration and guidance.
10. Growth: a drive or internal desire to raise up followers and witness their achievement.
11. Building community: skills that serve to create a community-like or family-like organizational atmosphere or culture.

These 11 traits support a stronger and more permanent connection between the followers (i.e., workers) and their leaders (Greenleaf, 1977).

Servant leadership represents a less self-concerned and holistic approach to supporting change and transformation of employee attitudes from within the organization. The elements that are key to this style of leadership have been described by different researchers. These elements may include: Moral love (Winston & Hartsfield, 2004), humility (Hare, 1996), altruism (Patterson, 2003), self-awareness (Baron, 2004), authenticity (Kouzes & Posner, 2002), integrity (Wright, 2004), trust (Kouzes & Posner, 2003), empowerment (Stanley & Clinton, 1992), and service (Greenleaf, 1977). These descriptions highlight the appropriateness of leadership theory.

This review provided overview and discussion related to the OCE strategy and servant leadership, as well as the related concepts of multiculturalism and cultural competency. These factors are interconnected when developing a plan to support employee development of desired job attitudes, especially, commitment to the organization, as well as attraction in terms of prospective employees (Winston & Hartsfield, 2004). In this context, employees, both current and prospective, need to be motivated to achieve the desired

Motivation

Employee motivation is an important factor in organizational behavior research given the relationship and influence of motivation across other factors (Bontis & Serenko, 2009), such as satisfaction, commitment, and engagement, as noted previously. Of particular interest is the association between motivation and knowledge sharing and “lessons learned” (Bontis & Serenko, 2009). Motivational factors, such as reciprocity of benefits, self-efficacy, and desire to help others, have been shown to affect employee attitudes and behaviors specifically with regard to knowledge sharing (Lin, 2007). As such, employees who are motivated, are more likely to share knowledge and experiences (Hsu, 2006).

Motivation has been described as driving human action and fueled by life situations (Alderfer, 2007). Alderfer’s (2007) existence-relatedness-growth (ERG) theory or Maslow’s (1943) hierarchy of human needs theory are used to help organizations understand need structure of workers in order to shape employee job attitudes. These theories, which serve as the theoretical framework for this study, state

that employee satisfaction and performance is based on the company's ability to meet the needs of the employees (Alderfer, 2007; Maslow, 1943). As detailed previously, Herzberg examined job attitudes and motivation from a perspective of factors causing satisfaction and dissatisfaction for employees (Herzberg, Mausner, & Snyderman, 1959).

Mechanism of the human mind. The human mind is at the center of motivation. According to Dennett (1990), motivation arises from the three basic elements of consciousness, inverted qualia, and absent qualia. Specific to consciousness, Dennett identified six states of consciousness that range from awareness to narrative consciousness. In awareness, the individual is conscious of his or her personal presence (Rosenthal, 1986). Next, qualitative states is used to describe a particularly pleasant or special feeling arising from an event, enjoyable occurrence, or even pain (Dennett, 1990). Also referred to as qualia, qualitative states are intrinsic elements of an experience (Dennett, 1990). In contrast, the next state is the phenomenal state, which involves sensory information related to space, time, and conceptual organizations of an experience within one's view of the world. Fourth is the *What Is It Lie state*, which occurs when one associates two experiences (e.g., a photo of a rose and perfume). Further, access consciousness is used to describe the state achieved within an instrumental relation (e.g., seeing, forming a conception, and deciding). Lastly, narrative consciousness represents a continuous stream of thought that stems from real life experience (Dennett, 1990).

These motivational factors can be used to clarify the relationships between the key variables of motivation, philosophy, multiculturalism and cultural competence, and servant leadership style (Dennett, 1990). Cultural competence in a business organization

is used to support improved team communications, and to align the organizational philosophy with individual employee goals (Dennett, 1990, 1991). As a leadership style, servant leadership supports organizational and operational change through use of intrinsic motivation of employees to adopt the desired attitudes (Dennett, 1991).

Reward systems and other motivating tools. In explaining rewards and recognition, Khera (2004) stated: “Every behavior comes out of ‘pain and gain’ principle” (p. 110). In business, rewards influence behavior, and can be used to direct individual course of actions. Such rewards can be either tangible (i.e., monetary, vacation, or other gifts) or intangible (i.e., extrinsic recognition, appreciation, increased responsibility, or intrinsic motivation based on achievement, and a sense of personal growth, fulfillment, self-worth). Tangible and intangible reward systems highlight different variables:

1. **Retention:** Rewards that support retention, a critical factor supporting organizational health and company success (Heathfield, 2008), can include both intrinsic and extrinsic rewards and can be for either employee or management.
2. **Morale:** Rewards that support morale are intrinsic and therefore, include elements that self-awareness and a sense of self-value, such as praise and compassion.
3. **Job enrichment:** The intrinsic or extrinsic reward for both employees and employers encompass on the job learning and knowledge sharing, which supports development of employee expertise in their related fields.

4. Reinforcement: This strategic tool uses rewards to promote positive employee behaviors (Clark, 2001) and support company activities and team building.
5. Performance appraisals: Appraisal with goal setting, serves to motivate employees intrinsically through supporting job satisfaction, self-belief, self-value, exploiting and enlisting the power of the subconscious (Murphy, 2001).
6. A company's reward structure is essential to the ability to raise employee motivation, which can then increase employee cooperation, effort, and overall satisfaction among all members of the company (Cacioppe, 1999). Other researchers have supported this view and have suggested aligning rewards with group activities (Hackman, 1997; Shea & Guzzo 1987). The basic criterion for setting up a reward structure should be governed by common logic, such as raising the productivity of the entire workforce, even if the rewards are not for all employees (Caudron, 1994).

Reward frameworks help the organization raise employee motivation, which can, in turn, positively impact employee cooperation, effort, satisfaction (i.e. job attitude; Cacioppe, 1999). This suggests benefits of alignment of reward and group activities (Hackman, 1997; Shea & Guzzo 1987). According to Caudron (1994), common logic should be used in the creation of a reward structure for the organization, which aims to raise productivity throughout the organization, regardless of direct reward or not to specific employees.

When discussing rewards systems, it is essential to understand intrinsic versus extrinsic rewards in order to determine the how a reward will work, who it will affect,

and the degree of efficacy associated with a reward. Intrinsic rewards are typically intangible and, according to Deci (1975), support self-perception and a personal sense of causation that support action. In contrast, extrinsic rewards, most often tangible, support the creation of perceptions related to external causation (Deci, 1975). However, in contrast to conclusions of Deci, Guzzo (1979) argued there should be no division in reward systems, suggesting rewards are used to increase desired attitudes among employees.

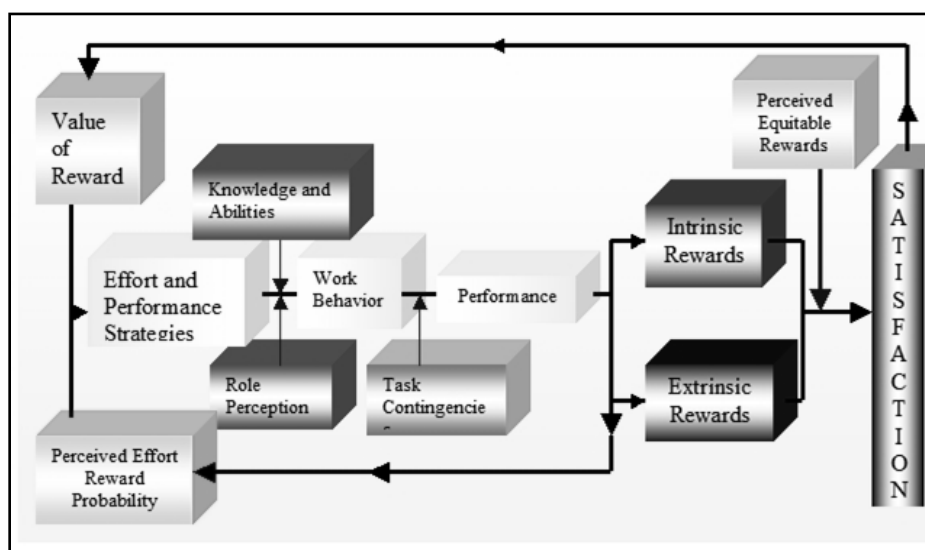
Associated costs and employers' intent to control employees represent potential challenges to the notion and effectiveness of extrinsic motivation (Deci & Ryan, 1985; Lepper et al., 1973). According to Deci and Ryan (1985), individuals reassess behaviors and the impetus for their behaviors on a cyclical, constant basis. As such, extrinsic rewards have the potential to incite negative emotional responses such as hatred, jealousy, or feeling taken-for-granted, wherein the motivation is not stemming from the extrinsic reward directly; rather, the employees are not motivated without them (Deci & Ryan, 1985). In prior research Lepper et al. (1973) provided two distinct management outcomes associated with reinforcement rewards, which included (a) the ability to control the activities and productivity of employees; and (b) the negative effect (or backlash) associated with the absence of reinforcement.

In addition, those supporting the extrinsic reward system needed to show the distinctions between intrinsic and extrinsic reward and demonstrate how and why extrinsic rewards are more powerful in motivating employees (Tucker et al., 2005). To support the importance of the use of extrinsic motivators, Tucker et al. (2005) provided

research survey evidence that only 43% of the organizations in the study considered their performance-related reward schemes successful (i.e., extrinsic reward schemes). A resultant rise in the notion of a total reward strategy has gained support due to the described balance of both intrinsic and extrinsic rewards (Brown, 2006) (as seen in Figure 1).

