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Addressing Counterproductive Work Behaviors in a Behavioral Health Organization

Abigail Flores

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Walden University

College of Social and Behavioral Sciences

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Abigail Flores

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Walden University
2023

Abstract

Addressing Counterproductive Work Behaviors in a Behavioral Health Organization

by

Abigail Flores

MS, Southwestern Assemblies of God University, 2011

BS, Southwestern Assemblies of God University, 2005

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Psychology in Behavioral Health Leadership

Walden University

August 2023

Abstract

Studies show that counterproductive workplace behaviors impact organizations financially and operationally. The focus of this case study was to explore reasons for counterproductive workplace behaviors and to determine the actions of leadership to address and mitigate them. The Baldrige framework was used to guide this case study of a nonprofit behavioral health organization in the northeastern United States. Data sources for this study included structured interviews with the organization's executive director, personal communications via email with the executive director, the organization's website, and a review of academic literature. Data were analyzed with NVivo qualitative analysis software. Findings indicated a lack of policies outlining expectations of employee behavior and the lack of a formal discipline process. Recommendations based on the findings included developing and implementing a discipline process and an employee code of conduct using a phased approach over 1-year span. This study contributes to positive social change by bringing attention to addressing counterproductive workplace behaviors that can threaten the delivery of much-needed services in an organization.

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Section 1a: The Behavioral Health Organization

Organization Q, the behavioral health organization (BHO) that was the site for this study, is a nonprofit organization in the northeastern United States. The organization operates a reentry program for formerly incarcerated women leaving the state or federal prison system (T. W., personal communication, July 16, 2022). A reentry program is defined as services that focus on individuals transitioning from prison back into the community and link these individuals to community programs to ensure continuity of care (Galleta et al., 2021). The program helps reduce recidivism by providing trauma-informed services to support women's successful reentry into their communities.

Services offered by Organization Q include expressive therapy and dramatic arts, licensed drug and alcohol counseling, and cognitive behavioral health treatment (Organization Q website, 2022). In addition, Organization Q provides weekly education sessions that are open to the community. Session topics include family dynamics, racial and ethnic disparities, trauma prevalence, substance use disorders and their effect on women, educational testing and job placement, and women and justice involvement.

Organization Q was founded in 2016 and began by offering outpatient services in a temporary location (T. W., personal communication, October 10, 2022). The organization purchased a residential facility to house its program in 2019 and began the process of meeting state, city, and county compliance requirements. In 2022, Organization Q expanded its services and accepted the first residents for its reentry program. The reentry program facility serves as office space for employees and residential quarters for 10 women in the reentry program. A six-member board of

directors and the executive director (ED), who founded the organization, oversee the organization's overall operations and ensure compliance at all levels. Organization Q's workforce consists of administrative and housing staff, program coordinators, and a licensed substance abuse counselor.

Practice Problem

Organization Q employs staff who provide group counseling. The counseling focus is to help clients gain the necessary skills for successful reentry into their communities. The ED reported that housing staff and individuals who lead groups display counterproductive work behaviors such as being defiant and defensive, not listening to direction from leadership, purposely changing processes without leadership approval, touching things that do not belong to them, pushing back on any changes that are made, and refusing to follow established processes (T. W., personal communication, July 6, 2022). The ED has observed these behaviors and expressed concern regarding their possible impact on the organization and its clients. Counterproductive work behaviors can directly impact an organization's well-being (Zappalà et al., 2022). These behaviors can also impact employee performance and their overall functioning in the workplace.

Employee behaviors impact the organization at all levels, including its units, coworkers, and patients (Carpenter, Whitman, et al., 2021). Counterproductive work behaviors can be emotional responses to job stressors and cognitive responses to perceived injustices (Lucas et al., 2017). These behaviors can occur for many reasons, such as boredom, overqualification, anxiety, job stress, job dissatisfaction, and interpersonal issues (Khan et al., 2022; Shen & Lei, 2022; Yean et al., 2022). They can

impact employee turnover, increase organizational costs, and threaten organizational health (Adugna et al., 2022; Khan et al., 2022; Lucas et al., 2017).

Understanding the nature and consequences of counterproductive work behaviors is necessary for developing strategies to address the behaviors (Fleming et al., 2022).

Therefore, data collection to address Organization Q's practice problem involved answering the following research questions:

- RQ1: What are the causes of counterproductive work behaviors among Organization Q's direct care staff?
- RQ2: How might organizational leadership address counterproductive behaviors among direct care staff at Organization Q?

Purpose

The purpose of this qualitative case study was to explore the reasons for counterproductive workplace behaviors at Organization Q and to determine leadership actions to address and mitigate them. The Baldrige framework (National Institute of Standards & Technology [NIST], 2021) was used to guide the exploration of six different categories in the organization. The six categories include the organization's profile; how leadership actions guide and sustain the organization; how the organization develops and implements strategic objectives and action plans; how the organization engages, listens and builds relationships with its clients; how the organization effectively measures, analyzes, and improves performance to maintain its competitiveness in its market; how the workforce is engaged and directed toward achieving and maintaining a high-performance environment; and how the organization manages and improves its services,

work processes, and operational effectiveness (NIST, 2021). Each category assists in identifying strengths and areas of improvement in relation to the practice problem. Data were gathered through a review of Organization Q's website and through two interviews and email correspondence with Organization Q's ED.

Significance

Counterproductive work behaviors such as those identified in Organization Q can harm clients, peers, leadership, and the overall organization (Sypniewska, 2020). Understanding and addressing these behaviors is necessary for organization sustainability and is vital for positive workplace climates as well as overall organizational functioning (Bellora-Bienengräber et al., 2022). The ED shared the urgency to address counterproductive work behaviors at Organization Q so that staff can continue to serve formerly incarcerated women and support their successful reentry into their communities (T. W., personal communication, October 26, 2022).

Organization Q is relatively new, having been established in 2016, and recently expanded its service offerings to include a residential facility housing a reentry program for formerly incarcerated women. As such, addressing counterproductive work behaviors before they become too ingrained in the organization's climate and overall functioning is essential for building and maintaining a healthy work climate, decreasing turnover, and minimizing interruptions in client therapeutic progresses (Bellora-Bienengräber et al., 2022; Johnson-Kwochka et al., 2020). Furthermore, understanding the causes of behaviors will help inform effective strategies for addressing them.

Reentry programs face many barriers, including funding and resource availability but early studies show success in facilitating the reentry process and reducing recidivism (Galleta et al., 2021). Findings from this study may contribute to positive social change by shedding light on the need to address any issues that can impede the delivery of much-needed approaches for addressing recidivism, along with promoting the need for reentry programs in the community and providing an understanding on how to best support employees who display counterproductive work behaviors in the workplace.

Individuals transitioning from prison into their communities experience many challenges, but reentry programs are designed to assist and support them through these transitions (Gill & Wilson, 2017). Through assistance and support, reentry programs can reduce recidivism rates (Cannonier et al., 2021). Half of the individuals released from prison are generally reincarcerated within 3 years of release (Doleac et al., 2020). In a study of women released from prison, half reoffended within 1 year (De Rooy et al., 2019). As such, having personnel who are satisfied and find purpose in their jobs may decrease the possibility of counterproductive work behaviors and allow Organization Q to support formally incarcerated women and aid their successful reentry into their communities through continuity of care and services.

Summary

Organization Q provides trauma-informed reentry services in a residential setting to formerly incarcerated women in the northeastern United States. Organization Q's ED identified counterproductive work behavior in some employees that has led to concerns regarding the organizational climate and service delivery. This study's focus was on

identifying the causes of this behavior and determining how organizational leadership can address them. Using the Baldrige framework (NIST, 2021) as a guide for this study allowed for examining Organization Q's systems to provide findings and recommendations for enabling and promoting continued organizational success. Section 1b is a detailed organizational profile of Organization Q. The profile includes examinations of key influences, operations, and the organization's competitive environment.

Section 1b: Organizational Profile

Counterproductive work behaviors range in severity but are defined as behaviors that are often disruptive in the workplace and violate organizational norms (Siegel et al., 2022). Counterproductive work behaviors such as being defiant and defensive, not listening to direction from leadership, purposely changing processes without leadership approval, touching things that do not belong to them, constantly pushing back regarding any changes that are made, and refusing to learn the proper processes have been identified among employees at Organization Q. These behaviors can affect organizational climate and culture and can ultimately impact an organization's financial health (Sypniewska, 2020). The organization's ED has observed these behaviors and expressed concern regarding their possible impact on the organization and its clients.

The purpose of this qualitative case study was to explore the reasons for counterproductive workplace behaviors at Organization Q and to determine leadership actions to address and mitigate them. The Baldrige framework (NIST, 2021) was used to guide the exploration of Organization Q's core values, concepts, processes, results, linkages, and improvements. In this section, Organization Q's organizational profile and key factors are discussed, and details are provided on the organization's background and context

Organizational Profile and Key Factors

Organization Q, the study site, is a nonprofit agency offering reentry services to women who have recently been released from prison. Organization Q's mission and purpose is to reduce recidivism and create positive changes by advocating for changing

policies that adversely impact women involved in the criminal justice system. In so doing, Organization Q builds relationships and networks and collaborates with other local agencies (Organization Q website, 2022).

The organization is operated by its founder, who is also the ED, and has a governing board of directors. The reentry program participants live in a residential facility purchased by Organization Q and receive services that include group counseling on substance use disorders, individual counseling, trauma-informed group therapy, and art classes. Organization Q believes in the power of expressive therapy and dramatic art to treat trauma (Organization Q website, 2022). Future offerings, planned to begin in August 2023, reflect this philosophy and will include storytelling, playback theater (a form of improvisational theater), and creative writing (T. W., personal communication, July 6, 2022).

