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Multiple Location Retailer Online Training Strategies for Improving Customer Support and Relations

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Walden University
2024

Abstract

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and Relations

by

Shaun Paythress

MS, Walden University, 2015

BS, Malone University, 2011

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration Self Design

Walden University

February 2024

Abstract

Online customer services have always been difficult for companies to handle using either employees or management. The general business problem is that leaders of retail organizations face challenges to satisfy and retain customers. The specific business problem is that some corporate retail leaders in retail organizations with multiple locations lacked effective strategies to train employees to improve online customer support. Grounded in the theory of diffusion of innovation and transformational leadership, the purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. These developments implement strategies for online employee training to improve customer support. The participants for this study were 8 corporate leaders with experience using strategies to train employees to improve online customer support in multiple locations. The criteria for selecting participants for this study included previous experience and training in retail customer relations and online customer support. Data were gathered via semistructured interviews and an examination of organization employee handbooks. Thematic analysis revealed three key themes: (a) acknowledging employee efforts, (b) fostering transparent communication, and (c) promoting a healthy work-life balance. A training and development need stemmed from the requirement to equip employees with proficient customer service abilities. Business leaders should implement monthly employee recognition awards to commend achievements. This recommendation bears implications for fostering positive social change, encompassing the retention of talented employees and bolstering support for the local workforce.

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Dedication

I dedicate this study to my father, Charles Paythress (Maximilen Sanders) and
brother Christian Paythress for the many hours of support, and belief in me. I also want to
thank my other four brothers who I grew up with: Chris, Sean, Marcus, and Jamall. For
the times that I did not understand or see the benefits of the end results, thank you.

Acknowledgments

I thank God for the talents he has given me, the driven he gave me, and the opportunity to help others. God has shown me that nothing is impossible. By having faith, one can accomplish many things. I thank the faculty members of Walden University especially my committee members, Chair, Dr. John Bryan, Dr. Rol Erickson, and advisor Pamm Kemp for their support, encouragement, and helping me deal with the challenges along the doctoral journey.

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Section 1: Foundation of the Study

Customer expectations refer to the range of behaviors or actions that individuals foresee when engaging with a company (Ingaldi & Ulewicz, 2018). Understanding responding to customer expectations is important for organizations (Bozkurt & Gligor, 2021). When a customer comes into contact with a business, the employees and management are usually the type of contact they get with the business. The employees' communication skills and actions can impact the customer's perception. There must be an understanding from leaders to help employees and managers sustain customer dissatisfaction and customer retention in customer service skills.

Background of the Problem

Customer relationships require consideration of organizational capabilities, which build a competitive edge in business growth (Adewole, 2018). Profit gains and losses may not acquire the attention of leadership from dissatisfied customers. Employees and managers embody the business culture, and customer interactions affect customer satisfaction. Content employees often provide exceptional customer service and encourage others to maintain a positive work culture. Customer behavior can affect the sales, revenue growth, holdings of customers, and and satisfaction of the business. This can be an outcome of the service in the business. This identity in the research can help the understanding of customer behavior to the phenomenon in the text. Consumers base their level of customer satisfaction on the employee-customer service encounter (Lee et al. , 2017). Employee behavior is what an employee says and does during the service

encounter (Sharma & Thakur, 2016). Retail leaders must develop leadership approaches to averting employee actions that undermine quality service encounters (Robertson, 2018). Retial leaders must have a deep understanding of the challenges and dynamics involved in handling customer dissatisfaction and ensuring customer retention through effective customer service skills. Here are several reasons why this understanding is crucial:

1. Customer-Centric Culture: Leaders set the tone for the entire organization. By emphasizing the importance of customer satisfaction and retention, they contribute to building a customer-centric culture where employees prioritize the needs and concerns of customers. Genuine customer-centricity requires transforming all enterprise functions that affect customers, breaking down the silos between those functions, and building a culture that rewards behaviors aligned with customer success (Jonathan et al, 2021).

2. Employee Empowerment: Leaders can empower employees and managers by providing them with the necessary tools, resources, and training. This enables the staff to handle customer dissatisfaction proactively and effectively address issues, ultimately contributing to improved customer retention.

3. Brand Reputation: Customer service directly impacts a company's reputation. Leaders need to recognize that positive customer experiences contribute to a positive brand image, while negative experiences can harm reputation.

Understanding this connection helps leaders prioritize customer satisfaction as a key element of brand management.

4. Long-Term Success: Sustaining customer satisfaction and retention is crucial for the long-term success of a retail organization. Leaders must recognize the value of repeat business and loyal customers, as they contribute significantly to the company's revenue and stability over time.

5. Competitive Advantage: In a competitive market, customer service can be a key differentiator. Leaders who understand the role of customer satisfaction and retention as a competitive advantage can guide their teams in delivering superior service that sets the organization apart from competitors.

6. Feedback and Improvement: Leaders should foster an environment where feedback from customers is valued. Understanding the importance of customer dissatisfaction allows leaders to view negative feedback as an opportunity for improvement. This continuous improvement cycle is vital for adapting to changing customer needs and preferences.

7. Employee Morale and Engagement: Addressing customer dissatisfaction effectively can positively impact employee morale and engagement. When employees see that their leaders support them in managing challenging situations, it enhances job satisfaction and loyalty, contributing to a positive work environment. In summary, leaders in retail organizations need a comprehensive understanding of customer service dynamics to create a culture that values

customer satisfaction and retention. This understanding empowers employees, enhances the brand's reputation, and positions the organization for long-term success in a competitive market.