Figure 1

Ideal reward structure



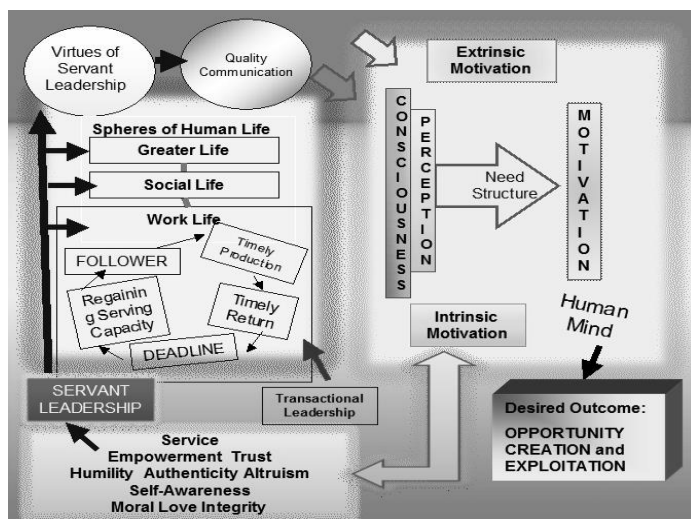
Note: Ideal reward structure. Adapted from “Group Influences on Individuals in Organizations,” by J. R. Hackman, 1973. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1455-1525). Chicago, IL: Rand McNally.

Looking to the review of the literature on reward systems, intrinsic motivation was shown to be more effective compared to extrinsic motivation, with extrinsic motivation sometime even harmful to organizations (Deci & Ryan, 1985). As such, and given correlations between servant leaders and the OCE strategy need to utilize intrinsic motivation before implementing a framework correlating OCE, servant leadership, and

intrinsic motivation (see Figure 2; Dudik, 2000). The diagram illustrates the potential relationship between OCE and servant leadership, such that servant leadership runs through the different spheres of employee life, supporting a work ethic aligning with organizational goals and supported by the OCE philosophy (Dudik, 2000). In addition, the diagram also emphasizes the limited scope of the use of transactional leadership within the work sphere and its reliance on extrinsic motivation. Thus, Winston and Hartsfield (2004) asserted that the use of intrinsic motivations within an OCE approach with servant leadership style is an ideal framework for shaping or reshaping employee job attitudes.

Figure 2

Correlations among OCE



Note: Correlations among OCE, servant leadership, and intrinsic motivation. Adapted from *Strategic Renaissance*, by E. M. Dudik, 2000. New York, NY: AMACON.

Human Resource Management

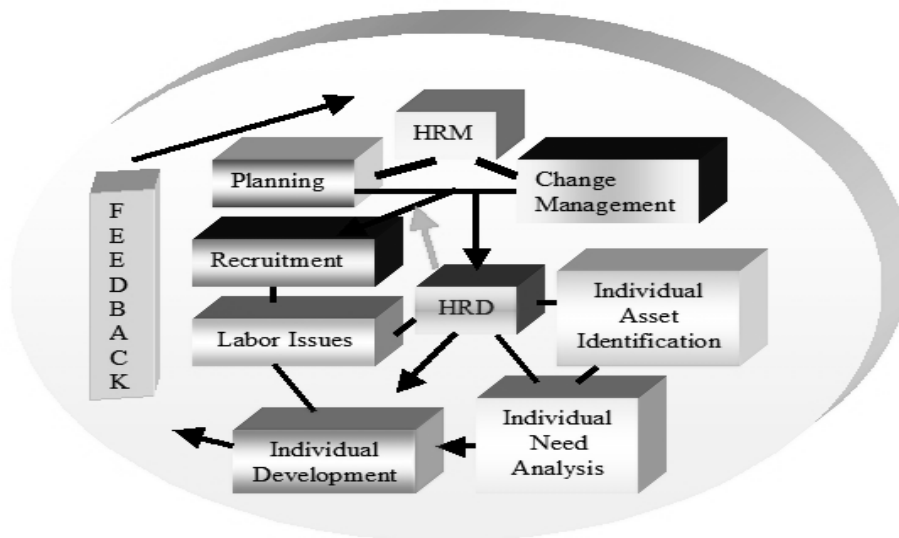
Because service given to others equates to humanitarian assistance by definition, the most valuable asset of DMS organizational operations is human resources (IFRC Public Health Guide, n.d.). Given the relative importance of human capital, HRM has been highlighted as a critical function of the business organization, particularly in the DMS, in which effective management of human capital (resources) is key to organizational and general economic success. (Huselid, 1995). The notion of the critical importance of HRM to organizational success was further supported by Kontoghiorghes (2003), who asserted that competitive advantage is dependent on effective HRM, which constitutes the ability to design a system for the implementation of an optimal strategy and configure employees appropriately to align with that strategy.

HRM has an emphasis on organizational performance through intangible elements. Intangible sources of competitive advantage include the skills and talents of management, organizational skills, human resources, and the organization's reputation (Carmeli & Tishler, 2004). HRM can provide unique competitive advantage to an organization that can be difficult to imitate among the competition (Wright & McMahan, 1992). Effective HRM supports the development of employees who add value to the company through employee skills and expertise, knowledge sharing, and enhanced performance (Wright & McMahan, 1992). The need for a system to fulfill these requirements to manage human capital within an organization highlights the need for HRM (Hatch & Dyer, 2004) as well as the need for continuous development and expansion of HRM activities (see Figure 3).

The diagram of the evolved state of HRM provides an illustration of the current state of HRM. The responsibilities associated with HRM in the organization have contributed to the vision of HRM as an integral part of the organization and, therefore, the need to exhibit the right attitude that will support adaptation to the changing business environment. HR needs must match organizational needs to support improved operational performance in the DMS due to the constant need for training, development, and retention of staff who can manage disaster relief operations more economically and efficiently (IFRC Public Health Guide, n.d.).

Figure 3

Evolved state of HRM



Note: Evolved state of the HRM

Adapted from "Human capital and learning as a source of sustainable competitive advantage," by N. W. Hatch & J. H. Dyer, 2004. *Strategic Management Journal*, 25, pp. 1155-1178.

Human resource management desired attitude. Several elements comprise the desired roles of HRM. These elements include the following, as described by Isaacson (1997):

1. Containing and matching global workforce operational needs: Rapid development of skills and technology as well as changing operations demand the workforce be kept up to date, developing and matching these skills in the workers.
2. Networking: As a tool for exploration of new opportunities to meet the demands of the knowledge-based economy driven by intellectual capital.
3. Democratized power: That is, the individual is empowered by a network of knowledge sharing within a virtual information bank added to individual network connections
4. Working within the bounds of recognition of mental autonomy (free minds) within a free market, unlimited due to free trade.
5. Building human capital on the basis of supporting business success, acknowledging that organizational is not limited to nor dependent on financial capital.
6. Working with the recognition of the individual's ability to create and sell any product through exploitation of modern technology, which creates a shift in HRM attitude from an age in which the economy is dependent on collective endeavors and mass production.

Successful recruitment of qualified employees is, therefore, dependent on these HRM roles. Competitive advantage can be gained when a company's employees are able to learn quickly and translate the new knowledge into action (Slater, 2003). Thus, the HRM is tasked with making the employees of the organization ready and eager to advance their knowledge and apply that knowledge in the workplace (Rennie, 2003).

Application of the SHRM tool. Given the importance of HRM tasks, there is inherent value in organizational exploration and exploitation of SHRM application tools such as the High Performance Work System (HPWS; Bohlander & Snell, 2004). SHRM is an HR practical structure, approach, and process designed to support maximum knowledge, skill, and commitment development, as well as flexibility (Bohlander & Snell, 2004). The HPWS has three supporting and interrelated parts, which include workflow, HRM practice, and support technology. Using specified strategies of involvement, HPWS observes and reviews practices within these elements prior to making decisions on any changes in a concentrated effort to create and support a workplace environment that takes full advantage of human capital (Brown, 2006). In such a work environment, employees feel free to apply themselves and gain more satisfaction as a result (Brown, 2006).

The HPWS was a response to the need to reform manufacturing processes due to fierce global competition in the late twentieth century (Barnes, 2001), providing practical ideas for reform, particularly in terms of employee attitudes and behaviors. Initially, the HPWS focused on strategies to improve employee involvement, training, and satisfaction

through incentives, but later supported technology as well to entail an entire system.

When discussing involvement, the concept of involvement, according to Barnes (2001), is aimed at providing opportunities for participation among the employees in both knowledge sharing and decision-making within the organization.

Training is used to further develop and hone employee knowledge and skills, and from an HR perspective, includes implementation of a culture supporting on-site training, creating a constant flow of knowledge, with encouragement toward the employee application of knowledge in the organization (Ericksen & Dyer, 2005; Sourchi & Liao, 2015). Rewards are used to generate alignment between the goals of the organization and those of the employee through a fair reward structure that is designed to benefit both parties (Ericksen & Dyer, 2005). The technology element supports input of modern technology into the system to improve system effectiveness. The goal of HPWS is to create a collaborative environment focusing on teamwork over individual status and power (Al-Zubaidy, 2014).