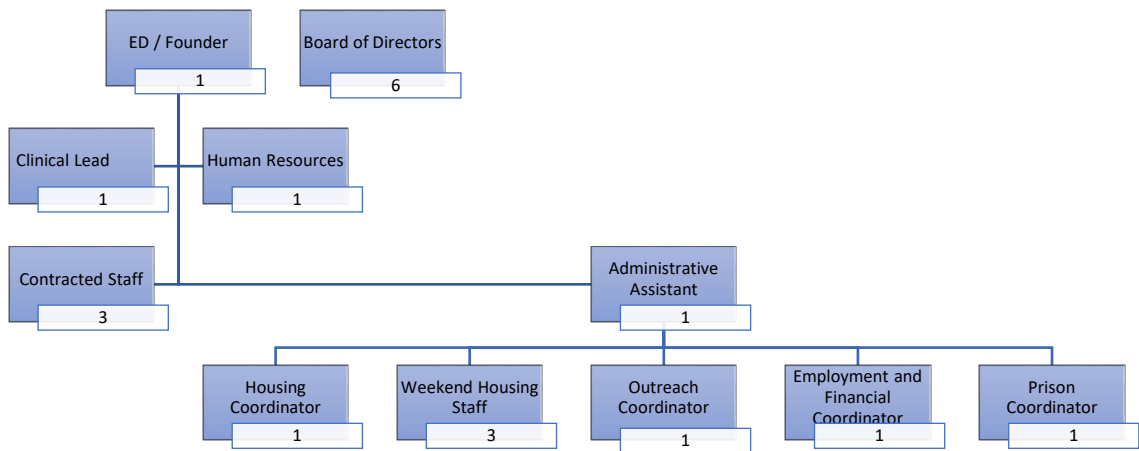
Along with offering therapeutic services, Organization Q has partnered with local organizations that provide financial, computer literacy, and employment assistance classes. Future educational offerings include GED prep, college prep, business entrepreneurship classes at a local college, and free courses leading to a bachelor's degree from a local university (T. W., personal communication, July 6, 2022). Organization Q provides for women's everyday needs through donations. The women access these donated resources at a boutique that provides shoes, bags, suits, and other apparel (T. W., personal communication, July 23, 2022).

Organizational Structure

At the time of this study, Organization Q had 11 full-time employees, including the ED/founder and other staff (lead licensed clinician, coordinators, and weekend staff). Each staff member helps to achieve Organization Q’s mission, purpose, and focus. The organizational structure also includes a board of directors and contracted staff. Figure 1 shows Organization Q’s organizational structure.

Figure 1

Organization Chart



This organizational chart reflects the following, beginning at the top level and working down:

- The ED/founder, responsible for securing funding, building relationships in the community, and overseeing all compliance and overall functioning of day-to-day operations.

- A six-member board of directors, responsible for ensuring financial compliance and assisting with decision-making at a higher organizational level.
- An outside consultant, who is under contract to the organization, responsible for assisting with submitting grant applications and overseeing website content, and two accountants, who are responsible for all fiscal activities of the organization.
- A human resources director, responsible for all hiring.
- A clinical lead. This staff person is a licensed substance abuse counselor who is responsible for leading groups and helping staff with any clinical needs that may arise.
- An administrative assistant, who assists staff with any administrative needs that may arise and day-to-day operations.
- A housing coordinator, who identifies and builds partnerships with housing resources in the community.
- Weekend housing staff, responsible for all home activities and supervision during the weekends.
- An outreach coordinator, responsible for building the resource portfolio for the organization.
- An employment and financial coordinator, responsible for identifying work and financial resources.

- A prison coordinator, who travels to and from the prisons and works directly with reentry directors at the prisons.

Organizational Background and Context

Organization Q offers reentry services to formerly incarcerated women, including housing; trauma-informed services; licensed drug and alcohol counseling; and assistance with employment, education, and housing. State and federal parole offices can refer clients to Organization Q. The courts can also mandate clients to treatment at the organization.

According to the ED, Organization Q's overall mission is to reduce recidivism through providing reentry services that address mental health and substance use disorders and providing resources that address the societal barriers that formally incarcerated individuals encounter. The goal is to equip these women with the tools they need to succeed in their communities (Organization Q website, 2022). Trauma-informed services are at Organization Q's core. These services include interventions that build therapeutic relationships and essential skill-building for individuals with trauma-related symptoms or posttraumatic stress disorder (Kimberg & Wheeler, 2019).

The reentry home is in a local community and serves as office space for employees and living quarters for the women in the program. Future plans include opening two more reentry homes, which would allow the Organization Q to expand the reach and scope of its services (T. W., personal communication, July 26, 2022).

Gathering information on the reasons for counterproductive workplace behaviors at Organization Q and determining leadership actions to address and mitigate them provided

a better understanding of these issues and may help to build a workforce that can support the organization's goals and objectives now and in the future.

Organization Q's board of directors is active in managing and maintaining the organization's fiscal resource planning. The ED provides regular financial and operations reports to the board, and any expense over \$25,000 must gain board approval (T. W., personal communication, July 26, 2022). Organization Q follows all state and federal regulatory laws regarding mental health privacy practices and patient rights, privacy, and confidentiality.

Organization Q offers drug treatment governed by state regulations that outline the requirements needed to provide substance abuse treatment. The organization is not licensed as a substance abuse facility because its 10-bed occupancy limit does not meet the state's requirement of 15–18 beds for this licensure. However, Organization Q does accept individuals currently treating their substance use disorders through medication-assisted treatment protocols (T. W., personal communication, July 26, 2022).

Organization Q's substance abuse treatment programs are under the purview of the state department of public health, which specifies accreditation requirements, individual practitioner requirements, types of treatments (outpatient or inpatient), and other requirements or regulations that Organization Q must follow. The organization is responsible for having written policies consistent with and implemented following department of public health requirements. These policies are available in writing to all staff, clients, and any inspectors. In addition, Organization Q is responsible for ensuring

compliance with city zoning laws and all city requirements for housing residents, including all safety and sanitary codes.

Organization Q is operationally in its infancy and does not have a formal performance review system. However, organization leadership hosts a weekly community meeting with the residents in the home (T. W., personal communication October 26, 2022). During the community meeting, clients are asked to provide feedback on what the organization is doing well and what could be improved on. This information is provided to the leadership team, who meets with staff to discuss program development and improvements and provide an opportunity to reflect on success and opportunities for growth (T. W., personal communication, July 26, 2022).

Summary and Transition

Organization Q is dedicated to reducing recidivism among formerly incarcerated women through providing reentry services that address mental health and substance use disorders and providing resources that address the societal barriers that formally incarcerated individuals encounter. The ED indicated being open and willing to receive input regarding counterproductive work behaviors to better support the organization's employees and the organization and to ensure that its clients receive the best services. In Section 2, the organization's overall leadership strategy, including details on leadership, strategy, clients, and population served is discussed along with the sources of evidence that were used to address the practice problem, findings, and recommendations.

Section 2: Background and Approach—Leadership Strategy and Assessment

Organization Q provides trauma-informed reentry services to formerly incarcerated women. The organization employs staff who work directly with the women and support these women through their tenure at the reentry home. Organization Q's ED has expressed concern regarding counterproductive employee behavior in certain staff members and the disruptions these behaviors can cause. This qualitative case study was an exploration of how Organization Q can mitigate the challenges encountered when employees engage in counterproductive work behaviors. Section 2 provides supporting literature and evidence regarding the relevance of Organization Q's practice problem, along with information regarding the leadership strategy and assessment, the population served, and how gathered information was analyzed.

Supporting Literature

Literature related to Organization Q's practice problem was gathered using Walden University library databases and Google Scholar. Data searches were limited to published materials between 2017 and 2023 and peer-reviewed materials to ensure the relevance and applicability of the literature for this review. Table 1 details the search engines and search terms used.

Table 1*Databases and Search Terms*

Search engine	Search term
EBSCO	Deviant behavior at work, counterproductive work behaviors AND workplace AND cost, detrimental behavior in the workplace, employee behavior AND important OR importance OR necessary OR crucial, counterproductive work behaviors AND leadership
Google Scholar	Counterproductive work behavior
SAGE Journals	Counterproductive AND employee AND behaviors AND job, counterproductive work behaviors, counterproductive behaviors, leaving job

The search results provided evidence supporting that counterproductive work behaviors can pose threats to an organization and adversely impact overall organizational health (Uche et al., 2018). In addition, the data provided insights into the impact of such behaviors and the urgency to address them to ensure organizational sustainability. The literature relevant to the practice problem relates to negative counterproductive work behaviors in an organization. The key themes in the literature reviewed for this study include what constitutes counterproductive work behaviors, why employees engage in these behaviors, how these behaviors impact organizations, and the need to address these behaviors. Detailed findings are discussed next.

What Is Counterproductive Work Behavior?

Counterproductive work behavior consists of voluntary employee behaviors that go against social, and organizational norms or values and harm the organization, staff, peers, clients, and those in leadership (Runge et al., 2020; Sypniewska, 2020). These behaviors include misconduct such as using company supplies for personal use, violence,

gossip, theft, deliberate destruction of company property, misuse of company resources, tardiness, refusal to cooperate, harassment, deviant behaviors, and humiliating and/or disrespecting coworkers or leaders (Carpenter, Newman, et al., 2021; Carpenter, Whitman, et al., 2021; Liao et al., 2019; Runge et al., 2020; Siegel et al., 2022). The behaviors can range in severity and can be directed at individuals, including coworkers or clients, in the workplace or directly at the organization (Runge et al., 2020).