Problem Statement

In market competition with other firms, a company's management constantly seeks solutions to retain its current customers and attract new ones (Kozel et al., 2017). In retaining existing customers there is a six to seven cost than acquiring new customers (Hasim et al., 2018; Mokhtar & Shamsudin, 2020). The general business problem is that leaders of retail organizations face challenges to satisfy and retain customers. The specific business problem is that some corporate retail leaders in retail organizations with multiple locations lacked effective strategies to train employees to improve online customer support.

Purpose Statement

The purpose of this qualitative pragmatic inquiry study was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. The target population was leaders in retail organizations with multiple locations in Nevada who successfully developed and implemented strategies for online employee training to improve customer support. Enhancing approaches for online customer support can contribute to employees gaining a better grasp of company operations.

The derivative potential positive social changes are improvements in household incomes for building the economy of communities from additional tax revenues created from hiring more employees.

Nature of the Study

Qualitative, quantitative, and mixed are the three methods of research (Yin, 2018). I chose the qualitative research method because it allows researchers to collect in-depth information about a phenomenon, while quantitative researchers examine potential relationships within numerical data sets (Saunders et al., 2020). As part of the informed consent process, I informed potential participants of the participation criteria, including that participants acknowledge direct experience in implementing the strategies of interest in this study. By signing the informed consent, the participants verified that they had 3 to 5 years of success or experience in online customer support in corporate retail leaders of retail organizations with multiple locations with experience using strategies to train employees to improve online customer support. I assumed the participants were honest with their answers. I verified that the participants met the criteria again at the beginning of each interview by asking them to describe a situation where they dealt with improving customer retention.

Quantitative researchers investigate potential relationships among variables or factors using statistical techniques. I did not use quantitative research because I was not using numerical data. The mixed method requires qualitative and quantitative methods (Saunders et al., 2020). I did not test relationships among factors; therefore, the mixed

method is not appropriate for the specific business problem. I selected the qualitative research method to obtain and explore data to identify strategies the participants have developed and deployed to improve online customer support.

I reviewed the case study, narrative, and ethnography research designs for my qualitative study. Using a case study enables exploring a distinctive situation or cases in which there are many more variables of interest and relies on multiple types and sources of evidence (Yin, 2018). Using a case study design enables exploring and comparing actual real-life real-world contexts of supervisors issues concerning online customer service across several organizations (Yin, 2018).

In contrast, a single case design would restrict the study to exploring a phenomenon in only one organization (Yin, 2018). Using a narrative design requires exploring participants' personal stories to attach events and verification concerning a certain subject (Yin, 2018). I did not use the narrative design because my study's purpose is not to tell the story using individuals' personal accounts about a phenomenon. The focus of ethnographies is characterizing groups' cultures in a specific setting (Wood & Mattson, 2019). I did not use an ethnographic design because I was not exploring the culture of a group. I considered the case study design; however, the site authorizations to work with some potential participants and to collect non-public documents proved problematic.

Pragmatic inquiry as a research design offers several advantages and disadvantages. On the positive side, its pragmatic nature allows researchers to address

real-world problems by emphasizing practicality and relevance. This approach values the application of knowledge in solving immediate issues and often incorporates a multidisciplinary perspective, enabling a holistic understanding of complex phenomena. Additionally, pragmatic inquiry often facilitates collaboration between researchers and stakeholders, fostering a more inclusive and participatory research process. However, it is important to note some drawbacks. The flexibility inherent in pragmatic inquiry may lead to a lack of theoretical rigor, potentially compromising the validity of findings. Furthermore, the emphasis on immediate practical solutions may sideline the exploration of deeper theoretical frameworks, limiting the generality of results. Balancing pragmatism with theoretical robustness is crucial to ensuring the methodological integrity of pragmatic inquiry in research design. Therefore, I determined that a qualitative pragmatic inquiry was appropriate for addressing my study's purpose.

<div align="center">**Research Question**</div>

What strategies do some corporate retail leaders of retail organizations with multiple locations use to train employees to improve online customer support?

<div align="center">**Interview Questions**</div>

The following interview questions may provide insight into the strategies some leaders of retail organizations with multiple locations use to train employees to improve online customer support.

1. What strategies do you use to improve the training to improve online customer support?

2. What were the key challenges to implementing your strategies to improve online customer support?

3. How did you address the key challenges to implementing your strategies to improve online customer support?

4. What strategies did you use to identify the needed changes for effective employee training for customer support?

5. How do you measure the effectiveness of strategies for training between employees and supervisors in response to customer support problems?

6. What training strategies were most effective for employees in communicating with customers online?

7. What communication training techniques did you use to improve online support for resolving customers' problems?

8. How do your communication techniques align with your strategies for training online employees to improve customer support?

9. What other thoughts would you like to share about your organization's strategies for training employees to improve online customer support?