From the relevant literature, the application of strategy through the HPWS to address company-wide concerns relates to the three general factors of competitive challenge, company values, and employee concerns (Sourchi & Liao, 2015). To address concerns effectively, HPWS evaluates organizational conditions, both internally and externally, in order first to identify and then to solve the issues (Sourchi & Liao, 2015). Therefore, the HPWS is a HR strategy developed to address the leadership style and behaviors of leaders, innovation and technology, strategic workflow, and general HR

practices prior to developing conclusions and recommendations for a specified solution that is a fit for the organization (Sourchi & Liao, 2015).

Summary and Conclusions

From the review, prior literature points to a correlation between the variables of human resource management, organizational commitment, employee involvement, motivation, and satisfaction, as well as remuneration (Bontis & Serenko, 2009; Chen et al., 2011; Colakoglu et al., 2010; Houston & Sokolow, 2006; O'Driscoll et al., 1999; Riggle et al., 2009; Robbins & Judge, 2009); however, perhaps less of a correlation with remuneration among this specified field of DMS. Organizations tend to place a high value on loyalty and dedication among their employees (O'Driscoll & Randall, 1999) and therefore, also seek out research related to understanding and evolving employee attitudes (Steel & Rentsch, 1997; Taber, 1991) has maintained a focus on employee job satisfaction (Hart, 1999); job involvement (Brown, 1996); and general organizational commitment (Shore & Tetrick, 1991).

These factors (job attitude constructs of satisfaction and perceived organizational support) have been shown to be key predictors of organizational loyalty (Bettencourt et al., 2001; O'Driscoll & Randall, 1999; Steel & Rentsch, 1997). Research has reported that employee satisfaction and perceived organizational support (elements of job attitude), serve as significant predictors of employee loyalty to the organization. Organizational loyalty affects turnover and organizational functioning through a lower rate of attrition of experienced personnel (Guest, 1997). Indeed, employees with positive attitudes are motivated, committed to the organization, and support organizational

citizenship and organizational citizenship behaviors (Bettencourt et al., 2001; Moorman, 1991; O'Driscoll & Randall, 1999; Organ & Konovsky, 1989).

Individual perceptions form job-related attitudes. Thus, these factors combined impact the attitude of disaster management workers as well as employee turnover and knowledge transfer (Chen et al., 2011; Goncalves, 2011). In the beginning of this chapter, an explanation and discussion of the theoretical underpinnings of job attitude was used to frame the study, followed by detailing the theoretical framework and related relevant areas of interest for review. In addition, the chapter included a review of the critical issues surrounding the research problem, which included both the organizational environment and the importance of key concepts related to the attitudes of employees related to the job, such as the company philosophy, mission, vision, culture, leadership, and SHRM. In addition, the review included a discussion of motivation and the factors that may impact employee motivation, to support the potential generation of a strategy to motivate disaster workers in terms of effectiveness and efficiency.

The next chapter, Chapter 3, explains the research method and the nature of the data collection in terms of the survey tools used to collect data from HR managers and personnel from the DMS. Data analysis procedures are discussed, including an explanation of the variables of interest. Lastly, an interpretation of the chosen method from a theoretical point of view is included along with the associated research questions. Chapter 4 provides the results of the analysis of the data collected for the study and Chapter 5 provides a discussion of the results and conclusions of the study.

Chapter 3: Research Methods

Introduction

This qualitative, case study was designed to explore how the motivational needs of DMS employees affect desired job attitude development and performance. Case study designs can incorporate both qualitative and quantitative methods to analyze data (Dawidowicz, 2011; Huggins 2007; Yin, 2009). The purpose of this study was to explore the role of HRM practices in the DMS through manager and employee perceptions and experiences related to job attitudes, as well as the drivers of key job attitudes, and the relationships of these variables to performance among disaster relief workers. This chapter reviews the methodological framework to conduct the research, and the study research questions that guide the study. The proposed qualitative methodology is presented and tied to the objective for the research. The chapter also details the instrumentation, data collection and analysis, noted limitations and delimitations of the study, as well as ethical considerations.

Research Design and Rationale

The research questions for this study are as follows:

- RQ1. What are the perceived job attitudes that support more effective and efficient services in the DMS and what is the specific relationship between these job attitudes and performance among disaster relief workers?
- RQ2. What are the perceived key drivers, including demographic characteristics, that support the development of necessary employee job attitudes to

support high performance in the DMS and what is the specific relationship between these drivers and job attitude in the DMS?

RQ3. What are the best practices in human resource management approach for the DMS to support the necessary job attitudes for high performance employees? Why would these be different than in any other organization?

Central concepts of this study are based on the need to further explore the motivation for DMS job attitude and cultivate its origin through self-report of DMS and HRM employees. The experience of this workforce from a management and employee perspective provide a working formula toward understanding better outcomes for consumers, employees and possibly the organization.

According to Creswell (2005), qualitative research “is best suited for a research problem in which you do not know the variables and need to explore” (p. 45). Qualitative research is used to explore social and historical meanings based on the personal experiences of individuals toward the identification of a pattern or development of a theory (Creswell, 2005). Qualitative research allows for a research focus on detailed information obtained from a small or unique population, providing detailed understanding of the experiences (Patton, 2002). As such, the qualitative method provides a means to interpret the experiences, opinions, and beliefs of a sample of DMS managers and employees from a state in the Southern U.S.

A case study is a research design in which a case or multiple case related to a phenomenon, event, activity, program, or common experience is explored over a

specified timeframe and by gathering detailed, in-depth data, involving multiple sources of information (Creswell, 2007). The case study design can and often does incorporate the use of both quantitative and qualitative methods to examine the data (Dawidowicz, 2011; Huggins 2007; Yin, 2009). Case study research describes or explores a single case or multiple related cases (Yin, 2009). By definition, case study research allows the investigator to exam detailed and in-depth questions representing the how and why of a case or cases for a predetermined period of time (Leedy & Ormrod, 2005). Thus, case studies are used when the research goal is to provide an in-depth explanation or exploration of a case(s) in order to identify and understand the unique attributes related to the phenomenon or element being studied. A qualitative, descriptive case study is proposed to investigate DMS manager and employee perceptions and experiences to identify effective employee job attitude solutions to enhance job performance and satisfaction.

The qualitative, descriptive case study was framed by data obtained through two survey instruments: the first containing multiple choice and open-ended questions designed for DMS HRM managers, and the second consisting of multiple choice questions designed for DMS employees with varying experience levels. The research methodology provides structure for the execution of the research study. The chosen design required exploring an in-depth explanation of the motivational needs and management needs of DMS employees in a descriptive case study design. Following the recommendations of Trochim (2001), the descriptive study can be used to gain an in-depth description of a phenomenon within a target population at a given time.

There is little available literature that addressed job attitude development in DMS employees covering key drivers of leadership of DMS, HRM practices, and DMS perceptions of happiness (Khalid, 2011; Dwivedi et al., 2018). The intent in the presented literature highlights the need to decipher the critical variables related to job attitude among DMS employees, which can affect performance consequently having serious implications on effectively providing quality relief services. The present case study is designed to investigate employee attitudes and the role of DMS HR practices to support the engagement, retention, and enlistment of qualified employees through a comprehensive action plan.

Literature on job attitudes for high performance jobs such as military, law enforcement officers, and medical personnel has revealed that for employees to be stable, focused, and determined they must possess the requisite job attitudes. The literature is helpful in establishing the desired job outcome of employees in such a dynamic, fast paced work environment. Previous research also identified drivers for employee motivation, job attitude, and enhancing a job environment promoting work ethic in the attempt to increase employee productivity.

Role of the Researcher

The researcher disseminated surveys to subjects via Survey Monkey. The researcher also played a direct role in this research by interviewing two (2) subjects via telephone interviews. These interviews were obtained after subjects agreed to participate in the telephone interview.

Methodology

Participant Selection Logic

The determination of the correct or necessary sample size in qualitative research ultimately is a judgement of the researcher and the determination of data saturation (Sandelowski, 1995). Sandelowski (1995) suggested a viable starting point in qualitative research is a sample of 30. Therefore, a purposeful sample of at least 10 HRM professionals and 50 employees of the DMS was pursued through electronic mail to participate in the study. In selecting the sample, the following factors were considered: the organization belongs to the DMS and has at least five years of sector experience, the HRM professionals have at least two years of DMS experience, and employees had various amounts of experience, ranging from 1-10 years.

Instrumentation

Two surveys were specifically prepared to collect appropriate data for analysis of the problem from the DMS HRM and employee perspectives. Opinions from DMS HRM professionals on issues pertaining to HR practices were collected through administering a semi-structured questionnaire within a follow-up interview (see Appendix A). The interview included an opinion-based qualitative, open-ended, descriptive question (see Appendix B). The researcher aligned the questions with the thematic order of Alderfer's ERG theory.

DMS employee opinions were collected through a quantitative, Likert-type scaled survey obtained via email and/or standard mail (see Appendix C). The employee survey contains opinion-based questions with multiple choice, scaled, and/or ranked answers.

Scaled questions use a 5-point Likert (2009) set-up ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Scaled numeric data will allow for determination of possible relationships between the various literature-based independent variables and the dependent variable of employee satisfaction. The researcher ensured the survey questions covered both independent and dependent variables covered in the literature review.