Causes of Counterproductive Work Behavior

Many factors can drive counterproductive work behavior. Some relate to individual employee characteristics. Others reflect organizational stressors. They can all impact employee turnover, performance, and organizational culture and climate (Abdullah et al., 2021; Fleming et al., 2022; Liao et al., 2019; Uche et al., 2018).

Individual Employee Characteristics

Employee characteristics leading to counterproductive work behavior can include personality features such as anger, narcissism, and negative affectivity, including the individual's response to their environment (Zappalà et al., 2022). These characteristics can result in dissatisfaction with one's work or a feeling of lack of purpose in one's job, which can also contribute to counterproductive work behavior (Kranefeld & Blicke, 2022; Shah et al., 2020; Yean et al., 2022). Stress, personal issues, and mental health issues can also cause counterproductive work behavior (Liao et al., 2019).

Counterproductive work behaviors are often related to aggression, revenge, or protest (Sypniewska, 2020).

Organizational Stressors

Organizational stressors can include organizational policies and organizational leadership behaviors (Liao et al., 2019). Counterproductive behaviors are more likely to occur when there is a perceived lack of organizational justice and inadequate organizational support (Zappalà et al., 2022). Unsafe work environments and low wages are other organizational stressors that can trigger counterproductive work behaviors (Lucas et al., 2017).

Negative leadership behaviors also have consequences for organizations. Leadership behaviors that can be detrimental to employees include rudeness, marginalizing, maliciously withholding information, overworking staff, public humiliation, inappropriately blaming employees, demeaning employee, insulting employees, and abusive and physical mistreatment (Abalkhail, 2022). Mistreatment and abuse by leaders can result in employee dissonance and reduced work performance that can turn into counterproductive work behaviors such as work withdrawal, aggression, deviance, and theft (Hattab et al., 2022).

Not only do direct acts of mistreatment and abuse impact employees, abusive supervision can also trigger counterproductive work behaviors (Shen & Lei, 2022). Aggressive employee behavior is typically a result of mistreatment by supervisors (Liao et al., 2019). The employee engaging in counterproductive work behaviors is attempting to inflict harm or get revenge on the perpetrator or whoever allowed the mistreatment (Lavelle et al., 2018). In a longitudinal study by Pavithra et al. (2022) in a health care setting, 39% of employees surveyed stated that they had experienced negative behavior

by a peer or superior, including abusive leadership, belittling behaviors, hostility, bullying, harassment, and verbal and nonverbal aggression. As a result of these behaviors, employees felt disengaged and experienced presenteeism and unproductive teamwork. The impact of such behavior goes beyond an organization and its employees; it can negatively impact patient care by staff treating clients rudely and providing inadequate care, including process violations that can compromise patient safety and confidentiality (Pavithra et al., 2022).

Consequences of Counterproductive Work Behavior in Organizations

Counterproductive work behaviors risk organizational health by directly impacting employees, creating workforce instability by way of employee turnover, and compromising organizational performance, which can result in financial losses (Abdullah et al., 2021; Awino et al., 2022; Fleming et al., 2022). The need to understand and address these behaviors is imperative to the sustainability and future of an organization.

Employee Impact

Counterproductive work behaviors impact the individual employee as well as the organization. Counterproductive work behaviors can lead employees to experience a loss of quality in both their occupation and personal lives, a decrease in work and life satisfaction, and a loss of mutual trust between peers and coworkers (Szostek, 2018). Counterproductive work behaviors cause job dissatisfaction and higher levels of stress among employees (Lavelle et al., 2018). Higher levels of stress result in employee exhaustion and burnout (Johan & Yusuf, 2022).

Employee Turnover

In the United States, turnover in community behavioral health settings averaged between 30%–35% over a 13-year period (2004–2017), well above other industries (Johnson-Kwochka et al., 2020). The costs of replenishing workforces is one of turnover's many effects on organizations. These costs are great concerns for BHOs that are already stretching their budgets (Brabson et al., 2020). Turnover can also negatively impact client outcomes, especially for older clients (Johnson-Kwochka et al., 2020). Remaining staff often face higher caseloads, which can increase burnout and lower employee morale, further perpetuating turnover cycles (Johnson-Kwochka et al., 2020). Turnover as a whole make it difficult for BHOs to maintain sufficient staffing levels, which are imperative for operational effectiveness (Brabson et al., 2020).

Compromised Organizational Performance

Counterproductive work behaviors can threaten organizational performance and sustainability (Fleming et al., 2022). Organizational performance refers to how well an organization meets its objectives and goals, essentially its level of business accomplishments (Abdullah et al., 2021). Counterproductive work behaviors are the main factor in determining organizational performance because these behaviors can reverse organizational operations and directly impact profit margins (Sarmad et al., 2021). Counterproductive work behaviors also lower the competitiveness of an organization (Szostek, 2018). Along with operations reversals, counterproductive work behaviors directly affect general organizational health, which then hinders the organization's ability to reach optimal organizational performance (Awino et al., 2022).

Financial Losses

Counterproductive work behaviors include fraud, theft, workplace aggression and mistreatment, and mismanagement of employee resources (Abdullah et al., 2021; Fleming et al., 2022; Hattab et al., 2022). These behaviors affect yearly revenue and result in financial losses (Nawaz et al., 2018). In the United States, estimated annual organizational losses resulting from counterproductive work behaviors are in the billions of dollars (Szostek, 2018). Dhanani et al. (2021) found that workplace mistreatment cost organizations \$691.7 billion to \$1.97 trillion annually. Fraud costs organizations \$2.9 trillion annually and \$3 billion in losses due to employee tardiness (Mahmood et al., 2021).

Sources of Evidence

Sources of evidence for the present study included two structured interviews with Organization Q's ED. The interview protocol included obtaining informed consent and permission to audio record the interviews and sharing the terms of confidentiality. Interviews began with my formally introducing myself. I then detailed the purpose of the interview, what I hoped to accomplish, the allotted time for the interview, and what would happen after the interview ended, following guidance in Ravitch and Carl (2021). Before the interviews began, I asked the ED if there were any questions or concerns.

The interview questions were open-ended questions developed to extract pertinent information to provide comprehensive knowledge of the practice problem using the relevant Baldrige framework category. Specifically, operations directly related to Organization Q's governance, strategy implementation, workforce, organizational

performance and management of organizational knowledge were discussed. See Appendix A for the list of questions that were asked. The interview questions also focused on exploring the types of displayed counterproductive employee behaviors in the organization, the support offered to staff displaying counterproductive work behaviors, and whether leadership might address these behaviors. Information gathered from the interview questions was coded using NVivo to identify common themes and patterns.

Other sources of evidence were the organization's website and emails with Organization Q's ED. Staff and management training materials and policies and procedures regarding corrective/disciplinary processes were requested from the ED but not provided.

Leadership Strategy and Assessment

A board of directors governs Organization Q along with the ED. As previously noted, Organization Q is operationally in its infancy. As such, the board of directors responsibilities have not been fully developed. At the time of this study, board responsibilities include overseeing financial activities, including approving expenditures over a certain amount, and approving organizational activities that impact the organization and the community (T. W., personal communication, July 26, 2022).

The ED oversees day-to-day activities at Organization Q. Although the ED is responsible for the overall organizational health and sustainability, which includes securing funding and community engagement, there are other organization leaders in place to ensure compliance, employee support, redirection, and proper care of the women in the reentry home (T. W., personal communication, July 26, 2022). The clinical lead

and the administrative assistant run the daily operations. The ED described these employees as “great” and knowledgeable.

The ED’s leadership approach continuously reinforces Organization Q’s mission and purpose. This approach includes educating staff on the challenges women face when reentering their communities. These challenges include locating housing, securing employment, and the discrimination these women encounter on a daily basis (T. W., personal communication, July 26, 2022).

Strategic planning is essential for all organizations and, along with proactiveness, is necessary for health care organizations to thrive (Orton, 2022). This is an area of future development for Organization Q as few strategic planning processes are currently in place. Securing funding through grants is part of Organization Q’s long-term plans, and the ED completes and submits three to four grant applications per week (T. W., personal communication July 26, 2022). The ED expressed willingness to hire a consultant to assist with strategic planning (T. W., personal communication, July 26, 2022).

Clients/Population Served

Organization Q serves formally incarcerated women in a northeastern U.S. state. The organization is located in a suburban area of a larger city. The area population in 2021 was 654,776, and the state population was 6,984,723. Close to 81% of the state population is over 18 years of age. The poverty rate in the county where Organization Q is located was 20.5% for children 17 years of age and under and 16.5% for all individuals. The per capita income in the state where Organization Q operates is approximately \$45,500. The average annual income in the state for those convicted of a

felony was just under \$14,000 in 2018. Individuals released from prison averaged roughly \$11,000 per year in income.

Organization Q's client base is representative of the incarcerated women in the United States, who numbered approximately 152,854 in state and federal facilities in 2020 (Carson, 2021). An estimated two thirds of incarcerated women report mental health problems (A. E. Stanton & Rose, 2020). In a study by Koons-Witt et al. (2018), 54% of female inmates in state prisons reported co-occurring disorders (mental health and substance use disorders). In addition, women are more likely to be incarcerated for drug-related offenses (The Sentencing Project, 2022). In 2019, 26% of women in state prison served sentences for drug-related offenses compared to 13% for men (Carson, 2021).

Clients can be referred to Organization Q by state and federal parole offices or can be mandated to treatment by the court. Client information is obtained through parole departments and from the clients themselves. To ensure that the clients and the program are a good fit, each client who comes to the program and each referral is reviewed prior to acceptance into the reentry program (T. W., personal communication, July 26, 2022).