Conceptual Framework

The purpose of a conceptual framework in scholarly research is to propose a lens through which to examine the phenomenon or the variables to be investigated (Wald & Daniel, 2020). Diffusion of innovation and transformational leadership combine to form the composite lens through which I explored strategies to help improve the customer

experience. Rogers developed the diffusion of innovations theory (DIT) in 1962, which described how leaders could understand the according to what and at what amount new technology and ideas are spread. Rogers proposed four elements communicated supplementary within a social system to help apply new technologies. These elements are communication channels, time, social system, and innovation itself (Rogers, 2003). The DIT model can help researchers identify early adopters, the expected majority of adapters, and laggards. Therefore, using innovation-decision theory can catalyze employees' acceptance of new technologies to improve customer service by understanding, communicating, and resolving an issue with a product or service to satisfy customers' and organizations' needs. Transformational leadership by corporate leaders is a potential means for facilitating the adoption of the DIT model. Transformational leadership, attributed to both Burns (1978) and Bass (1985), emerged as a response to problems in previous leadership research (Liu, P., 2021). Transformational leadership is a sort of leadership in which administrators and their employees elevate their motivation to a relatively higher level in the process of interaction (Burns, 1978). Transformational leadership encompasses four key elements to take into account: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Burns, 1978). Addressing each factor helps managers with their leadership approach in the workplace. Using TL to catalyze the dissemination of new technologies could aid corporate leaders to improve online customer service issues. Therefore, the composite framework of diffusion of innovation theory and transformational leadership was

appropriate for viewing and understanding how the participants addressed the specific business problem.

Operational Definitions

Online customer relations: The ways that a company will engage with its customers to improve the customer experience through computer network interactions (Fink et al., 2008).

Online customer support: A range of customer services to assist customers on computer network interactions in making cost-effective product decisions and resolving issues with product or service use (Van Riel et al., 2004).

Retail leaders: For purposes of the current study, retail leaders are high-ranking managers or directors are responsible for making decisions, setting goals, and helping others achieve goals affecting one or more departments (Malik & Azmat, 2019).

Assumptions, Limitations, and Delimitations

The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. The study did not include an execution of a customer service survey from the participants.

Assumptions

A researcher's beliefs that appear to be true and acceptable without question can be underlying assumptions (Frederic et al., 2012). Assumptions are estimates s of crucial aspects of a plan that are not confirmed (Berner & Flage, 2017). Two assumptions were

made in this study. The first assumption was the relationship between customer service between the employee/management during interaction from online exchange. The second assumption was that the participants, managers and employees, would have the understanding and skills to participate in the interview and be reflect in the target population. For this pragmatic inquiry, the third assumption is that the participants will communicate candidly

Limitations

Limitations are potential weaknesses beyond a researcher's control (Dimitrios & Antigon, 2018). According to Twining et al. (2017), there are only two ways that research results apply across contents: (a) when research settings are similar and (b) when a qualitative study can extend its relevance beyond the research through the development of a theory. Researchers' or participants' personal favoritism may impede on and compromise data along with study findings (Twining et al., 2017). I remained neutral and impartial in my dealings with the participants. . Finally, potential limitations of time constraints, subjectivity, and external environment were considered in the study.

Delimitations

Delimitations are factors of a study within the researcher's control; the researcher proposed to stay within these borders throughout the investigation (Yin, 2018). Delimitations can be boundaries that researchers requirement so that a study's aims and the purposes do not become impossible to achieve (Dimitrios & Antigon, 2018). Now of the study, delimitations were the geographical area, the focus on a specific industry, and

the specific number of participants. In this pragmatic inquiry, all participants were in the state of Nevada and were corporate retail leaders of retail organizations with multiple locations with experience using strategies to train employees to improve online customer support. The geographical boundary was only in the state of Nevada, with five years of retail experience in a limited sample size of 4 to 6. Procedural accuracy in the participant solicitation and screening interviews was approached with specificity and openness (Roulston, 2013).

Significance of the Study

Changes to corporate training have the potential to influence employee behavioral aspects, potentially affecting the overall effectiveness of the workforce. (Becker & Bish, 2017). Training reinforces the standard of corporate leaders willing to work with employees to innovate in customer relations. A lack of training, particularly with no structure for customer service training, can make the employees self-satisfied, and effect customer with holdings. Improvements can be made with leaders and employees who work with teams to identify needed changes, create strategies and processes to guide the change through innovation, and carry out the change in tandem with committed members. Such strategies and implementation processes can improve organizations' performance and increase social change initiatives' support (Bunde-Birouste et al., 2010).

Contribution to Effective Business Practice

The advantage of customer service to business practice comes from the commitment to better training for the company. The commitment to better training can

identify critical processes for improving customer relations, yielding profit gains. The contribution from improving online customer support training can catalyze exceptional customer service for increasing customer satisfaction and retention and sustaining the profitability and growth of the firm. Using the findings to develop close customer relations authorize a company to determine, satisfy, and predict customer needs to improve performance (Uturytė-Vrubliauskienė & Linkevičius, 2013).

Implications for Positive Social Change

A better understanding of customers' needs may help companies tailor their training strategies to realize increases in the net value of sales (Uturytė-Vrubliauskienė & Linkevičius, 2013). The improved net value of sales may enable the firm to offer more jobs to communities' citizens and contribute to the economy's growth. Employment opportunities become a positive social change for the communities because new job growth can raise families' living standards.