Procedures for Recruitment, Participation, and Data Collection

Permission to conduct the study was sought from and granted by the IRB. A purposeful sample of at least 10 HRM professionals and 50 employees of the DMS was pursued through electronic and regular mail to participate in the study. Email and mail were sent to DMS HRM professionals and DMS employees through organizational email/mail to potential participants who met the following inclusion criteria: the organization belongs to the DMS and has at least 5 years of sector experience, the HRM professionals had at least 2 years of DMS experience. Employee participants had various amounts of experience, ranging from 1-10 years. A link to the survey instrument was given in the email/mail solicitation.

The survey questions were administered through an internet site using Survey Monkey to the HRM professionals and employees in the DMS. The respondents were requested to fill out the questionnaires as per the given instructions. The researcher issued a signed declaration that the privacy of each participant or organization in the DMS will be strictly guarded. With the assurance of confidentiality of the information given, the respondents were encouraged to respond to the questionnaire with optimal

honesty, so as to minimize the errors in the outcome. Once completed the respondents were directed to submit completely filled out questionnaires to the researcher electronically via Survey Monkey. From the pool of study respondents, HRM managers were recruited for participation in telephone interviews. Those who volunteered to participate in the interview were contacted via telephone for an interview in which they responded to open ended questions.

Data Analysis Plan

The questionnaires were studied and analyzed to come up with viable solutions depending on the situation on the ground. Because the questionnaires involve the use of quantitative multiple choice, Likert scaled, and qualitative open-ended, descriptive questions, several techniques of analysis were employed. These are described separately.

Quantitative analysis. The researcher used descriptive and inferential statistics to analyze the demographic data and quantitative employee survey feedback using the Likert-type rating scale, designed to measure the strength of the participant's agreement with a given statement and administered in a questionnaire to gauge attitudes or reactions (Likert Scale, 2009). Descriptive statistics are used to describe the data obtained (Trochim, 2001), and include frequency counts and measures of central tendency (i.e., mean, median, and mode). Therefore, initial analysis included calculation of frequency and mean values for each of the survey items. In addition, Pearson's correlations were calculated to compare the demographic variables the survey items. Simple tables and graphs were used to illustrate the findings. These results are presented through tables that

evidence the results of feedback of the workplace motivation of the employees of DMS, as well as the drivers affecting the job attitude of DMS workers.

Qualitative analysis. The qualitative, open-ended, descriptive data obtained from the interviews was planned for analysis using content analysis techniques and qualitative analysis procedures, providing a procedure for coding data according to content, as described by Merriam (1998). The purpose of the coding process is to relate codes and identify similar occurrences within a same set (interview) or different set (interview). The data analysis then identifies similar occurrences within the coding such that each occurrence is compared with an occurrence in the same set (interview) or in a different set (interview). These initial comparisons lead to the development of thematic categories (Merriam, 1998). Comparisons are continually made until all categories are established. The revealed themes are then further categorized, revealing the different content (perceptions) central to each open-ended question and to the research topic in general. The final step includes a full and detailed review of the data and interpretation of the data analysis to provide the conclusions of the analysis.

Issues of Trustworthiness

The study examined the decision-making processes of DMS employees based on Alderfer's ERG Theory (O'Connor & Yballe, 2007). It followed Trochim's (2001) four criteria for building sound qualitative research, including:

1. **Credibility:** To address credibility in the research, the findings must be deemed credible or believable to the participants (i.e., from the participants' perspective).

2. Transferability: In terms of transferability, the research should be able to be replicated (or transferred) to another context (i.e., generalizable).
3. Dependability: To address issues of dependability, the research is held accountable for the context of the research; that is, the research describes and explains the impact of the research and the process followed.
4. Verifiability: To be verified, the research results are confirmed through acceptable evidence, providing confirmation in some way.

To ensure credibility and transferability of the findings of the study, the study assesses participant feedback. As such, feedback was sought from the various groups comprising the sample, namely, HRM professionals and employees with varying levels of DMS. The research ensured the findings were dependable by observing and annotating the changes affecting the research. In addition, Trochim's (2001) recommendations to safeguard the study from bias was followed.

The study adhered to McMillan and Schumacher's (2001) criteria to determine the adequacy of descriptive research:

1. Detail the research problem clearly to specify and justify the problem.
2. Describe the selected population of interest and procedures taken to recruit the population clearly.
3. Present the findings and or results of the study accurately.
4. Ensure the summary of the findings and the recommendations developed from those findings align with the results presented.

The research utilized the criteria detailed by McMillan and Schumacher as the basis of or foundation for the research design of this study.

Ethical Procedures

This qualitative, descriptive case study attempted to follow all ethical guidelines for survey administration and data analysis. The researcher used two theories as a framework used to guide the preparation of the surveys. In addition, the researcher was careful to avoid any potential bias or potentially threatening content in the language of the survey questions that could cause emotional damage to the respondents.

In a letter of introduction, the researcher stated the purpose of the study and explained the contribution of participants' voluntary participation in the research. Prior to participation, all respondents were asked to sign a consent letter, declaring their willingness to participate in the study (see Appendix D and Appendix E). The researcher provided to the participants access to a copy of a signed letter clearly explain the process by which any identifying information for themselves or the organization would remain confidential. The researcher further explained feedback responses, stressing the importance of honest responses, and provided an approximation for the time to complete the survey instrument (approximately 15 minutes). Once completed and received, the data were recorded and analyzed, while strictly maintaining participant confidentiality.

The researcher ensured minimal risks to the participants in terms of experiencing any physical, social, economic, or psychological risk assumed by completing the questionnaires. Because their participation is voluntary, the researcher did not use any persuasive or overbearing strategy to influence participants. The researcher explained to

each participant the benefits of the study in terms of how the study can benefit the DMS. The researcher was in complete control of all of the data, and the completed surveys are maintained on the researcher's private database. All of the completed questionnaires were scored accurately and consistently.

Summary

Chapter 3 has detailed the methods chosen for conducting the study. In addition, the chapter includes a full description of the research design and rationale given the research questions of the study. Lastly, the chapter included detailed information on the data collection and analysis procedures, as well as ethical considerations and factors affecting the validity and reliability of the study. Using a qualitative case study research design, the research study recruited a sample of HRM professionals and DMS employees to participate in an online survey. Results were collected electronically by the researcher for analysis. Participant confidentiality was maintained through anonymity of survey responses and use of pseudonyms for interview participants. Efforts to support the validity and reliability of the study were discussed. Chapter 4 details the data analysis and results of the analysis and Chapter 5 provides a discussion of the results as they relate to the previous literature and the research questions of the study.

Chapter 4: Results

Introduction

The purpose of this study was to explore the role of Human Resource Management (HRM) practices in the Disaster Management Sector (DMS) through DMS manager and employee perceptions and experiences. A goal of the study was to develop a comprehensive action plan, based on the findings, to engage, attract, and retain qualified employees. A descriptive case study design was employed to investigate employee attitudes and the role of DMS HR practices to support employee engagement, to attract new employees, and to retain qualified employees through the comprehensive action plan.

Setting

The setting for this study is within the disaster management sector. Participants were recruited specifically from DMS agencies. Disaster relief workers in the American Red Cross (ARC) provide immediate assistance to meet the emergency demands and needs of the disaster victims with timeliness and courtesy, (ARC, 2006). Over the course of a year, the ARC engages in over 70,000 disaster responses with immediate deployment of emergency services volunteers to serve the disaster victims. These disasters can include fires, spillage of hazardous materials, transportation accidents, explosions, and natural disasters. Natural disasters may include, for example, flooding, hurricane, earthquake, and tornado damage (ARC, 2006). Participants were drawn from the pool of employees and HRMs in this sector.

Demographics

DMS employee demographic data ($n=36$) in terms of gender, age category, and education were collected. Table 1 provides the demographic data, showing the distribution of demographic DMS employee characteristics. The breakout was evenly distributed among males and females, had a greater proportion of those who were older (ages 50s and 60s) and had obtained a higher level of education (Masters and Doctorate levels).

Table 1

DMS Employee Population Demographic Characteristics (n=36)

| Response | | N | Frequency |
|-----------------|-----------|----|-----------|
| Gender: | Male | 18 | 50% |
| | Female | 18 | 50% |
| Age Category | 20s | 4 | 11.1% |
| | 30s | 3 | 8.3% |
| | 40s | 7 | 19.4% |
| | 50s | 12 | 33.3% |
| | 60s | 10 | 27.8% |
| Education Level | Bachelors | 7 | 19.4% |
| | Masters | 16 | 44.4% |
| | Doctorate | 13 | 36.1% |

Despite recruitment efforts, for the HRM professionals, a total of three HRMs participated in the survey, two of which agreed to participate further in the telephone interview. The only demographic information collected from this group was years of experience. The three participants reported experience levels of 6, 20 and 25 years.

Data Collection

The data collection followed the procedure as noted in Chapter 3. Data were collected from a sample of DMS workers and HRMs via organizational email/mail. The HRM professionals who participated in the study reported at least 6 years of DMS experience and employee participants reported various amounts of experience, all meeting the study criteria for participation. The surveys were administered, completed, and submitted through an internet site using Survey Monkey to the HRM professionals and employees in the DMS and HRM participants were asked to participate in the telephone interview. The researcher was able to recruit only a total of 36 employees and 3 HR Managers for the study, much less than anticipated.