Organization Q promotes holistic care, which focuses on the whole person and the individual's mental and physical needs (American Psychological Association, n.d.). Women newly released from prison face many difficulties, including accessing adequate health care, employment, and affordable housing (Galleta et al., 2021). The organization partners with local medical and mental health facilities to meet the needs of the women in the reentry program, including trauma-informed therapy and drug and alcohol counseling

services, both of which can help these women understand and process trauma and addiction and how they connect to current behaviors and challenges. Providing women with the skills they will need to live as productive and contributing citizens, including finding and keeping a job, obtaining housing, and managing personal finances, is another key service focus (T. W., personal communication, July 26, 2022).

Analytical Strategy

My role in this study was as a researcher and consultant. My objectives were to understand the agency as a whole, including its mission, values, and purpose. I also focused on understanding the organizational strengths and barriers that have contributed to the challenges the agency faces regarding counterproductive work behaviors.

Permission to conduct this study was obtained from Walden University's institutional review board (IRB) prior to data collection. Following IRB approval, data regarding the organization's values, mission, leadership strategies, and strategic development were gathered by interviewing the ED. Organization Q's website was a secondary data source for general information regarding the organization's purpose, history, and service offerings.

Participants and Procedures

Organization Q's ED was the primary data source for evidence generated specifically for this study. The ED was selected based on their role in the BHO and their knowledge of the organization's operations. Being able to speak to aspects of the practice problem that align with relevant topics in the Baldrige framework was another key consideration.

Two structured interviews were conducted with the ED. Informed consent was obtained from the ED prior to the interviews and was reviewed prior to the interviews taking place. The interviews were scheduled via email, with the dates and times based on the ED's availability.

Interview questions were developed to obtain vital information regarding the specific practice problem at the BHO. The structured interviews were conducted via Zoom, which is HIPAA secure. During the interviews, clarifying questions were asked to ensure that I understood the information and that the ED agreed with my understanding. Notes were also taken.

Being mindful of the ED's role and duties was of the utmost importance. I was respectful of the ED's time by using email to gather additional information needed to complete the organizational evaluation. These communications allowed the ED to respond to questions at their leisure.

Case study methodology was used as the mode of inquiry to explore and understand the counterproductive work behaviors at Organization Q and the impact of this practice problem. Using this methodology facilitates collecting data from various sources, including interviews and documents, along with understanding the practice problem in a real-life context (Yin, 2018). All data from the interviews were transcribed verbatim. The transcripts were then made available to the ED to review for accuracy. After this step, NVivo was used to identify common themes and patterns that aligned with the Baldrige framework categories. Using data coding software also helps to provide

objective analysis and uphold fidelity regarding the data and the individuals' perspectives (Ravitch & Carl, 2020).

The timeline for collecting primary and secondary data encompassed conducting the interview with the ED, gathering data from other sources, transcribing the interview data, and analyzing all collected data. The Baldrige framework (NIST, 2021) was followed for data gathering and analysis and to guide the organizational assessment. The anticipated time frame for this process was 4 weeks.

Standards for ethical research were followed throughout this study. Ravitch and Carl (2020) noted the importance of ensuring that participants are aware of time requirements, their participation requirements, the risks and benefits of participating in the study, how data will be handled, and who will have access to the data. Data were not collected without obtaining informed consent from Organization Q's ED and IRB approval. Organization Q's identity and the ED's identity were concealed and protected.

All ethical standards were upheld by employing approaches to ensure validity and rigor in the study. These efforts included exercising ongoing awareness and monitoring my role and biases by employing reflexivity and maintaining an audit trail, following guidance in Ravitch and Carl (2020). Reflective notes were taken throughout the study. Finally, member checking was employed by making both interview transcripts available to the ED for review.

All data gathered will be securely maintained for 5 years, after which they will be destroyed. Print documents are stored in a locked file in my home office. Electronic data

are stored on a password-protected drive and are also kept in a locked file in my home office.

Summary and Transition

Many factors can impact an organization's overall health, including its employees and their workplace behaviors (Singh & Jha, 2021). Counterproductive work behaviors have been identified in some employees at Organization Q. A literature search resulted in findings suggesting a number of possible reasons for these behaviors, including individual employee characteristics and organizational stressors. In the present study, possible reasons for these behaviors at Organization Q were explored and how to mitigate the challenges encountered when employees engage in counterproductive work behaviors.

Section 3 is an examination of Organization Q's analytical strategy, workforce and operations, and knowledge management efforts. This examination details how Organization Q builds a practical, supportive workforce environment and how organization leaders work to improve vital services and work processes. It concludes with a discussion of the organization's operational management and knowledge management components.

Section 3: Measurement, Analysis, and Knowledge Management Components of the Organization

Organization Q offers trauma-informed reentry services to formerly incarcerated women. The practice problem was that some of the organization's employees display counterproductive work behaviors such as being defiant and defensive, not listening to direction from leadership, purposely changing processes without leadership approval, touching things that do not belong to them, pushing back on any changes that are made, and refusing to follow established processes. Understanding the nature and the consequences of counterproductive work behaviors is necessary for developing strategies to address the behaviors (Fleming et al., 2022). Therefore, data collection to address Organization Q's practice problem involved answering the following research questions:

- RQ1: What are the causes of counterproductive work behaviors among Organization Q's direct care staff?
- RQ2: How might organizational leadership address counterproductive behaviors among direct care staff at Organization Q?

Sources of evidence for this study included two structured interviews with the Organization Q's ED, a review of the organization's website, and a review of organizational documents, including staff evaluation processes and policies and procedures specific to staff evaluations and behaviors. These data were essential for addressing the practice problem and answering the research questions. The Baldrige framework (NIST, 2021) guided data analysis. This framework directs the assessment of an organization's workforce practices geared toward creating and maintaining a high-

performance environment while adapting to change and ensuring alignment with the organizational strategy (NIST, 2021). The focus was on identifying the causes of counterproductive work behaviors and how organizational leadership might address these behaviors.

Analysis of the Organization

Organization Q provides trauma-informed reentry services in a residential setting to formerly incarcerated women in the northeastern United States. The organization also offers expressive and cognitive behavioral therapy and licensed drug and alcohol counseling services. Organization Q was founded in 2016 and began by offering outpatient services in a temporary location (T. W., personal communication, October 10, 2022). The organization purchased a residential facility to house its program in 2019 and began the process of meeting state, city, and county compliance requirements. In 2022, Organization Q expanded its services and accepted the first residents for its reentry program.

Workforce Environment

According to the ED, inclusivity is a cornerstone of the workforce climate at Organization Q. According to its website, Organization Q promotes allyship, which involves engaging in actions to improve the treatment and status of underprivileged groups and individuals (Gates et al., 2021). The emphasis on allyship is evident both in the organization's overall mission and goals and in its hiring practices, which prioritize hiring women who have served time themselves (T. W., personal communication, October 26, 2022). The ED stated that as a reentry program for formerly incarcerated

women, hiring women with experiences similar to those of the clients is important because they understand what going through the system is like and the challenges Organization Q's clients will encounter upon community reentry. The ED stressed the value of staff understanding what the women in the reentry face when released from prison (T. W., personal communication, October 26, 2022). The ED also shared that they believe hiring individuals with experiences similar to the clients will provide hope to the women in the reentry program and show them that they can make it (T. W., personal communication, October 26, 2022).

Organization Q builds an effective and supportive workforce environment by promoting and practicing fairness in the workplace (T. W., personal communication, October 26, 2022). Open communications and feedback between leadership and staff are promoted as needed for fairness in the workplace and as imperative to the organization's culture, daily operations, and functioning. Receiving feedback from staff opens the door for pivoting the organization's internal operations and improving and enhancing current practices (T. W., personal communication, October 26, 2022).

Ensuring that all employees feel valued and heard is another key element in building an effective and supportive workforce environment at Organization Q (T. W., personal communication, October 26, 2022). Regular meetings and providing support are key to ensuring Organization Q' staff feel heard, valued, and remain engaged. Staff members are encouraged to regularly check in with their direct supervisors to discuss their accomplishments and challenges they are experiencing along with any needed action plans or next steps (T. W., personal communication, October 26, 2022).

Leadership is always available to listen and support the staff (T. W., personal communication, October 26, 2022).

Organization Q does not currently offer insurance benefits for staff members. Being able to do so once the organization is past its infancy is a future goal (T. W., personal communication, July 26, 2022). At this time, it is unknown if Organization Q offers other benefits such as telework, flexible work hours, tuition reimbursement, outplacement services, special leave for family responsibilities, or retiree benefits, all aspects of a productive and supportive workplace identified in the Baldrige framework (NIST, 2021).

Workforce Engagement and Performance

To continue to grow and adapt to client needs, Organization Q's management process includes conducting regular evaluations of staff performance, skills, competencies, and job functions (T. W., personal communication, October 26, 2022). The ED emphasized the need to ensure that staff function effectively in their roles and to determine any issues with effectiveness through thorough evaluations. Adaptability is reflected in the ED's management approach. Job descriptions and duties are adjusted when necessary based on organization, client, and employee needs. As an example, a housing coordinator whose duties were to create a housing log from a database for every resident in the program had to transition into calling every housing authority and trying to track down each opening because the housing agencies were no longer updating the housing data system that provide housing openings and closings. This is an example of

changing a staff member's job description and duties based on organization and client needs (T. W., personal communication, October 26, 2022).

The ED's approach to assessing employee engagement with the organization is to complete individual evaluations every quarter and, if warranted, set up training along with a role model to support any employees who do not meet minimum expectations (T. W., personal communication, October 26, 2022). A formal probationary period is activated if an employee still does not meet minimum expectations. On the other side of the spectrum, there is a formal employee of the month recognition when an employee goes above and beyond (T. W., personal communication, November 13, 2022).