<div align="center">

A Review of the Professional and Academic Literature

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In the literature review, I will provide insights from scholarly studies on the impact of online customer service dealing with management and employees. I will review, compare, and contrast the theory of diffusion of innovations and transformational leadership on online customer service using scholarly books and journals. The main themes from the literature review were management development, communication, human activity, customer service skills, and workforce experience. This literature review covers selected themes related to the conceptual framework to improve online customer

services and benefit the organization over time. The literature review search included academic, peer-reviewed journals and various Walden University Library databases, including Business Source Complete, EBSCOhost, ProQuest, Academic Search Complete, and Sage Publications. I researched prior Walden university dissertations on the theory of diffusion of innovation and transformational leadership. I used keywords such as *management development, communication, human activity, customer services skills, workforce experience, customer support, customer relations, online customer satisfaction, and online training.*. The literature review will begin with the concepts of management development, communication, human activity, customer service skills, and workforce experience in relation to the conceptual framework theory of diffusion of innovations and transformational leadership. I decided on this perspective from what prior retail companies used and struggled with based on factors involving online customer service, which helped examine the relationship between management, employees, and online customer service.

Table 1

Literature Review Source Count

Literature type	Total	<2017	>2016	%>2018
Peer-reviewed journals	67	9	58	87
Seminal	1	1	0	0
Books, book chapters, and Institutional	6	2	4	67
Non-peer-reviewed journals	0	0	0	0
Total	74	12	62	84

Table 2

Entire Manuscript Source Count

Literature type	Total	<2017	>2016	%>2018
Peer-reviewed journals	99	16	83	84
Seminal	2	2		0
Books, book chapters, and Institutional	9	3	6	67
Non-peer-reviewed journals	0	0	0	0
Total	110	21	89	81

Customer Service

The expectations from customers directly influence the satisfaction of the overall company. Customer presumption are any set of behaviors or actions that individuals expectation when interacting with a company (Ingaldi & Ulewicz, 2018). Customers have performance expectations before attaining a product or service, which they then compare with the actual perception after acquire (Li, M. et al., 2020). Company leaders must understand customer expectations and plan and execute delivery per presumptions (Bozkurt & Gligor, 2021). The present-day customers have much higher expectations, such as enterprising service, personalized interactions, and connected experiences across channels (Ingaldi & Ulewicz, 2018). Customer service managers can identify customer requirements, desires, and beliefs by assessing management procedures, technology infrastructure, and employee dynamics that facilitate content enhancements. When company executives neglect customer service expectations, significant harm to both customer satisfaction and financial earnings can result (Maghsoodi et al., 2019). When company employees misunderstand service recipients' expectations, the possibility of a

negative impact on customer satisfaction arises (Przybytniowski & Michalski, 2020). Improved customer satisfaction will increase employee performance and create beneficial outcomes, contributing to improved employee retention (Wolter et al., 2019). Under the pressure of economic decline, a service firm should maintain high levels of customer satisfaction to reduce employee replacement costs and employee turnover (Dhanpat et al., 2018) .

Customer Support

The disarrangement of the leading necessary enterprises by new arrivals depends on discovering new niche markets, new technologies, or the design of new business models (Chen et al., 2020). Firms can sometimes accumulate knowledge about their customers that reveals problems and needs that the customers themselves are unaware of. Service Source is a company that lost up to 50% of its clients in renewing subscriptions because the company did not have a sales team. The company did not develop a plan to approach client renewal of their subscriptions through their own technology, showing that leaders must be conscious of all aspects of the stakeholders, customers, and technology when implementing strategic planning and training. Having a professional edge can provide a competitive advantage over competitors and allow customers to build trust with the firm's service. Dyer et al.'s (2016) primary focus was to detail service to customers in technology, taking a specific approach to finding ways to boost a firm's credibility. Dyer et al. developed tactics to gain more profits for the firm, applying to other companies such as Walmart.

A firm's industry also determines which customers and competitors will be part of the firm's landscape (Dyer et al., 2016). The landscape is typically defined by the industry (or industries) in which a firm competes and the product and geographic markets within that industry that the firm targets (Dyer et al., 2016). Walmart has done its strategic planning over time; the key elements of Walmart's operations strategies include its distribution model, relationship with suppliers, human resources management, marketing and merchandising practices, store formats, and international operations (Dyer et al., 2016).

Distribution was the main contributor to Walmart's success. Using a procedure called cross-docking helped Walmart move products within 48 hours. Since at least 2011, Walmart has been the world leader in cross-docking procedures, in which goods brought into the distribution center exit the inbound truck and are loaded immediately onto an outbound truck headed to a Wal-Mart store (Dyer et al., 2016). Cross-docking creates customer satisfaction as customers can get their products rapidly. The product distribution's efficiency has customers returning as they can rely on Walmart's services. Even though other retailers such as Dollar Tree and Target can almost come close to Walmart's distribution, the competitive differentiation would be the Walmart super-center, which centers can hold more products and give customers a wide variety. Walmart can keep this wide variety of products coming in fast and efficiently due to their distribution.Walmart's value proposition stems from the vast products offered. Walmart has products from private labels and name-brand labels. Customers can get their pickings

from both if they can or cannot meet the pricing, which makes Walmart unique as the company appeals to all social classes. Amazon is different from Walmart because Amazon hires third-party services and shipping to handle its products. Skills are all about the individuals and their abilities to help the firm. Another company, Google, is primarily a software company; prospective employees need outstanding software engineering skills (Dyer et al., 2016). The style of the organization helps transcend the relationship between the organization and the employees.

An example of organizational style transcending organization-employee relationships would be a fast-food chain whose culture demands that employees provide the customers' food at a fast rate, such as Taco Bell. Shared values are the values that members of an organization see as important. Another example is Nordstrom's attempt to develop shared values by concentrating on respect for the individual and exceptional customer service (Dyer et al., 2016).