Data Analysis

Data were obtained for the study through two multiple choice and open-ended question survey instruments designed for DMS HRM managers and DMS employees, as well as personal interviews with DMS HRM managers. The chosen design required exploring all foreseeable factors (potential variables) to provide a detailed and rich understanding of DMS employee motivation and management needs. Although a purposeful sample of at least 10 HRM professionals and 50 employees of the DMS was sought through electronic and regular mail to participate in the study, a total sample of only 36 DMS employees and only three HRM professionals participated in the HRM survey. In addition, only two of the HRM professionals were willing to participate in the interview data collection. The researcher was unable to obtain additional participants from the population. The only demographic information collected from the HRM

managers included years of experience. The three HRM manager participants reported experience of 6 years, 20 years, and 25 years.

Evidence of Data Trustworthiness

To ensure credibility and transferability of the findings of the study, the study assessed participant feedback from a different sources or groups within the DMS: HRM professionals and employees of the DMS at various levels. The research ensured the findings were dependable by observing and annotating any factor that may affect the research, including being aware of potential bias or other factors. In addition, Trochim's (2001) recommendations to safeguard the study from bias were followed, as noted in Chapter 3. To determine the adequacy of descriptive research, the study adhered to a detailed research problem and justification, a specified population of interest and procedures for recruitment, and an accurate presentation of the findings, and generation of a summary of findings and recommendations that align with the results offered (McMillan & Schumacher, 2001). The research was affected by the small sample size, particularly of the HRM professionals. The inability to recruit a substantial sample failed to allow the researcher to reach saturation in the interview data and limited the ability to collect and compare data to develop the summary of the findings.

Results

DMS Employee Survey Results

DMS employees ($n = 36$) answered a series of questions related to the following sub-categories of organizational elements. They were asked to rate questions related to agreement with statements reflecting each of the sub-categories and the relation to

presence of or agreement with the organization. These responses were scaled from 1 (Strongly Disagree) to 5 (Strongly Agree). Response average scores are provided in Table 2 for each category.

Table 2

Mean Scores for Each Organizational Element by Sub-Category

| | N | Mean | Std. Deviation |
|------------------------------------------------|----|--------|----------------|
| Leadership Behavior Average Score | 36 | 3.8403 | 1.06595 |
| Company Culture and Policies Average Score | 36 | 3.6611 | 1.17188 |
| Team Relationships Average Score | 33 | 3.6303 | .99262 |
| Working Conditions Average Score | 32 | 3.6563 | 1.05574 |
| Organizational Fit Average Score | 34 | 3.7794 | 1.00522 |
| Job Challenges and Opportunities Average Score | 35 | 3.5357 | 1.12809 |
| Training and Career Development Average Score | 35 | 3.5000 | 1.11968 |
| Job Security Average Score | 36 | 3.4583 | .70640 |
| Work-Life Balance Average Score | 35 | 3.5143 | 1.17565 |
| Career Advancement Average Score | 36 | 3.3333 | .61528 |
| Work Flexibility Average Score | 35 | 3.3886 | .64706 |
| Perks and Benefits Average Score | 36 | 3.7639 | .74868 |
| Personal Philosophy Average Score | 33 | 3.5636 | .56448 |

Results indicated general agreement with all categories, with highest levels of agreement among leadership, organizational fit, and perks and benefits and lowest levels among job security, work flexibility, and career advancement.

A correlation analysis was conducted to identify any relationships between demographic variables (gender, age, education) and the variables representing the average score for each organizational element sub-category. Table 3 provides the results of this analysis. Results failed to reveal any significant correlational relationships

between the demographic variables and the variables of the organizational element subcategories.

Table 3

Pearson's Correlation (r) between Demographic Variables and Organizational Elements

| Subcategory | Education | | Gender | | Age | |
|----------------------------------|-----------|------|--------|------|-------|------|
| | r | p* | r | p* | r | p* |
| Leadership Behavior | .117 | .498 | .073 | .674 | -.003 | .986 |
| Company Culture and Policies | .074 | .668 | .178 | .299 | -.028 | .872 |
| Team Relationships | .152 | .398 | .129 | .473 | .029 | .874 |
| Working Conditions | .148 | .420 | .301 | .094 | -.027 | .882 |
| Organizational Fit | .136 | .443 | .104 | .559 | -.016 | .927 |
| Job Challenges and Opportunities | .123 | .480 | .083 | .637 | .015 | .932 |
| Training and Career Development | .018 | .917 | .052 | .768 | -.053 | .762 |
| Job Security | .206 | .228 | .140 | .417 | .074 | .667 |
| Work-Life Balance | .228 | .188 | .161 | .356 | .014 | .936 |
| Career Advancement | .063 | .715 | .069 | .691 | -.045 | .795 |
| Work Flexibility | .140 | .423 | .143 | .413 | .022 | .901 |
| Perks and Benefits | -.004 | .980 | .151 | .381 | -.001 | .994 |
| Personal Philosophy | .086 | .635 | .107 | .553 | .129 | .473 |

Note. Significance (p) based on 2-tailed analysis

HRM Survey Results

A sample of three HRM professionals was gained for the study. These participants completed the HRM survey instrument. Through the survey, HRM participants were asked their perceptions of (a) qualified employees, (b) organizational elements in terms of the needs of employees, current state of HR practice in the organization, activities managed by HR, company view of HR, and description of HR

practice in the organization, and (c) activities that attract and retain employees, including employee engagement, the nature of training and development, and reasons for turnover.

Conceptualization of qualified employee. In terms of the approximate percent of qualified employees at the organization, two of the participants felt about 50% of the employees at the organization were qualified and the third participant felt that less than 50% were qualified. To clarify this finding, participants were asked to choose statements that agreed with their conceptualization of a qualified employee. For these responses (see Table 4, one participant defined a qualified employee as one that possesses knowledge, skills, and attributes and are eager to update themselves. The other two participants chose “all of the above,” which included the prior statement as well as those who (a) are the key players in productivity, (b) provide competitive advantage, (c) enhance organizational culture and vision, and (d) provide new skills to ensure organizational success.

Table 4

Definition of Qualified Employee (n=3)

| Defining Element | n | Percent |
|-------------------------------------------------------------------------------------------|---|---------|
| Employees possessing knowledge, skills, and attributes and are eager to update themselves | 1 | 33.3 |
| Employees who are the key players in productivity | 0 | 0 |
| Employees who provide competitive advantage to company | 0 | 00 |
| Employees who enhance organizational culture and vision | 0 | 0 |
| Employees who provide new skills to ensure organizational success | 0 | 0 |
| All of the above | 2 | 66.7 |

Organizational elements. Descriptive data obtained from the three participants related to their perceptions in relation to the different organizational elements is given in the following tables. The first question asked participants to offer their perception of the most important needs of DMS employees. The three respondents highlighted the importance of social needs and self-actualization needs (Table 5), both needs that are higher on the Maslow's need hierarchy.

Table 5

Needs Rated as Most Important to the Employees of DMS (n=3)

| Need | n | Percent |
|--------------------------|---|---------|
| Safety needs | 0 | |
| Security needs | 0 | |
| Social needs | 1 | 33.3 |
| Esteem needs | | |
| Self-actualization needs | 2 | 66.7 |

The three participants also offered insight into the current state of HR at their organization, highlighting a flexible approach (2 participants) and a periodic approach (1 participant). Table 6 presents this data in table format.

Table 6

State of HR in Organization (n=3)

| Response | n | Percent |
|----------------------------------------|---|---------|
| Individual-specific/ holistic approach | 0 | |
| Collective and issue-based approach | 0 | |
| Merit-based approach | 0 | |
| Flexible approach | 2 | 66.7 |

| | | |
|-------------------|---|------|
| Periodic approach | 1 | 33.3 |
|-------------------|---|------|

Activities reportedly managed by HRM at the participants' organizations included recruiting, selection, training, performance appraisal, compensation, safety, human resource planning, and an option was given for "all of the above." Table 6 provides the response data associated with this question.

Table 7

Activities managed by HRM (n=3)

| Response | n | Percent |
|-------------------------|---|---------|
| Recruiting | 2 | 66.7% |
| Selection | 2 | 66.7% |
| Training | 2 | 66.7% |
| Performance appraisal | 2 | 66.7% |
| Compensation | 1 | 33.3% |
| Safety | 1 | 33.3% |
| Human resource planning | 1 | 33.3% |
| All of the above | 1 | 33.3% |

In terms of how the company was perceived as viewing HR, participants described a combination of effective management of HR as essential, as a source of competitive advantage, and as unique capital. Participants also felt, however, that HR was considered as something that needs to be controlled. Table 8 provides all the responses to this question.

Table 8*Company View of HR (n=3)*

| Response | n | Percent |
|----------------------------------------------------------------|---|---------|
| Considers effective management of HR essential (a) | 1 | 33.3% |
| Considers it a source of competitive advantage achievement (b) | 1 | 33.3% |
| Considers it unique capital (c) | 0 | |
| All of a, b, c | 1 | 33.3% |
| Considers it needs to be controlled (e) | 1 | 33.3% |
| Considers it does not require HRM practice (f) | 0 | |
| Considers it can be managed by money (g) | 0 | |
| All of e, f, g | 0 | |

The three participants also responded to a question used to describe HR practice in the company. Results supported the presence of a full-fledged HR department, regular HR events, and regular evaluation of HR performance (see Table 9).