Workforce Development

Employees at Organization Q receive training that is imperative to daily operations, such as CPR/first aid, workplace safety and ethics, and HIPAA compliance. Compliance is a key focus, as lack of training and knowledge in this area could jeopardize the entire organization for noncompliance and, more importantly, could harm the organization's clients (T. W., personal communication, October 26, 2022). Training is provided online and in person through coaching with direct supervisors. Peer training is also employed for hands-on instruction.

The ED noted the importance of mirroring Organization Q's mission of supporting formerly incarcerated women's successful reentry into their communities by offering educational support to the organization's staff to help them develop professionally (T. W., personal communication, October 26, 2022). The organization has relationships with local organizations and universities to support ongoing development

and learning efforts for its staff. Organization Q has partnerships with a financial institution that offers entrepreneurship and financial literacy courses for staff and clients. The ED can also attend these courses to support their development as a leader. The ED's growth as a leader is also supported by one-to-one meetings and quarterly evaluations with senior leadership to ensure continuous support and monitoring of current caseloads and work duties (T. W., personal communication, October 26, 2022).

Knowledge Management

Organization Q's organizational performance management begins with obtaining client feedback during weekly community meetings. The purpose of these meetings is to create an open forum in which clients can share their thoughts on what the organization's staff and leadership are doing right and wrong and what they can improve on (T. W., personal communication, October 26, 2022). The information shared during these meetings is then analyzed and used to develop strategies for improvement. This process may include working with an outside consultant to operationalize strategies for improving organizational performance (T. W., personal communication, October 26, 2022).

Information System Management

Organization Q uses a care management software system to gather and house patient information (T. W., personal communication, October 26, 2022). System reliability is vital to timely and accurate patient care, and information systems require ongoing monitoring to ensure system reliability (Gvozdev et al., 2019). The ED provided no information on internal processes to ensure information system reliability. As such,

current processes to ensure the reliability of Organization Q's information system are unknown.

Security and Cybersecurity

Organization Q is mandated to follow HIPAA and to protect any information regarding substance use disorder treatment in accordance with state and federal laws. Guidance in Title 42, Part 2 of the *Code of Federal Regulations* regarding confidentiality of substance use disorder patient records, disclosure limitations, and patient record maintenance is followed. Securing patient information goes beyond electronic recordkeeping and also includes direct leadership oversight to prevent information misappropriation (Swede et al., 2019).

Organization Q's staff are required to attend training on protecting client information (T. W., personal communication, October 26, 2022). Staff are issued company-secured desktop computers and iPads to complete their daily tasks. According to the ED, staff should never have any client information stored in devices other than those that are company issued (T. W., personal communication, October 26, 2022). Information breaches are costly to organizations, and safeguarding patient information through staff education and policies should be at the center of each organization (Swede et al., 2019). Currently, it is unclear if Organization Q has a policy outlining the necessary steps to take in the event of a security breach.

Workplace Safety

As a residential program, Organization Q is subject to city building code compliances and regular inspection by the city. The residence must always be code

compliant; if not, the organization could be fined or the building condemned.

Organization Q is also required to have a safety plan available to staff and residents that provides guidance on how to ensure everyone's safety in the event something were to occur, such as accidents, fires, etc. (T. W., personal communication, July 6, 2022). The workplace safety plan documents, policies, and procedures were not shared with me.

Business Continuity

Natural disasters and emergencies can occur at any time, necessitating plans to ensure continuity of care. These plans provide guidance on responding to immediate needs resulting from disasters and other emergencies and help to ensure patient and staff safety as well as the future of the organization (Dahl, 2021). The ED was asked about a business continuity plan in the event of a disaster or emergency, but no response was received. As a result, it is unclear if the organization has this plan. An organization's resilience depends on its ability to pivot and ensure that services continue through unexpected disasters or emergencies and disruptions to its operations (NIST, 2021). A lack of planning for these events could bring severe organizational consequences (Rezaei Soufi et al., 2019).

Summary

Section 3 included an examination of Organization Q's analytical strategy, workforce and operations, and knowledge management. This examination detailed how Organization Q builds a practical, supportive workforce environment and how organization leaders work to improve vital services and work processes. Lastly, there was

a discussion on the organization's operational management and knowledge management components.

Organization Q provides an effective and supportive work environment by ensuring that staff develop their skills through ongoing training, support, mentoring, and supervision. The organization fosters a culture of open communication among employees and patients via regular staff evaluations and soliciting patient feedback. Leaders engage in evaluation and development processes and are supported through communications and one-to-one meetings with senior leadership. Quarterly evaluations are conducted to gauge staff and leadership learning and opportunities for improvement. However, current information system reliability, planning in the event of a security breach, workplace safety, and business continuity plan for Organization Q remain unknown.

A discussion regarding the results and implications from analyzing Organization Q is in Section 4. Evidence collected reflect the organization's programs, services, client-focused results, and workforce-focused results. Organizational leadership and governance results and the organizational financial marketplace performance results are discussed along with the implications resulting from the findings.

Section 4: Results—Analysis, Implications, and Preparation of Findings

The focus of this qualitative case study was to understand the causes of counterproductive workplace behaviors at Organization Q and how leadership might address counterproductive work behaviors among Organization Q's workforce. Organization Q's ED was the study participant. Sources of evidence for this study were two structured interviews with the ED and the organization's website. The ED also replied to emails requesting information related to the interviews. Training materials and policies and procedure documents were requested to provide insights into Organization Q's current practices and determine how to address the practice problem. None of these materials were provided for analysis. The study outcomes provided guidance on addressing and developing strategies to address counterproductive workplace behaviors at Organization Q.

Analysis, Results, and Implications

Client Programs and Services

Organization Q is a nonprofit agency that provides reentry services to women recently released from prison. While in the reentry program, the women receive therapeutic services that address their mental health, trauma experiences, and substance use disorders. Focusing on program participants' mental health and providing them the education and tools needed to successfully reenter their communities, such as employment assistance and financial literacy courses, are of key importance at Organization Q (T. W., personal communication, July 6, 2022).

Organization Q has a six-member board of directors. The ED is responsible for ensuring building code and zoning compliance along with operating compliance. There are no key performance measures in place to evaluate service effectiveness or organizational and operational performance. Performance measures are imperative in ensuring service provision quality and for identifying areas needing improvement. Not having these measures in place leaves organization leaders unaware of service effectiveness and can affect an organization's ability to compete in its market. Not having these measures can also hinder innovation (Banu, 2018; Fotovatfard & Heravi, 2021).

Client-Focused Results

Client satisfaction reflects the quality of services provided (NIST, 2021). In settings like Organization Q, clients who are satisfied with services and interventions tend to be more treatment compliant and actively engage in their treatment and recovery at higher rates than those who are unsatisfied (Fortin et al., 2018). Organization Q holds a weekly community meeting in which clients can share their perspectives on what they feel the organization is doing right or wrong and suggest service improvements. Organization Q's leadership considers the information shared during these community meetings during program and strategic development for service improvement. Specifically, the information is shared with the organization's general consultant and discussed with staff in weekly meetings (T. W., personal communication, October 26, 2022).

Other than sharing information from the weekly community meetings with the consultant and staff, Organization Q has no formal process for measuring its performance

and using the results to improve patient engagement and relationships (T. W., personal communication, July 26, 2022). Client satisfaction is important to any organization, and client relationships and engagement are indicators of future success and sustainability for organizations (NIST, 2021). Client feedback helps to identify gaps and develop effective action planning to improve patient care (McGowan & Reid, 2018). Client feedback and follow-up action plans to address feedback from weekly community meetings and staff meetings were not made available for review. As a result, how well Organization Q satisfies and builds relationships with its clients could not be determined.

Workforce-Focused Results

Based on the information gathered from the interviews with the ED, Organization Q strives to provide a supportive and effective workplace environment (T. W., personal communication, October 26, 2022). Organization Q's leadership emphasizes the importance of ensuring that their employees feel valued and have a voice in the organization (T. W., personal communication, October 26, 2022). Key organization focuses are maintaining a flexible approach to workforce capability and capacity by monitoring and adjusting work duties and job descriptions as needed; open communication with employees; practicing fairness; providing ongoing training; and providing ongoing supervision, coaching, and support along with celebrating employees through employee of the month recognitions (T. W., personal communication, November 13, 2022). Employee engagement is monitored through quarterly evaluations and additional training and support when warranted (T. W., personal communication, October 26, 2022).

Understanding the behavior standards and guidelines employees are expected to follow is imperative and essential to finding a solution to counterproductive work behaviors among Organization Q's employees. Information regarding Organization Q's staff training materials, policies and standard operating procedures, code of conduct, discipline, or coaching processes was not provided for this study. Therefore, whether Organization Q's employees receive guidance on employee behavior and what the organization expects of them in this area is unknown.

Organizations of all sizes can support their workforces through offering flexible work hours and workplaces, benefits packages, retirement benefits, and employee leave to take care of family responsibilities, among other benefits (NIST, 2021). Insurance benefits are not currently offered to employees at Organization Q, but the ED hopes to do so in the future (T. W., personal communication, July 26, 2022). Information regarding additional employee benefits, such as flexible work hours and retirement benefits, was requested but was not made available.

Leadership and Governance Results

Organization Q's governance structure consists of a six-member board of directors, the ED, and a clinical team lead. The board of directors consists of individuals with various interests and experience in the community. Some individuals head university departments, and others are clinicians or funders for the organization (Organization Q website, 2022). Although the board's responsibilities are not formally defined, its members are involved in organizational fiscal compliance and assist in making decisions

that directly impact the community Organization Q serves (T. W., personal communication, July 26, 2022).