An example of an organization that experienced an unsuccessful implementation of customer relations would be Abercrombie & Fitch. CEO Mike Jeffries commented on cool kids wearing A&F clothes and many people who do not belong in the clothes. In May of 2013, nearly 7 years had passed since a quote made by Abercrombie & Fitch CEO Mike Jeffries in 2006 that some people simply did not belong in his company's clothes had resurfaced, and the backlash against the company showed no signs of warning (Robson et al., 2013). The situation amplified as it came to social as profiling and #Fitchthehomeless was made. At the time, the CEO was just trying to bring attention

to his company for wealthier people to buy, stating the clothes were generally for them,
"the in-crowd." Jeffries expected to be a positive social change for the upper class,
making them feel a part of his clothing company, which only divided his company as
employees were disgusted to work and celebrities dis-endorsement the label. The main
thing the company could have done differently was not having their CEO make those
remarks. A planning strategy to improve their marketplace would be to create and market
new apparel geared towards all classes and cultures. The corporation should take the time
and have workers go into these communities and hand out apparel. Then, provide
services and jobs in these communities to add to the financial development. It would be
all cultures comfortable with the A&F corporation.

Customers seem to be at the center of new trends that emerge in supply chain
management. Customers sometimes ask suppliers for customized components (Song &
Suh, 2016). Performance and development components can stem from the suppliers
accepting the request, responding to the customer, or taking a standardized approach.
Most companies develop their supply chain management around products and services;
however, companies must consider the customers' perspective. The solution to business is
not just a combination of products and services; it is a series of processes for providing
recommendations to customers and, requires predicting the customers' demands (Song &
Suh, 2016). External environments can impact the organization's landscape to effectively
meet customers' needs along with products and services, which makes companies spend
more money and produce strategic decisions for procedures but can also raise discipline

questions for companies in efforts to create positive social change. These efforts help an organization's leaders understand ways to influence the customers.

Leaders should understand outsourcing, globalization, e-business, and how to effectively serve customers (Rixse, 2019). New management supply chain tools can help make products and services more manageable for the companies to get to the customers. Companies can save money and offer more employment to others, creating trust for the companies and customers. Trust is essential because it keeps the customers coming back. Last, warehouse management tools within the supply chain would help with third-party shipping and handling—communication and shipping problems from third parties sometimes cause delivery confusion for customers.

Human Behavior

Employee behavior tends to be more valid than knowledge-based measures (Thun & Kelloway, 2011). Li and Madsen (2011) noted that the ethical conduct expected in business should mirror the standards applicable to an individual in their broader life. These standards can be derived from one's actions and behavior, Durand (2013) characterized human activity not merely as a set of facts or actions influenced by changes in the world. Instead, it encompasses responses to events, resolutions to problems, and adherence to rules, all of which can be disrupted by the tumult of reality. This perspective aids in identifying challenges that arise during the transition. Durand (2013) stated that managers should focus on vectors and elements of production for their development. The critical analysis narrows the gap between habits and reactions to situations. Human

activity can also relate to the values and morals people have. Sales agents receiving behavior-based control strategies from their supervisors demonstrate values such as acceptance, cooperation, and receptivity to assessment (Anderson & Oliver, 1987). The implicit theories of innovation play a facilitating role in the fundamental values of an organization and employees' attitudes toward innovation in an organization; some theories of innovation play a mediating role between conversational values in an organization and the willingness to change by employees. Schwartz and Bardi's research used a Schwartz Value Survey (Schwartz & Bardi, 1997) that helps quantify and prove the mediating role of innovation theories in an organization. Schwartz and Bardi used a cross-cultural quantitative study approach using advanced mathematical and statistical analysis techniques on the Schwartz Value Survey's data collected by interviewing 399 managers from Russia, 194 from the North Caucasus, and 200 managers from the Tuva Republic. Schwartz and Bardi, however, had limitations, too, as they used various new theories for their research. Schwartz and Bardi, however, faced constraints in their research, employing several new theories. These limitations likely stem from the adaptive functions of values in sustaining societies and our common human nature (Schwartz & Bardi, 1997).

Human activity can also have bad behavior. This study uncovers corruption in small businesses within African countries that lead to poor economic growth. In Nigeria, persistent challenges of political instability, selective terrorism, economic and financial uncertainties, elevated unemployment resulting in poverty and insecurity, rampant

corruption, ineffective leadership, inadequate implementation of development plans, unregulated competition leading to unfair practices, and insufficient infrastructure collectively exert substantial influence on the economy.(Ojo & Ajayi, 2017). When these challenges, among others, combine in multiple ways on an ongoing basis, they create unique problems for leaders in all sectors of the country, thus complicating decision-making, resource allocation, organizational performance, and sustainability (Robinson et al., 2017). The findings of ineffective leadership revealed many different behavioral aspects regarding why employees take these desired measures to their employer. Over time, employees can notice changes in behavior for their managers. Strömgren et al. (2017) suggested that leadership plays a crucial role in the development of social capital, emphasizing the importance of considering social capital from an interpersonal standpoint within the framework of a relational leadership model. Data can be gathered from the improvements in the management sections along with interviews, leading to overall findings that employees are still confident in the decision-making and leadership of the manager.

Communication

The element develops communication to improve factors of decision and production. In corporations, communication lines can be ineffective. Both internal and external corporate communications primarily address operational issues and opportunities, lacking substantial technical support. This deficiency undermines the execution of strategies (Pellegrini & Grassau, 2018).