Table 9*Description of HR Practice in Company (n =3)*

| Response | n | Percent |
|---------------------------------------------------|---|---------|
| There is a full-fledged HR department (a) | 1 | 33.3 |
| There are regular HR events (b) | 0 | |
| There is regular evaluation of HR performance (c) | 1 | 33.3 |
| All of a, b, and c | 1 | 33.3 |
| HR is usually outsourced when necessary | 0 | |
| HR is employed for specific periods | 0 | |

Human resources activities that attract and retain employees. The next section of the HMR survey dealt with perceptions of the importance of essential HR functions to attracting and retaining employees. Included in these activities are challenges present in the workplace, with results highlighting changing working conditions, changing rules and regulations, and short skills and talents of people (Table 10). Essential HR functions include attrition, hiring, firing, promotion, demotion, transfers, and developing knowledge and skill sets. Two participants responded, one for attrition and the other chose developing knowledge and skill sets. Table 10 illustrates responses to the presence of challenges in the workplace, highlighting working conditions changing continuously, shortages of skills and talents of employees and changing of rules and regulations.

Table 10

Challenges Present in the Workplace (n = 3)

| Response | n | Percent |
|------------------------------------|---|---------|
| Competitions | 0 | |
| Working conditions always change | 2 | 66.7 |
| Rules and regulations change | 1 | 33.3 |
| Complex/high technology | 0 | |
| Short skills and talents of people | 2 | 66.7 |
| All of the above | 1 | 33.3 |

Employee engagement. Specific to HR factors and the importance to employee engagement, employee engagement was defined as a positive attitude held by the

employee towards the organization and its value (Ariani, 2013). Responses of the three participants (more than one response was allowed) included effective recruitment, effective selection, recognition, and challenge responsibilities. Table 11 illustrates the responses and frequencies.

Table 11

HR Factors Important to Employee Engagement (n = 3)

| Response | n | Percent |
|--------------------------------|---|---------|
| Effective recruitment (a) | 1 | 33.3% |
| Effective selection (b) | 1 | 33.3% |
| Compensations and rewards (c) | 0 | |
| Recognition (d) | 1 | 33.3% |
| Career path development (e) | 0 | |
| Challenge responsibilities (f) | 1 | 33.3% |
| Fair and equality (g) | 0 | |

When the participants were asked to reorder these factors in order of importance to employee engagement, two of the three participants responded. The first gave the order of importance as effective recruitment (a), recognition (d), fair and equality (g), compensations and rewards (c), career path development (e), and challenge responsibilities (f). The second participant who responded gave the order of challenge responsibilities (f), recognition (d), career path development (e), and compensations and rewards (c).

In addition, participants were asked an open-ended question, asking to describe the steps they have taken with regard to employee engagement. Two participants responded, offering the following two responses:

1. Developed an open-door policy, service recognition program, and frequent opportunities for social interactions between all sectors of the workforce.
2. Offering good training with CE credit and recognitions.

Employee retention. With regard to employee retention, the three participants were asked to rate the importance of factors of money (a), company philosophy (b), workplace environment (c), relationship with colleagues (d), scopes for training and development (e), and relationship with leader (f). One participant rated only scopes for training and development as most important. The other two participants offered an order of importance of (a) relationship with leader, scopes for training and development, relationship with colleagues, workplace environment, company philosophy and culture, and money (participant 1); and (b) relationship with leader, money, and workplace environment (participant 2).

In addition, another open-ended question was asked for the steps taken with regard to employee retention. Responses included:

1. Maintain consistency in administering and enforcing company policy, in an effort to treat our employees with fairly and respectfully.
2. Offering good training with CE credit and recognitions.

Employee attraction. With regard to employee attraction, the participants ordered the importance of the variables in the same order as they did for employee retention. Participant 1 ordered the variables from most important to least as: relationship with leader, scopes for training and development, relationship with colleagues, workplace environment, company philosophy and culture, and money. The second participant

ordered the variables the same as for retention well, with relationship with leader first, money second, and workplace environment third. The third participant only noted scopes for training and development, presumably as most important. The participants did not offer responses with regard to the steps taken toward employee attraction.

Nature of training and development. Participants were also asked to describe the nature of training and development at their organization, as defined by frequency (periodic or as required) and for all or for qualified versus nonqualified employees.

Table 12 provides the responses.

Table 12

Nature of Training and Development (n = 3)

| Response | n | Percent |
|-------------------------------------------------------------------------------------------------------------|---|---------|
| Periodic, only for qualified employees | 1 | 33.3 |
| Periodic, common program for all | 1 | 33.3 |
| Periodic, separate programs for qualified and nonqualified | 1 | 33.3 |
| As and when required, only for qualified employees | 0 | |
| As and when required, common program for all; as required, separate programs for qualified and nonqualified | 1 | 33.3 |

Ratio of voluntary turnover rate for company over last year. The three participants were asked to estimate the ratio of voluntary turnover rate for the company over the last year. All three participants provided a different response ranging from less than 5% to 20-30%. Table 13 provides the results.

Table 13*Ration of Voluntary Turnover (n = 3)*

| Response | n | Percent |
|--------------|---|---------|
| Less than 5% | 1 | 33.3 |
| 5-11% | 1 | 33.3 |
| 11-20% | 0 | 0 |
| 20-30% | 1 | 33.3 |
| 30-40% | 0 | 0 |
| None | 0 | 0 |

Reasons for turnover. The final survey question asked the HRM participants to describe the perceived reasons for turnover within the company. Two responses were offered. The first response was that turnover results primarily from involuntary separations. The second response included that volunteers must take time off of their work in order to volunteer, which may not continue to be possible. After the survey, two of the HRM participants agreed to complete interviews with the researcher.

HRM Interview Analysis

Interview data were obtained to support this descriptive study. In case study research, the recommendations support triangulation of data collection, including at least three sources of data (Yin, 2009). Survey data were obtained from DMS employee (first source), and HR professionals (second source). The interview data was an attempt to obtain data from a third source (one-on-one interviews). The interview question was designed for the HRM professionals only. However, only two participants offered interview responses to the interview question. Although the number of interview “cases”

was limited to two, case study research may include anywhere from a single case to multiple cases when cases are defined as individuals (Yin, 2009). Interview data were recorded through note taking. The data obtained from both cases were compared to reveal common responses and relevant data to support the conclusions offered (themes).

Interview 1. The first interview participant offered personal perceptions with regard to the primary reasons for involuntary employee separations. This participant described the primary reason for employee separation was due to the inability to pass the mandatory drug screenings. The second reason offered by this participant was employees leaving for better paying jobs. When asked how these factors are relevant and adversely affect the organization, the first interview participant described that the organization is adversely affected by the loss of personnel and as a result, are increasing retention efforts. These retention efforts included the organization currently working on training 911 personnel and maintaining a focus on increasing training opportunities for employees.

Interview 2. The second interview participant offered two primary reasons for employee turnover. These included employees leaving for higher paying jobs in other locations and employees relocating to different areas for a variety of reasons. This participant described the effect on the organization in terms of the loss of trained personnel specifically, which was noted to require an additional time investment toward training of new employees.

Summary of interview data. From the data obtained from the two interview participants answering the interview question, the following conclusions were drawn. The researcher developed this summary from relevant and common responses noted

between the two cases, revealing themes from the two interview participants related to the research questions.

Perceived reasons for employee separation:

1. Leaving to take a better or higher paying job
2. Leaving due to relocation
3. Failure to pass mandatory drug screening

Perceived effect of employee attrition on organization:

1. Loss of trained personnel
2. Increased retention efforts
3. Increased time and cost investment for training needs/ providing increased training opportunities.

Results Summary

As a descriptive case study, the researcher takes the results obtained from the multiple sources of data and generates a summary of the analysis findings (Yin, 2009). Descriptive results were gained from the survey instruments designed for the HRM professionals and the DMS employees, as well as data collected in the form of interview data from two cases representing HRM professionals. Research Questions include the following:

- RQ1. What are the perceived job attitudes that support more effective and efficient services in the DMS and what is the specific relationship between these job attitudes and performance among disaster relief workers?

- RQ2. What are the perceived key drivers, including demographic characteristics, that support the development of necessary employee job attitudes to support high performance in the DMS and what is the specific relationship between these drivers and job attitude in the DMS?
- RQ3. What are the best practices in human resource management approach for the DMS to support the necessary job attitudes for high performance employees? Why would these be different than in any other organization?

Employee survey results highlighted perceptions of agreement with all categories, but with highest levels of agreement among leadership, organizational fit, and perks and benefits and lowest levels among job security, work flexibility, and career advancement. Results of the HRM survey with only three participants highlighted the perceived need of employees for self-actualization and the use of flexible and/or periodic approaches in HR. A full variety of activities were managed and practiced by HR, with regular events and evaluation. Employee engagement was felt to be supported through the importance of effective recruitment, selection, recognition, and challenge. The steps taken to support engagement included having developed an open-door policy, a service recognition program, and frequent opportunities for social interactions between all sectors of the workforce, as well as offering good training with CE credit and recognitions. Employee retention and attraction were felt to stem from the importance of the relationship with leader, scopes for training and development, relationship with colleagues, workplace environment, company philosophy and culture, and money. Steps taken with regard to

employee retention included maintaining consistency in administering and enforcing company policy, in an effort to treat employees fairly and respectfully, and again, offering good training with CE credit and recognitions. The nature of training and development was reported mostly as periodic, but was described as for all, for only the qualified, and separate for qualified and nonqualified. Survey response data supported reasons for attrition in terms of involuntary separation and due to the volunteer nature of work.