An organization's governing body helps to ensure implementing the best management practices, policies, strategies, regulations, and initiatives (Uyar et al., 2021). Governance also helps to protect stakeholder interests (NIST, 2021). Establishing board of director roles and responsibilities is crucial to organizational operations because board members are responsible for protecting the organization's interests as well as all stakeholders and the communities served. Board guidance is a key element in helping organizations achieve their missions and fulfilling their purpose in the community (Garcia et al., 2021).

Organization Q tracks team lead performance by conducting quarterly performance evaluations (T.W., personal communication, October 26, 2022). Documentation and policies regarding the evaluation process were unavailable for review; therefore, how the organization enforces ethics and accountability among its team leaders cannot be determined. Organization Q's regulatory compliance and audit results were also not available for review. Given the lack of information, whether the organization's leadership and governance efforts are ethically and socially responsible could not be determined.

Financial and Marketplace Results

Grant awards are Organization Q's main funding source. The ED submits three to four grant applications weekly (T. W., personal communication, July 26, 2022). Regarding the organization's financial performance, the board of directors receives

financial reports and approves transactions over \$25,000 (T. W., personal communication, July 26, 2022). Financial reports or records were not available for review, nor was information on Organization Q's financial state, its current financial performance, or how it controls costs.

Information regarding Organization Q's strategic implementation processes and financial stability was requested. The data received spoke only to budget constraints but did not provide an understanding of the organization's overall financial sustainability or how its leaders develop and implement strategy. Therefore, the organization's effectiveness in these areas is unknown.

Themes Resulting From the Findings

The two interviews with Organization Q's ED were transcribed with Otter.ai. Transcription accuracy was verified manually, after which both transcripts were uploaded to NVivo 12 qualitative coding software. Using NVivo, a word cloud was created to display the frequency with which specific words appeared in the transcribed interviews (see Figure 2). Words that appeared more frequently in the transcribed interviews included *housing, staff, women, prison, community, organization, and programs*. Words that appeared less frequently in the transcribed interviews included *vision, changing, goals, value, and develop*. Taken together, the words provided an overall context to the interviews with the organization's BHL.

Figure 2

Word Cloud



The responses from the transcribed interviews were coded manually and compared to the themes identified in the NVivo coding software. Through coding, the themes in Table 2 were identified using pattern matching.

Table 2*Themes and Codes*

Themes	Codes
Staff challenges	Work challenges, women’s challenges, staff communication, staff behavior, workforce
Development	Standards, education, knowledge, learning, possibilities, vision
Advocacy	Advocacy, togetherness, partners, collaboration, opportunity, support
Community	Partners, collaboration, community, support
Organizational barriers	System limitations, financial burden, lack of structure

Emerging Theme 1: Staff Challenges

Staff challenges was the first theme to emerge in the data. This theme was specific to the challenges Organization Q’s leadership has with staff. One key issue is that staff members change group schedules without leadership’s permission. The ED indicated that these actions display constant defiance among staff who hold coordinator positions, not clinical staff; specifically, that they always question processes and any directives leadership provides, touch things that do not belong to them, constantly push back on any implemented changes, and refuse to learn the proper processes to do things (T. W., personal communication, July 26, 2022). As the ED put it, “There is a lot of attitude and behaviors we have if we were hiring formerly incarcerated people” (T. W., personal communication, July 26, 2022).

The ED shared that challenges they have with their staff directly impact how staff do their jobs and can add to the already existing challenges Organization Q’s clients face, such as finding housing after they leave the program. Consistency in how staff do their jobs is imperative to helping the women obtain housing (T. W., personal communication,

July 26, 2022). Other challenges reflect disagreements regarding the reentry program's rules, such as when clients need to be in for the evening:

They [the housing staff] think the women in the reentry program should be out until nine o'clock, and I'm like, no, they should not, not when we are on bracelets and not when we have parole officers who are checking on the women. (T. W., personal communication, October 26, 2022)

Staff behavior directly impacts daily operations in the reentry program. Staff not following proper procedures can put the reentry program clients at risk (T. W., personal communication, October 26, 2022). The ED also spoke about challenges the women in the reentry program may encounter if they do not abide by the rules because staff do not follow proper procedures.

We have to maintain a structure. We've given parole and federal probation our policies. So if they have them and they see somebody out at nine o'clock knowing that our curfew is eight in the summertime and six in the wintertime, they could get picked up. (T. W., personal communication, October 26, 2022)

Counterproductive workplace behaviors among staff negatively impact organizational health and sustainability and directly correlate with employee turnover, which in turn can adversely affect client outcomes (Fleming et al., 2022; Johnson-Kwochka et al., 2020). Addressing these challenges is imperative to organizational sustainability.

Emerging Theme 2: Development

Development was the second most identified theme, occurring 11 times in the ED interviews. This theme reflects efforts to develop Organization Q's staff and the women in the reentry program. Development takes place for staff through one-to-one meetings with their direct supervisors and quarterly performance evaluations to ensure they meet minimum standards. Peer-to-peer training to help staff grow in their roles is offered when needed.

Training on regulatory obligations such as HIPAA compliance, CPR/first aid, and ethics are other ways in which Organization Q develops its workforce. This training is meant to enhance employee knowledge about the importance of their roles and the organization's role in compliance and member care. There is also a focus on helping staff develop beyond their present roles through opportunities to attend financial literacy and entrepreneurship courses that are provided free of charge to individuals in the reentry program. These courses are also free for Organization Q's staff (T. W., October 26, 2022).

For the women in the reentry program, development is promoted through the courses Organization Q provides to help them reenter their communities. By offering the aforementioned courses such as educational and financial literacy, the hope is to "give them a taste of what you dream about, a career, a flower shop, a coffee shop, etc." (T. W., October 26, 2022).

Emerging Theme 3: Advocacy

Advocating for the women Organization Q serves is at the core of its mission and values (Organization Q website, 2022). As the ED stated, “We want them to blossom” (T. W., personal communications, July 26, 2022). Obtaining housing after the women complete the reentry program is a key advocacy area. To support these women, Organization Q staff call each housing authority to ensure that the women are on each housing list. Making these calls are necessary for helping Organization Q’s clients obtain housing within 9 months to 1 year from entering the reentry program (T. W., personal communication, July 26, 2022).

Organization Q advocates for women to grow and meet their highest potential. As the ED stated,

We have women we need to get into these farms and community farming, so they can learn how to build flowerbeds in the back. Do they want to learn nutrition and cultivate some nutritional value? Tomatoes or herbs in the backyard? We want to get them into a whole array of skill sets and change the trajectory of what our community should look like. (T. W., personal communication, July 26, 2022)

As part of Organization Q’s advocacy efforts, the ED meets with decision makers in agencies whose policies directly impact Organization Q’s clients. As an example, they “meet with the commission or on a roundtable with judges, trying to get justice to stop the practices and patterns of these discriminatory sentencing practices they’ve been doing for decades (T. W., personal communication, July 26, 2022). The ED is an active member of a state prison commission that addresses educational offerings in the prison system.

The ED shared that their duty is to advocate for educational rights for incarcerated women (T. W., personal communication, July 26, 2022).

Emerging Theme 4: Community

The theme of community directly relates to the relationship between Organization Q and its community. A key focus is on how Organization Q connects with community partners to better serve the clients in the reentry program, which aligns with the organization's overall goal of helping the women reenter their communities. The ED stressed the importance of community to help the women get the services they need and described partnerships with community resources such as the local health center, the community center, and other resources in close proximity so the clients can access primary care doctors and psychiatric care providers (T. W., personal communication, July 26, 2022). The community plays a large role in providing everyday items for the women in the reentry program. Donations such as clothing, shoes, purses, suits, and so on go into a boutique. There is a closet for storing donations of toiletries, hygiene products, paper towels, and other necessities (T. W., personal communication, July 23, 2022).

Organization Q's commitment to the community is also reflected in its work with women in the community outside of its reentry program. The ED stated that thanks to grants from state and community entities, Organization Q has been able to serve up to 60 women in the community who have been affected by the criminal justice system (T. W., personal communication, July 26, 2022). Organization Q offers trauma-informed groups and housing assistance to these women (T. W., personal communication, July 26, 2022).

Emerging Theme 5: Organizational Barriers

The theme of organizational barriers includes the lack of a diversified funding stream for Organization Q. The ED explained that even though Organization Q can bill health insurance companies for its services, it does not because there is no electronic health record to facilitate billing. Therefore, the organization relies solely on donations and grants (T. W., personal communication, July 26, 2022).

Another barrier is the lack of defined roles for Organization Q's board of directors and its leadership. Lacking defined roles for Organization Q's ED has resulted in their role being overextended (T. W., personal communication, July 26, 2022). The ED shared that their responsibilities, such as oversight of operations, building partnerships, and managing finances, are overwhelming, and they often have difficulty managing their schedule and ensuring they get everything completed. The ED mentioned not being able to properly address certain organizational matters because of lack of time. One of these matters is the lack of formal documentation outlining behavioral expectations for staff (T. W., personal communication, July 26, 2022).

Individual, Organizational, and Community Implications

Findings obtained through interviews with Organization Q's ED reflected the organization's mission to provide reentry services to formerly incarcerated women. They also showed an apparent lack of established processes to ensure that the organization continues to operate and is sustainable, along with addressing organizational issues that directly impact operations. The lack of performance measures, standardized operating procedures, policies and procedures regarding employee discipline or coaching processes,

attention to patient engagement and relationships, employee support, and implementation processes all have negative implications on an organization (Banu, 2018; Fotovatfard & Heravi, 2021; Thomas, 2022).