Trusting services relationships have become lackluster over time and interactions of communications with customers. Relationships are essential to individuals throughout life. Personal relationships help create social networks through social interactions within these relationships. Through communication and other methods, social networks can focus on relationships between social entities to help explain the underlying outcomes of the organization (Lin et al., 2021). These relationships between employees inside organizations help create the culture for dealing with customers and the decision-making for customers, making the process more complex for the customer with the company. Companies lose customers when they focus too little on communication between their employees and customers. Constant communication builds trust, even through technology, with support to make the right decisions in production.

Companies can now benefit from online word-of-mouth marketing, which can use customers communicating with other customers about products or services. For example, on social media platforms such as Yelp or TripAdvisor, consumers can provide feedback on their favorite (or not favorite) products and services, impacting other consumers' behaviors without the companies getting involved. Businesses can monitor this word-of-mouth behavior and use it to improve their products and operations. Social media can also be used for general marketing. It is a space where companies can share daily updates and content of current sales, products, and promotions. Many businesses can use social media to increase their brand exposure on their social media platforms because of the wide range of audiences. Consumers can communicate with companies regarding their

branding and product development, which has led companies to shift their focus from their product to how the people will receive the product. Companies have also shifted from just providing information on social media to consumers to focusing on information exchange with consumers. The reference to communication channels in business and the government is essential. There is a state of what is acceptable and what is not.

A communication channel includes all the means for creating and accepting a message—i.e., signs, language, including body language— codes, and technical devices (Sanina et al., 2017). Communication channels include, for example, television advertisements, billboards, and social media. Television ads and billboards are designed to attract customers to a focal selling point (Sanina et al., 2017). Channels can be used separately or combined. For social media, every stakeholder can see a benefit for their product, whether it be extra exposure or added sales. There will be descriptions of the product that will be constantly shared. It will share the product's value, thus creating more attention for the company, which can help in innovation and marketing training.

Social media helps build networks and integrate ties between the social media platform and the advertising company. Lou and Koh (2017) suggested that brands, relationships, and quality maintain the relationship between consumers and brands. The strength of the relationship increases through the personal brand relationship, not necessarily through the social media platform and advertising (Lou & Koh, 2017). Chen and Lien (2017) noted that enhanced consumer-company relationships lead to improved marketing effectiveness when the consumer views the brand as high-quality. This, in

turn, positively influences the consumer-to-employee relationship during service interactions.

The current study aimed to provide further insight into the gap of factors and barriers within social media at the company level and contributes to theory by furthering knowledge of social media adoption factors. Also, it contributes to the development of a theoretical model to explain the adoption of social media based on the perspective of the technology acceptance model (TAM). Five groups—end users, organizational resources, technological limitations of the platforms, the attitude of the company's leaders toward social media, and the business environment—can affect the adoption of social media marketing.

Two categories of social media adoption barriers are internal challenges, consisting of management challenges with the company, and external challenges, consisting of company image, brand, or external relations. Social media analytic can serve as a valuable tool for marketing and provides opportunities for innovation. Social media is a portal through which marketers can easily reach consumers. Social media data can be a rich resource for understanding consumer behaviors; its wide availability across various platforms can enable marketers to gain deeper insights into both individual consumers and communities. Marketers can be proactive in leveraging the data as social media generates data quickly. The information obtained from social media can help decision-making processes regarding marketing. Social media data characteristics can utilize innovation strategies for analytic approaches to obtain practical marketing

perception. The availability and volume of consumer-generated social media unity can potentially increase consumer insights and innovations (Moe & Schweidel, 2017). This study works in conjunction with innovation, social media, and marketing. This study shows the application and understanding of innovation management through social media and its impact on marketing. Social media can also help disseminate personalized offers and loyalty programs to consumers.

Regarding product branding, companies can create and share unique branding posts, images, and event posts that support their product brand identity. Organizations that listen to and communicate with their consumers can improve their products and services quicker and more efficiently. Customers are also more active in consuming information and are not only passive in front of a television or radio (Gavurova et al., 2018). The social media environment uses more than demographic indicators for customer targeting (Gavurova et al., 2018). Consumers can provide immediate feedback on products and services, allowing for a faster turnaround in the business.

Additionally, social media allows for direct customer service with consumers. Therefore, companies can improve their management and business skills by dealing directly with consumers. Consumers enjoy the interactive experience with companies. Companies that incorporate an interactive experience, which can be adapted and personalized, can also have better business management practices. Companies and consumers choose how often they interact with each other.

Work Performance

More than 70% of U.S. employees are not engaged in their work (Gallup, 2017). According to Gallup (2017), engaged employees are individuals who are actively participating in, enthusiastic about, and committed to their work, team, and workplace.. No single definition fully captures the concept of employee engagement, a dynamic and evolving phenomenon manifested and assessed in diverse ways. Engaged employees exhibit thorough concern, profound dedication, intense enthusiasm, high levels of accountability, and a strong emphasis on achieving results (AlKahtani et al., 2021). Performance can be directly related to individual experiences and promotion through learning from workplace practices. Performance definitions should focus on behaviors rather than outcomes (Murphy, 1989). Emphasizing outcomes might encourage employees to seek the most straightforward path to achieve the desired outcomes, potentially harming the organization as other essential behaviors may be overlooked. This can influence an individual's behavior when communicating or addressing the company's objectives. Favorable stereotypes would be assessed as suggestive of anticipated high-quality work performance, while unfavorable stereotypes would be perceived as indicative of expected subpar work performance (Petery et al., 2020).