Finally, the interview data supported employee separation due to leaving to take a better or higher paying job, leaving due to the need for relocation, and leaving due to failure to pass mandatory drug screening. The effect of employee attrition on the organization, as described by the interview participants included: loss of trained personnel, the need for increased retention efforts, and the need to increase time and cost investment for training needs/ providing increased training opportunities.

Summary

Chapter 4 provided a detailed description of the sample, process, and results of the analysis of the data collected for the study. Results serve to address the research questions of the study. The findings highlight the importance of leadership, organizational fit, and benefits to employee satisfaction, the need to support employee self-actualization and flexibility in HR, and finally engagement, training, and relationship development to support retention and attraction. Chapter 5 provides a discussion of the results offered in this chapter and relates these findings to the research questions and the prior related literature.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

A descriptive case study approach was used for the goal of exploring the role of Human Resource Management (HRM) practices in the Disaster Management Sector (DMS). This study extended the similar exploration of Khalid (2011) in the field of disaster relief services. The purpose of the study was to explore the role of HRM practices in the DMS through manager and employee perceptions and experiences related to job attitudes, as well as the drivers of key job attitudes, and the relationships of these variables to performance among disaster relief workers.

This was accomplished through an investigation of DMS manager and employee perceptions, experiences, and attitudes, as well as the role of DMS HR practices to support employee engagement, to attract new employees, and to retain qualified employees through the comprehensive action plan. Data were obtained through two multiple choice and open-ended question survey instruments and two personal interviews collected from a purposeful sample of three HRM professionals and 36 employees of the DMS. This study was designed to address the following research questions:

- RQ1. What are the perceived job attitudes that support more effective and efficient services in the DMS and what is the specific relationship between these job attitudes and performance among disaster relief workers?

- RQ2. What are the perceived key drivers, including demographic characteristics, that support the development of necessary employee job attitudes to

support high performance in the DMS and what is the specific relationship between these drivers and job attitude in the DMS?

RQ3. What are the best practices in human resource management approach for the DMS to support the necessary job attitudes for high performance employees? Why would these be different than in any other organization?

With these research questions, the researcher sought to explore the potential of enhancing disaster management sector (DMS) employee engagement and retention as well as to explore ways to attract quality employees to the DMS.

The results of the study highlighted the highest levels of employee agreement with leadership, organizational fit, and perks and benefits; whereas, lowest levels of agreement were noted with job security, work flexibility, and career advancement. HRM results highlighted the need to support employee self-actualization; flexible approaches to HR; employee engagement through recruitment, selection, recognition, and challenge; positive relationships, culture, and training to support retention and attraction; and employee separation defined by opportunities. Survey response data supported reasons for attrition in terms of involuntary separation and due to the volunteer nature of work. In comparison, HRM interview data supported opportunity-based employee separation, causing a general effect on the organization of the loss of trained personnel, the need for increased retention efforts, and the need to increase time and cost investment for training needs and opportunities.

Interpretation of the Findings

The DMS demands the highest level of employee commitment and spirit of service, highlighting the importance of job attitude of the employees. Committed workers in humanitarian organizations demonstrate a willingness to put forth personal effort to support of the goals of the organization (Wolf, 2009). Therefore, employee perceptions are critical to understanding how to improve attitude, commitment, and retention. In addition, HRM perceptions provide a better understanding of the current conditions and circumstances affecting employee attitude from a management perspective. From the theoretical framework, job attitude is defined by the outcome of the collective influence of organizational philosophy, leadership behavior, motivation and reward systems, and cultural and demographic influences (Gellis, 2001), dispersed among three spheres of the workplace (i.e., company dimensions, job dimensions, and payment or compensation system; Heathfield, 2008). Within the context of the HRM framework, the results highlight areas that can provide information on the key drivers of employee attraction, engagement, and retention.

Employee survey results showed highest levels of employee agreement with leadership, organizational fit, and perks and benefits; in contrast, lowest levels of agreement were noted with job security, work flexibility, and career advancement. These results highlight the need to support perceptions of job security, flexibility, and advancement among the employees. Prior research supports that organizational support given to employees by the organization contributes to improved positive behaviors and attitudes, such as commitment (O'Driscoll & Randall, 1999). With these results pointing

to the need for enhanced employee perceptions of job security, flexibility, and advancement, perceptions of organizational support seem to be lacking from the employee sample. A positive job attitude is associated with satisfaction (Wright et al., 2002) and this satisfaction is influenced by factors such as pay, security, working conditions, need for autonomy, responsibility, and/or accomplishment (Andrew et al., 2002). If a workplace is positive and conducive to work efficiency, employees will be satisfied and will demonstrate positive job attitudes (Bingham et al., 2002). Thus, the employee agreement with perks and benefits, organizational fit, and leadership shows areas that currently support employee satisfaction and, therefore, attitude. However, lower perceptions of job security, flexibility, and advancement highlight areas of needed improvement. Because job satisfaction has been associated with employee commitment, motivation, capabilities, organizational citizenship, and human capital (Bontis & Serenko, 2007, 2009; Farkas & Tetrick, 1989; Tietjen & Myers, 1998; Mayo, 2000; Robbins & Judge, 2009), evidence supporting these perceptions related to job satisfaction among the employees in this study is critical to understanding areas both being met effectively and in need of improvement.

HRM survey results highlighted the need to support employee self-actualization; flexible approaches to HR; employee engagement through recruitment, selection, recognition, and challenge; positive relationships, culture, and training to support retention and attraction; and employee separation defined by opportunities. Employee self-actualization is key to supporting growth, performance, and human capital for the organization. This self-actualization and development of human capital is accomplished

through strengthening the talent pool (War for Talent, 2004). Along those same lines, the HRM survey results also highlighted the need for use of flexible and/or periodic approaches in HR. A full variety of activities were managed and practiced by HR, with regular events and evaluation. Enhanced flexibility supports employee engagement, which in turn can support organizational commitment and retention (Shuck & Albornoz, 2007). Within the unique setting of disaster relief organizations, in which both volunteer and employee workers are utilized, commitment to the organization has been shown to be related to degree of satisfaction with the work experience and identification with the organization through involvement (Dorsch et al., 2002; Wolf, 2009).

Because of the nature of humanitarian work with a focus on the victims of disaster, effective, efficient, timely delivery of services is critical to limiting pain and suffering. Disaster relief workers, therefore, need to be highly motivated, engaged, and experienced in order to provide high performance in often harsh environments (Brown & Leigh, 1996). Thus, retention of high quality, experienced employees as human capital is valuable, particularly in terms of the field knowledge and experience that contributes to effective response and relief (Goncalves, 2011). Having an understanding of employee attitudes therefore supports planning and training. The DMS needs to ignite and maintain a strong sense of purpose, satisfaction, and commitment among employees to ensure selecting and retaining quality workers to fit the job. From the findings of this study, employee engagement can be supported through effective recruitment, selection, recognition, and challenge. The steps described as having been taken thus far to improve engagement include having developed an open door policy, a service recognition

program, and frequent opportunities for social interactions between all sectors of the workforce, as well as offering good training with CE credit and recognitions. These results align with prior research into the key drivers of employee engagement, as noted by Shuck and Albornoz (2007). These include (a) workplace environment that supports relationships among colleagues and typical job functions; (b) leadership responsible for engaging and retaining employees (as poor management contributes to employee disengagement); (c) employee characteristics in terms of the need for challenge (sparks esteem) and the entrepreneurial spirit (encourages industriousness among employees); and (d) scope of learning, for which learning is acknowledged to contribute to changes in behavior, cognition, and interaction with the environment (Werner & DeSimone, 2006). Similarly, Lavigna (2007) identified three factors as the most influential catalysts of desired job attitude: leadership, alignment between employee skills and the mission of the company, and work-life balance. These resemble the results of this study, which support the perceptions of engagement fed through toward effective recruitment, selection, recognition, and challenge, as well as engagement and retention supported through positive relationships, culture, and training and development.

Disaster relief organizations experience high turnover among relief workers in the field (roughly 80%, Goncalves, 2011; Thomas, 2003). This turnover represents a loss of human capital that is critical to performance (in terms of effective relief and recovery efforts); due to the loss of knowledge and lessons learned in the field, which can have a direct impact on performance (Goncalves, 2011). This relationship between human capital and employee turnover and the connection with job satisfaction and employee

attitude are of particular interest in the present study, given the need for knowledge and experience sharing in the field, as noted previously. Certainly, attracting and retaining the right employees are major factors for influencing the firm's growth, effectiveness, and competitiveness, pointing to the significance of managing human capital towards creating a committed and knowledgeable workforce that can earn sustainable growth and competitive advantage for their respective companies (Kotelnikov, 2001).

In this study, as noted in prior research as well (Shuck & Albornoz, 2007), employee retention and attraction were felt to stem from the importance of the relationship with leader, scopes for training and development, relationship with colleagues, workplace environment, company philosophy and culture, and money. Steps taken with regard to employee retention included maintaining consistency in administering and enforcing company policy, in an effort to treat employees fairly and respectfully, and again, offering good training with CE credit and recognitions. The nature of training and development was reported mostly as periodic. The interview participants likewise described the effect of employee attrition on the organization as negative in terms of the loss of trained personnel, the need for increased retention efforts, and the need to increase time and cost investment for training needs and opportunities.