Policies and standard operating procedures serve as guides for the workforce in their day-to-day activities and set precedence, expectations, and standards within the organization. Policies are vital to client and staff safety, and the lack thereof puts the clients within the reentry program at risk (Thomas, 2022). The lack of written policies and procedures causes confusion and leads to ineffective processes, and ultimately results in financial losses for the organization (Thomas, 2022).

Social Impact

The number of imprisoned women continues to increase and has doubled compared to that of men (Edwards et al., 2022). According to Veeh et al. (2018), most formerly incarcerated individuals have co-occurring needs. Women face many challenges reentering their communities, including obtaining physical and behavioral health treatment, difficulties obtaining and maintaining employment, and economic marginalization (M. Stanton et al., 2019). Families, formerly incarcerated individuals, and correctional departments rely on reentry programs to help support individuals transitioning back into their communities and use these programs as tools to reduce recidivism.

Reentry programs are an essential element in reducing recidivism and supporting individuals successfully reentering their communities (Cannonier et al., 2021; M. Stanton et al., 2019). Without these programs, formerly incarcerated individuals face higher rates

of untreated mental illness, substance use, unemployment, and homelessness and are more likely to reenter the prison system (Kendall et al., 2018).

The social impact of addressing the practice problem at Organization Q could include improved recidivism rates, better physical and mental health outcomes, and a reduction of homelessness among formerly incarcerated individuals. Reentry programs are imperative for the individuals and the communities they serve (M. Stanton et al., 2019). By addressing internal behaviors that directly impact Organization Q's sustainability, there is a better chance of remaining in the community and providing needed support for women reentering society.

Strengths and Limitations of the Study

Strengths

There was strict adherence to the standards and practices that guide qualitative research, including those set by Walden University, throughout this study. Using qualitative methodology allowed investigating the ED's lived experiences and values, a cornerstone of qualitative inquiry (Ravitch & Carl, 2020). During this study, fidelity to the ED was maintained to ensure their experiences and responses were accurately reported, following guidance in Ravitch and Carl (2020). I also focused on ensuring reliability through using triangulation and reflexivity when gathering the data, analyzing and comparing interview transcriptions, reviewing the accuracy of the transcriptions, identifying my biases, monitoring my role during the study, and reviewing relevant literature.

The Baldrige framework was used to guide the analysis of Organization Q. The Baldrige framework is a proven performance model and a nationally recognized model used to evaluate health care organizations. The seven areas analyzed using the Baldrige framework are organizational leadership, strategy, customers, measurement, analysis and knowledge management, workforce, operations, and results. Evaluating the seven areas in the Baldrige framework allows organizations to better understand their current states, meet their goals, improve results, be competitive, and meet their organizational goals (NIST, 2021).

Limitations

There were several limitations in this study. The first was the study's small sample size, which limits the transferability of the findings to other organizations and inherently threatens external validity (Ravitch & Carl, 2020). There was only one participant in this study, the ED. Their reported experiences only represent one individual's experiences and may not reflect the experiences of other individuals in the organization or that of leaders in similar organizations, thus directly limiting the findings' usefulness for future studies on this subject (Sim et al., 2018).

Lack of access to the ED for interviews was a study limitation. Because of the ED's time constraints, I was unable to address all the questions during one interview and resulted in two interviews the ED. Both interviews were cut short due to technical issues or the ED being called away to address organizational matters. All other communication took place via email, which led to limited dialogue with the ED because of missed emails or incomplete responses. This hindered the ability to refine this study and to gather large

amounts of data, which are easier to extract during real-time conversations (Mwita, 2022; Ravitch & Carl, 2021).

The original study included the review of staff and management training materials, policies and procedures regarding corrective/disciplinary processes. Although I asked to review these documents, they were not provided to me, and I was unable to analyze them. These documents, and others, would have assisted in determining how Organization Q's leadership addressed counterproductive work behaviors at the time of this study. The documents might have provided details on how Organization Q's leaders currently address counterproductive workplace behaviors through organizational communications, policies and procedures, staff performance evaluations, and discipline processes. Without these secondary documents, the ability to fully evaluate Organization Q's current processes in relation to the identified practice problem was hindered.

Summary and Transition

An analysis of Organization Q's processes and results involving its client programs, services, workforce, leader and governance, and its financial and current market was conducted to understand the organization's internal processes and identify how leadership currently address the identified practice problem. Emergent themes from the interview transcripts and email communications with Organization Q's ED were identified using the NVivo software. These themes reflected staff challenges, development, advocacy, communication, and organizational barriers.

Staff challenges encompassed counterproductive workplace behaviors. Development reflected educational development of Organization Q's staff and the

women in the reentry program. Advocacy focused on the organization's mission: helping women reenter their communities by advocating for their housing needs by constantly staying up to date on the availability of housing.

Community spoke to the relationships that Organization Q has with its community partners to ensure the women's needs are met. Partnerships included the local health and community centers. Organizational barriers included the lack of diversified funding and defined roles for the ED and the board of directors, which has resulted in the ED not having time to develop a document outlining behavior expectations for staff. The findings also showed a lack of established processes that put the organization's operations and sustainability at risk, which can directly impact the population served by threatening the organization's ability to provide reentry services in the future.

There are strengths and weaknesses in this study. Strengths include following the standards of qualitative research set by Walden University and maintaining fidelity and reliability. Limitations include the sample size, the ED's time limitations, and the availability of secondary documents.

In Section 5, recommendations are provided that directly resulted from analyzing the data gathered. These recommendations also address the identified practice problem. Each recommendation includes suggested timeframes and guidance for implementation. The chapter concludes with a discussion on opportunities for future studies to address similar practice problems and the plan to share the findings with Organization Q's leadership.

Section 5: Recommendations and Conclusions

Recommendations

Organization Q's ED expressed the desire to continue hiring formerly incarcerated individuals who understand the reentry program's clients. The ED also acknowledged that formerly incarcerated individuals often have behavior problems (T. W., personal communication, July 26, 2022), which consequently result in counterproductive work behaviors. The ED has expressed concerns over this behavior.

Data analysis indicated the need to address several areas in Organization Q. However, because the practice problem was specific to counterproductive work behaviors, recommendations for addressing the practice problem are the primary focus in the following section. Recommendations for addressing issues in other areas are in the Further Recommendations section.

Service Recommendations

The following recommendations reflect areas that are in Organization Q's direct control. Addressing counterproductive work behaviors is important to organizations (McNamara, 2006). As evidenced by identifying the practice problem, Organization Q's leadership is committed to addressing this issue (T. W., personal communication, July 6, 2022). The following actions are recommended to address the current problem:

- Forming a workgroup/taskforce of stakeholders (internal and external) to actively participate in developing discipline guides and a code of conduct.
- Developing a trauma-informed discipline process that also promotes compassionate accountability.

- Developing a code of conduct that includes employee behavior expectations.
- Providing formal training to leaders on how to address counterproductive work behaviors.
- Developing a communications plan to share the new policies and code of conduct.

Developing these processes along with clear standards and expectations to which staff members are expected to adhere and leadership training specific to handling counterproductive work behaviors will help address the practice problem at Organization Q.

Recommended Implementation

An implementation plan was prepared reflecting the recommendations previously noted. The plan is a phased approach that spans 1 year. Table 3 contains a detailed description of each phase and a recommended timeline associated with each task.

Table 3*Timeline and Implementation Phases*

Phase	Objective	Timeline	Responsibility
1	Form workgroup/task force	Months 1–2	Executive director
2	Develop trauma-informed discipline process	Months 3–4	Internal/external stakeholders
3	Develop code of conduct	Months 4–7	Internal/external stakeholders
4	Train leaders on addressing behaviors	Month 7–9	Human resources
5	Develop communications plan	Months 9–10	Internal/external stakeholders
6	Implement communications plan	Months 10–11	Executive director
7	Implement new policies	Month 12	Executive director/organization leadership
8	Make adjustments as needed, hold a think tank session to review lessons learned	Month 13–19	Executive director/organization leadership
9	Review policies after 6 months of implementation and yearly thereafter, make adjustments as needed	Month 19, 24, and annual moving forward	Executive director/organization leadership

Phase 1

Phase 1 is the initiation phase of developing policies and the code of conduct. During this phase, the ED will identify a team of external and internal stakeholders to compose a workgroup/task force. The workgroup/task force should include representatives from the Organization Q's board of directors, staff, leadership, human resources, and legal. It is recommended that these individuals reflect unique perspectives, educational backgrounds, interests, and expertise that would be valuable for this process, such as providing insights into the legal procedures regarding policies and what should or not be included and ensuring that the policies benefit all internal and external

stakeholders. It is recommended that the ED take the lead in directing the group's efforts, beginning in Phase 1, in recognition of their role in the organization and their familiarity with both internal and external stakeholders. If the ED cannot head the group, they would be responsible for naming an individual to keep track of the group's progress and spearhead its efforts.

Phase 2

Exploring, developing, and completing the discipline process is the focus in Phase 2. In alignment with the organization's mission and values, the discipline process must be trauma informed. A trauma-informed discipline process would focus on accountability, collaboration, safety, trustworthiness, and empowerment (Sahoo et al., 2019).

The stakeholders would collectively determine the discipline process they wish to adopt. One possible approach is a progressive discipline process (Leonard, 2019). This process has the following steps: (a) verbal warning, (b) written warning, (c) final written warning, (d) work suspension, and (e) termination (Leonard, 2019). The human resources representative will be necessary for providing input to ensure processes are fair and adhere to all labor standards. Details such as how many verbal warnings occur before a written warning must be discussed and agreed upon. There should also be consideration for the gravity/severity of the employee's action and if a different process should exist based on this. For example, if an employee commits a protected health information violation, whether this would be a verbal/written warning or warrant immediate termination. Other examples of infractions that may require higher discipline levels could include theft of company property, sexual harassment, violation of the organization's

drug policy, causing harm to a client or coworker, and inappropriate client and staff relationships. Whether there should be an appeal process for staff members should also be considered, and, if so, who would be responsible for processing the appeal and the associated steps. After the process is developed, it should be presented to Organization Q's board of directors for approval.