Performance reviews are evaluation assessments for employers to identify strengths and weaknesses, which can be a pillar for a company to improve using the succession plan and career development for the employers. Succession planning and performance reviews collect information about the organization's processes while

assessing the talent pool. Development plans created with the best intentions tended to lose momentum in the face of competing priorities (Vasudevan, 2020). There should be conversations between the employee, manager, and HR representative to sustain the focus on the development of succession planning and performance reviews, two tools that benefit the development goals of the company. Performance reviews build the company's talent pool by adding goals and identifying gaps in the succession plan. Identifying these gaps lets the organization know if its future talent is ready for leadership. The performance review process can be utilized to provide data for succession planning in a balanced scorecard or management dashboard. Balanced scorecards identify improvements that need to be made internally and externally, provide feedback, and measure collected quantitative results.

Anderson and Oliver (1987) proposed that to achieve positive performance, managers will (a) invest little monitoring time for sales agents, (b) provide little direction for sales agents, and (c) rely on verifiable measures of outcomes on the sales agents' approach. Conversely, a behavior-based control system on employee behavior with customers requires (a) intensive time in monitoring the sales agents' activities and outcomes, (b) intensive direction and activity intervention from the sales managers, and (c) managers combining the approach of sales agents' selling knowledge, activities, and sales strategies in rewarding and penalizing the individuals. Good or bad performance can result. Good performance can increase cultural insight, creativity, and profits as objectives in an organization. Good performance can create a positive wave through the

organizational environment and also enhance psychological well-being by increasing the resilience of leaders, which leads to effective performance (King & Haar, 2017). Information technology and development for management can be a primary focus of individuals in a company. Information technology offers versatility in knowledge sharing. Knowledge is shared in information system development in team performance. The shared mental model is used for team development. The shared mental model involves social capital and team behaviors and outcomes. Knowledge itself cannot bring value to a team or organization. The article states how this model can help with values and ethics in an organization for information system development. Information system development is critical to performance because of the impact on structure principles, which can help motivate individuals' behaviors while performing a job.

Workforce Experience

The performance of management and reflection in online customer relations can be meshed with work experience. While some managers focus on their achievements, gaining information on how they handle situations is key, including a reward system and negative point system for the workplace. Retail leaders can utilize both these systems to help management to train their employees this system for customer relations online (DiBernardino, 2011). Employee involvement, once limited, is now promoted as it can provide valuable corrections or suggestions that enhance productivity (Moura-Paula et al., 2020). The interaction between both parties can generate mutually beneficial opportunities, contributing to increased revenue for the company. Employers also

encourage staff to pursue these roles, emphasizing that it is a pathway to a substantial

salary increase for the individual (Moura-Paula et al., 2020, p. 225). Accumulating work

experience enables employees to gain insights into various facets of their job.

Consequently, advocating for salary increases through collective bargaining is

discouraged, fostering a competitive atmosphere among workers instead (Moura-Paula et

al., 2020).

Education and skill sets have a pivotal role in work experience. Higher education

institutions must prepare students for jobs that do not exist yet, along with technologies

and problem solving (Römgens et al., 2020). Education and skill sets play a crucial role

in shaping work experience. Higher education institutions are tasked with equipping

students for future jobs that may not currently exist, emphasizing technologies and

problem-solving skills (Römgens et al., 2020). Consequently, economic, political, and

social pressures drive policymakers and higher education professionals to prioritize

employability in strategic agendas, beginning with a focus on work experience (Römgens

et al., 2020). Good education gives the individual the propensity to gain and maintain

employment, affecting the workplace. The focus point of these elements can all stem

from communication.

Leadership

Developing proper guidance and leadership throughout communities only

enhances the value of good families. Good, strong families make any community better

in quality. The current study explored developing leadership in relation to management

structure, organizational design, and governance to go with any case of management or in studies on adult and workplace learning (Poizat & Martin, 2020). Changes can become the norm, and employees can disregard work as managers show improper leadership skills. Employees will follow management if they are appreciated and properly led. Employees will adjust to fit the company's and management's benefits over time. Williams and Ishak (2018) researched corporate culture's impact on personal lifestyle choices to explore how organizations respond to tragedy and what occurs in high-reliability organizations (HROs) after a disaster. Williams and Ishak examined the opportunity to learn about how internal stakeholders respond to organizational crises and understand if internal stakeholder leadership identifies cost-effective strategies to implement to mitigate environmental risk exposure. When creating management initiatives for the betterment of their organizations, corporations need to find effective ways to leverage this approach. The same holds true for hospitals, where establishments across the United States frequently implement leadership and management programs specifically designed for their middle managers (Whaley & Gillis, 2018). An explanation of this is the purpose of having programs to help and upraise leadership development for managers in the hospital. The research comes from selected interviews. Selected hospitals used four types of development programs: ongoing series, curriculum-based, management orientation, and mentoring (Whaley & Gillis, 2018). Oppositions existed in aligning the need for the program with program content. There was a restriction to the program outcome (Whaley & Gillis, 2018).