Lastly, survey response data supported reasons for attrition in terms of involuntary separation and due to the volunteer nature of work. Comparatively, HRM interview data supported opportunity-based employee separation (i.e., leaving due to taking a better or higher paying job, relocation, or failure to pass drug testing). The effect of employee attrition on the organization, as described by the interview participants

included: loss of trained personnel, the need for increased retention efforts, and the need to increase time and cost investment for training needs/ providing increased training opportunities.

The organization can create normative attachment that will support employee commitment to the organization and retention by offering training to the employees; employees feel obliged to serve the organization because they feel they have a moral responsibility to serve the organization due to the investment the organization has made in them (Allen & Meyer, 1990). Similar research studies with focus on relationship to organization investment in employee growth, support this study's findings toward the importance of retaining experienced workers. Lee and Bruvold (2003) found nurses were more committed to the organization once the employer commits to developing skills and competencies for the employee. This also led to increased job satisfaction and decreased intent to leave. The idea of serving people in need and providing needed services to the public in general was studied by Wright, Hassan, and Christensen (2017). Results included increased work performance with management objective measures of the employee performance and highlighting public benefits and appreciation for the employee's work. In a study on service marketing and perceived organizational support, Wang (2009) found the organization must promote a service-oriented climate within the department and teams as customers tend to base their direct experiences with employees to that of the organization. Earning and maintaining the trust of the public is a priority of the DMS.

Limitations of Study

This study was limited by the HRM interview sample of only two participants, limiting the qualitative depth and, therefore, ability to provide an in-depth understanding of the experiences of participants, as intended. Three HR surveys were completed. However, only two HRM agreed to participate in the telephone interview. According to Marshall, Cardon, Poddar, & Fontenot (2013), “While qualitative methodologists are unlikely to agree on exact sample sizes needed for qualitative studies, they generally agree that a number of factors can affect the number of interviews needed to achieve saturation.” (p. 12). As stated previously, this research originally pursued 50 surveys with DSM employees and 10 interviews with HRM. Efforts were made in regard to seeking subjects meeting criteria in both categories.

A review of literature revealed a case study on factors influencing job retention after vision loss with a small sample size. According to Crudden (2015), 10 participants provided information impacting their job retention. Similar to this researcher’s study, surveys and telephone interviews were used. Although valuable information was gathered pertinent to the research questions, Crudden (2015) surmised due to the size of the sample, the results were not recommended for projection to the general population. Although the findings of this study offer insight into the potential experiences and perceptions of other similar populations, these findings are limited to the specific case study sample and cannot be generalized to a larger population.

Recommendations

Research examining past and future large-scale disaster occurrences may provide additional data for the expansion to additional DMS organizations as well as counties and states, yielding more substantial data to support the study conclusions and allow for generalizability of the findings, as was similarly noted by Crudden (2015) with a small sample size. Therefore it is recommended that the study be replicated in to include a larger study sample, particularly of the HR managers.

Given that disaster relief organizations continue to experience high turnover among relief workers in the field (Goncalves, 2011; Thomas, 2003), it is critical to identify ways to mitigate this loss of human capital. With research supporting a connection between employee commitment and the provision of training and education (Allen & Meyer, 1990; Lee & Bruyold, 2003), and the importance of employee commitment in the DMS, additional research should be done to identify the most effective training and education to support employee commitment and productivity.

Results of both in this study and prior research (Shuck & Albornoz, 2007) highlight the importance of relationships with leader, scopes for training and development, relationship with colleagues, workplace environment, company philosophy and culture, and money toward employee retention and attraction. Additional research to identify the efficacy of specific steps to support employee retention, including consistency in administering and enforcing company policy, fair treatment of employees, and again, training and development, and rewards/recognitions is warranted.

Implications

The information gained in this study in terms of the areas in need of additional support to create stronger positive attitudes, job satisfaction, organizational commitment, and attraction can be used to support greater retention and employee performance. The results show and are supported by prior research that the loss of human capital in terms of skilled and experienced workers, particularly in disaster relief services, can be critical to providing quality, effective, and timely results (Conference Board of Canada 2005). In disaster relief, this could be the difference between life and death for the victims of a disaster. It is critical for HRM to support the engagement and commitment of the workforce, as the reliance on both paid workers and unpaid volunteers necessitates workers that are committed to the mission, goals, and organization. The importance of results from this study can provide assistance in terms of matching skills which is lends towards happiness of the employee. As Kwong (2008) pointed out, matching is important among disaster management workers because it helps in placing the right talent with the right job. The results of this study can support HRM efforts to enhance learning and growth opportunities, employee engagement, employee attitude and satisfaction, ultimately reducing turnover, increasing retention, and bolstering human capital for the organization.

Conclusions

Due to the nature of disaster management, the DMS employees need high levels of commitment and spirit of service, which underscores the importance of job attitude among the employees. Therefore, employee perceptions are critical to understanding

how to improve attitude, commitment, and retention; whereas, HRM perceptions provide a better understanding of the current conditions and circumstances affecting employee attitude from a management perspective. Thus, this descriptive case study was designed for the purpose of exploring the role of HRM practices in the DMS through understanding the DMS manager and employee perceptions, experiences, and attitudes to support employee engagement, to attract new employees, and to retain qualified employees. Data for this study were obtained through two multiple choice and open-ended question survey instruments and personal interviews collected from a purposeful sample of three HRM professionals and 36 employees of the DMS.

Results of the employee survey highlighted perceptions of agreement, particularly with regard to the current positive impact of leadership, organizational fit, and perks and benefits; however, also highlighting potential areas of improvement in terms of job security, work flexibility, and career advancement. Results of the HRM survey with only three participants highlighted the perceived need of employees for self-actualization and the use of flexible and/or periodic approaches in HR. Employee engagement was felt to be supported through the importance of effective recruitment, selection, recognition, and challenge; while, the steps taken to support engagement included having developed an open door policy, a service recognition program, and frequent opportunities for social interactions between all sectors of the workforce, as well as offering good training with CE credit and recognitions. In addition, HRM interviews highlighted the importance of leader relationships with employees, training and development opportunities for employees, relationships with colleagues, the workplace environment, as well as

company philosophy and culture to supporting employee retention and attraction. Steps taken with regard to employee retention included maintaining consistency in administering and enforcing company policy, in an effort to treat employees fairly and respectfully, and again, offering good training with CE credit and recognitions. Attrition was felt to stem primarily from involuntary separation, the volunteer nature of the work, and relocation or better opportunities elsewhere. However, HRM managers perceived employee attrition to affect the organization in terms of loss of trained personnel, the need for increased retention efforts, and the need to increase time and cost investment for training needs/ providing increased training opportunities. These results support efforts to increase employee commitment and job satisfaction and attitude to support retention and organizational productivity, supporting quality work with the potential to save lives.

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Appendix A: Consent Form for HRM

You are invited to take part in a research study of identifying factors that influence job attitudes of employees in the Disaster Management Sector. The researcher is inviting all employees in the Disaster Management Sector such as the American Red Cross with at least two (2) years of experience in Human Resource Management to participate in this study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Leslie McCall who is a doctoral student at Walden University.

Background Information:

The purpose of this study is to identify factors that may influence the job attitudes of Disaster Management employees.

Procedures:

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

- Complete the survey online via the Survey Monkey. Survey will take 20-25 minutes to complete
- HR employees will receive a follow up phone call estimated 15 minutes

You have the option of completing this survey anonymously. If you choose to participate in the telephone interview, you are requested to please provide contact information for the brief interview.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether you choose to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as considering stress or unpleasant aspects of your job or work environment. Being in this study would not pose risk to your safety or wellbeing. This study could lead to improve management practices in disaster management organizations and a perspective of the importance of evaluating employee attitudes toward various job components.

Payment:

Your participation in this study will be without compensation. However your contribution lends to growth in this area of research that is extremely valuable.

Privacy:

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

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher. Walden University's approval number for this study is 12-23-16-0013261 and it expires on December 22, 2017.

HR employees, please keep this consent form for your records.

Statement of Consent:

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

Appendix B: Consent Form for DMS Employees

You are invited to take part in a research study of identifying factors that influence job attitudes of employees in the Disaster Management Sector. The researcher is inviting all employees in the Disaster Management Sector such as the American Red Cross with at least one (1) year of experience to participate in this study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Leslie McCall who is a doctoral student at Walden University.

Background Information:

The purpose of this study is to identify factors that may influence the job attitudes of Disaster Management employees.

Procedures:

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

- Complete survey via online Survey Monkey. Survey will take 20-25 minutes to complete

Voluntary Nature of the Study:

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

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as considering stress or unpleasant aspects of your job or work environment. Being in this study would not pose risk to your safety or wellbeing. This study could lead to improve management practices in disaster management organizations and a perspective of the importance of evaluating employee attitudes toward various job components.

Payment:

Your participation in this study will be without compensation. However your contribution lends to growth in this area of research that is extremely valuable.

Privacy:

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the

study reports. Data will be kept secure by locked computer drive. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher. Walden University's approval number for this study is 12-23-16-0013261 and it expires on December 22, 2017.

Employees, please print and keep this consent form for your records.

Statement of Consent:

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