Phase 3

After the discipline process has been developed and approved, the code of conduct would then be developed. A code of conduct encourages responsible individual and organizational behavior (da Silva et al., 2021). These codes provide organizational standards and expectations regarding employee behaviors, communications, operations, and whistle-blowing mechanisms (Alizadeh et al., 2021).

The code of conduct should be written as a reflection of Organization Q's mission and values. During this process, all stakeholders would convene during several sessions to determine the code's content. The first session would be a brainstorming and review session of all existing policies. Subsequent sessions would be held to determine content and order, followed by writing the code of conduct, and finally reviewing it for further development in any needed areas.

The code of conduct can include employee conduct (staff and management), confidentiality expectations, compliance rules, drug use standards, harassment policies, social media policies, company equipment rules, and where any employee can report violations. Whether staff members would be required to sign the code of conduct as a requirement for employment should also be determined.

After workgroup approval of the code of conduct, it should be presented to the board of directors for review. Any necessary revisions should then be made. After this, the code will be presented to the board for approval.

Phase 4

Organization Q's leaders are trained on the discipline process in Phase 4. Training would be executed by the human resources representative, in recognition of this individual's training and knowledge on implementing such policies in an organization. Training could include developing flow charts so leadership can visualize the discipline process steps. The training should include a Q&A session to ensure the leaders feel comfortable following the new procedures.

Because both the code of conduct and the disciplinary process will be new to Organization Q, it is recommended that the leaders meet with the organization's human resources representative before taking any disciplinary actions for the first year. Meeting with this individual prior to taking action will help ensure that the process remains objective and reflects the guidance and perspectives of a neutral party with training in and knowledge of legal human resources practices. Conferring with human resources is meant to educate and provide a supportive mechanism for leadership to feel confident in their disciplinary actions.

Phase 5

Phase 5 encompasses developing a communication plan to disseminate the new discipline policies and code of conduct to Organization Q's staff and stakeholders. The plan should include details on what needs to be conveyed to staff and specific

stakeholders and when, the reasons for instituting the policies and the code of conduct, and the expected results from doing so, the significant accomplishments that resulted from the entire process, and a description of the challenges encountered during the process.

Determining how stakeholders will share the information is the next step in developing a communications plan (McNamara, 2006). Keeping in mind that the ED has overall responsibility for implementing the plan, information dissemination can occur in multiple forms, such as one-to-one sessions between staff, the ED and staff's direct supervisors or the ED speaking to staff in a large town hall forum.

Phase 6

The communications plan is implemented in Phase 6. Although the ED is responsible for overall plan implementation, all leaders will play active roles in the implementation as they will enforce the discipline process and the expectations outlined in the code of conduct. Because the discipline process and code of conduct will be new to staff, a Q&A session immediately after implementation with staff may be beneficial for processing and talking through any concerns or apprehensions and asking general questions. After conveying the information, the ED should encourage staff members to discuss any concerns they might have.

Phase 7

The discipline process and the code of conduct are implemented in Phase 7. The human resources representative and the ED should be willing and available to answer any questions from other organization leadership and staff regarding the newly implemented

processes and expectations. Having open lines of communication will help clear up any confusion and clarify guidance on expectations.

Phase 8

Phase 8 encompasses reviewing and gathering feedback on the discipline process and code of conduct. A baseline debriefing session is recommended in which the ED and other Organization Q leaders can share their experiences and challenges regarding the discipline process and code of conduct adherence among organization staff. Suggestions for improvements in both areas would be another agenda item for the debriefing session. The need for further debriefing sessions should also be determined.

In the event that a debriefing session is not possible, there are other ways of obtaining the feedback from the participants. One is an online survey, possibly hosted on SurveyMonkey. The survey could include questions such as “Do you think we met too often,” “Did you feel meetings were productive,” and “Could we improve the policy implementation process?”

Phase 9

Phase 9 includes reviewing the newly implemented policies within 6 months of implementation and annually thereafter. Reviewing the policies and processes annually will allow Organization Q leaders to adjust and make enhancements as needed. It is recommended that Organization Q’s leadership and the human resources representative bear responsibility for reviewing policies and processes content. The annual review will also help to ensure that policies remain relevant and active within the organization.

Further Recommendations

At the time of this study, there were no established key performance measures to evaluate the effectiveness of their services and their organizational and operational performance (T. W., personal communication, July 26, 2022). It is further recommended that the BHO consider implementing key performance indicators (KPIs). KPIs provide quantifiable measures for gauging and monitoring the success level of activity within the organization (Sutanto et al., 2021). Establishing the role of the board of directors would allow the board of directors to function at their full capacity and advocate for internal and external stakeholders (Uyar et al., 2021).

It is also recommended that the ED have a formal job description. The ED shared that their role is overwhelming (T. W., personal communication, July 26, 2022), and that having a formal job description would allow for focused energy on needed duties.

Tripodi et al. (2019) reported that 65%–75% of incarcerated women have been victims of childhood abuse. As an organization that hires formerly incarcerated women, Organization Q's leadership should consider to a mechanism to provide therapeutic emotional support for staff through a form of employee assistance program (EAP). EAPs can be used to provide mental health education, counseling, and wellness programs that can help employees address issues they are experiencing that are impacting their job performance (Langlieb et al., 2021). The recommended therapeutic emotional support could be accomplished by partnering with a reputable local counseling organization that may be willing to offer a certain number of counseling or coaching sessions at a discounted rate or locating a company that offers EAP services that meet the needs of the

organization. Lastly, it is recommended that Organization Q work toward developing other revenue streams or funding for services offered to increase the organization's sustainability.

Recommendation for Future Studies

A review of the literature yielded extensive data regarding counterproductive work behaviors. Data included definitions of all types of counterproductive work behaviors along with the consequences of those behaviors. Although there were significant amounts of data regarding the general topic, there were limited data regarding counterproductive work behaviors in a nonprofit organization. Much of the data centered on for-profit and larger organizations. Given the nature of these data, a case study with a larger sample size of reentry programs is recommended to allow for a representative sample of the group and allow for the development of interventions specific to reentry programs run by nonprofit organizations and their needs.

Dissemination Plan

The plan for disseminating the results to the organization includes preparing an executive summary and PowerPoint presentation that detail project findings and recommendations. The summary and PowerPoint will be shared with the ED via videoconference. During this meeting, there will be time allotted for the ED to ask any questions.

Summary

The purpose of this qualitative study was to explore reasons for counterproductive work behaviors in Organization Q and determine the actions needed to address and

mitigate those behaviors. Literature supported how detrimental counterproductive workplace behaviors are to an organization's overall performance and functioning. Through interviews and communications with the BHO's ED, information was gathered regarding their leadership, strategy, customer, measurement, analysis, knowledge management, workforce, and operations, as recommended in the Baldrige framework (NIST, 2021).

Analyzing the BHO led to developing recommendations for addressing counterproductive work behaviors in the organization. In addressing these behaviors, the hope is that doing so will create a structured and supported environment for the organization's staff, enhance the organization's sustainability by decreasing turnover and reducing unnecessary costs, and create a positive impact through social change for the individuals currently served and will serve in the future in the community.

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Appendix: Interview Questions

1. What trauma behaviors by direct care staff have you experienced or observed?
2. What counterproductive workplace behaviors by direct care staff (employees) have you experienced or observed?
3. What concerns do you have regarding direct care staff (employees) trauma?
4. What concerns do you have regarding these counterproductive workplace behaviors?
5. When employees come to you about a personal or work-related issue, how do you handle that?
6. What current supports do you have in place for direct care staff (employees)?
7. How do leaders in your organization govern and lead?
8. How does your organization implement strategy and identifies key strategic challenges?
9. How does your organization obtain information from clients?
10. How does your organization engage clients through service and building relationships?
11. How does your organization design, manage and improve services and work processes?
12. How do you ensure clients in the home are receiving the best care and quality services?
13. How does your organization solicit client feedback ? Is suggestion box or any other type of mechanism?

14. How does the organization recruit employees? Are there specific job descriptions?
15. What types of training do you provide during the onboarding process?
16. How does your organization build a supportive workforce environment?
17. How does your organization keep employees focused on the mission and values of the organization?
18. Who conducts employee evaluations within your organization?
19. How often are the evaluations conducted? Is there a formal written process for employee evaluations?
20. What occurs if employees do not meet the minimum requirements of their job?
21. What steps do you or your leaders currently take if an employee is participating in counterproductive workplace behaviors? Is there a formal process to address these types of behaviors?
22. What formal discipline process do your leaders follow, is there a formal written discipline process? (policy and procedures)
23. How does your staff know of the behavior expectations within the organization and are there written documents that outline staff behavior expectations?
24. What happens if staff meet the expectations of their employee evaluations, do they receive merit raises, awards, or recognition?
25. What types of recognition are available if employees do a great job outside of their employee evaluations?
26. How often do you conduct one-to-one meetings with your leaders?

27. How does the organization measure, analyze, and improve organizational performance?
28. How does the organization manage its organizational knowledge, assets, information, and information technology infrastructure? (for example, there may be specific rules that you have to comply with regarding some of the data you collect, how do you protect that information? Are staff allowed to document information on their own computers, or are their company-issued computers in which they are required to document, and how is that information safeguarded)