Questions can come about in decision-making in diversification with certain companies. Outcomes and decisions are the two options to look at with value. Risk and benefits are both opportunities. Research can be on the risk between assets and value—each can have a negative or positive impact on the company—leading to change in the investor options. Everything can also affect a company's loss or gains in profits. Evidence-based decision-making is increasingly vital for policy-making in development (Roster et al., 2018). These industries are likely to grow unless there are constraints to growth (Roster et al., 2018).

Kelemen et al. (2020) proposed that leader vision communication (visionary leadership) may unlock the benefits of gender-diverse teams by helping team members see past surface-level differences and perform better together. It can be anticipated that the effectiveness of leader vision communication is highest in teams with prior collaborative experience. This is because team members possess the capability to discern the unique perspectives and resources within the team (Kelemen et al., 2020). The possibilities make more of a corporate strategy to fill into multiple marketplaces for the company. Engagement, performance, and execution are the basic concepts for strategic business leadership. Creating the vision is the start of an engagement. The vision holds the power to get everyone motivated and involved while performing their best. An example of how a vision is verbally painted by a leader would be a coach identifying what the team should do in the present in order to ensure future success. Leaders can stress that their visions, among others, are essential to a company's success. The research

helps top managers enhance the most remarkable dimensions of intellectual capital that can spur growth and encourages responsible managers to invest money in intangible factors that focus on tangible resources (Wahyuni et al., 2020).Investing in intangible resources, which carry lower risks and demand less capital compared to tangible resources like technology and machineryrepresents, a favorable opportunity for investment managers to maximize benefits (Wahyuni et al., 2020). In this regard, functional benefits refer to progression activities for subordinates' career and personal development; economic benefits indicate remuneration and monetary rewards; psychological benefits contribute to the well-being and belonging of employees through their recognition (Müceldili et al., 2021). The findings help better configure the firm's costs to growth performance in the market.

Conceptual Framework: Transformational Leadership

Downton (1973) first developed the term transformational leadership. Bass (1985) provided an expanded and refined version of transformational leadership that involved the leader and the follower. Bass's transformational leadership theory focuses on a strong relationship between the leader and followers (Barbinta et al., 2017). The fundamental constructs underlying the transformational leadership theory includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). A transformational leader inspires trust, loyalty, and aspiration in followers (Vargas, 2015). Bass (1985) argued that transformational leadership motivates followers to do more than their leader expects.

The four characteristics of transformational leadership are idealized influence, inspiring motivation, intellectual stimulation, and personalized consideration. First, idealized influence consists of attributes and behaviors (Bass & Riggio, 2006). Idealized influence reflects a leader's ability to exercise considerable power and influence followers (Franco & Matos, 2015). Second, inspirational motivation involves leaders communicating high expectations to followers (Northouse, 2016). Third, intellectual stimulation includes leadership that stimulates creativity and innovation in followers (Northouse, 2016). Fourth, individualized consideration includes leaders listening to their followers' needs (Northouse, 2016). The principles of transformational leadership outline the qualities of a leader embodying this style, which can influence organizational results.

Bass (1985) argued that transformational leadership motivates followers to do more than their leader expects. Both the leader and follower can form a trusted commitment, resulting in a positive outcome with transformational leadership (Louw et al., 2017). Bernarto et al. (2020) defined the transformational leadership style by Bernarto et al. a leader's capacity to comprehend the needs of their followers and inspire them. When managers use transformational leadership skills like participating in training and development and effectively communicating goals and objectives, sales associates react with positive reasoning and provide feedback. Transformational leaders, in their pursuit of success, furnish employees with a distinct mission, elucidate how their efforts align with the organization's overarching objectives, instill a commitment to those goals, and guide them on motivating others to join the cause.(Hoch et al., 2018). McKinnon-Russell

(2015) asserted that effective employee performance is impacted by a robust connection between the leader and the follower. Murchiri and McMurray (2015) suggested that in small businesses, transformational leaders must exhibit the four dimensions of transformational leadership to influence firm performance. Maina and Gichinga (2018) concluded that leaders can enhance employee performance by employing idealized influence, inspirational motivation, and individualized consideration. Transformational leadership can also foster innovation crucial for the organization's survival.

Small and medium-sized enterprises (SMEs) play a significant role in developing and developed countries' economic growth (Begum et al., 2020). SMEs are helping to achieve sustainable development goals by generating job prospects, stimulating sustainable innovation, fostering sustainable industrial development, and reducing income inequalities in developing countries (Begum et al., 2020). According to TL, leaders can enhance individuals' orientation to serve their firms' objectives instead of only their own interests (Begum et al., 2020). Begum et al. (2020) found that transformational leadership has the potential to stimulate innovation and foster organizational learning. Leaders with attributes toward change are more likely to have innovative ideas.

Bass's theory of transformational leadership suggests a robust connection between the leader and their followers (Barbinta et al., 2017). Compared with other leadership styles, transformational leadership has advantages in enhancing project success (Zhao et al., 2021). For example, it attaches great importance to the leaders' standards of behavior

and concern for the needs of followers (Zhao et al., 2021). Engelen et al. (2015) found that the transformational leadership behaviors of articulating a vision, providing an appropriate model, having high-performance expectations, and showing supportive leader behavior can positively affect the relationship between entrepreneurial orientation and firm performance. Amisano and Anthony (2017) and Engelen et al. indicated that transformational leadership behaviors could enhance firm performance.

Management Development

Managers have power and influence; what they decide, what they devise, and what their companies do creates economic, cultural, and environmental ripples (Dalton, 2018). In a qualitative approach, management development can be shown when interviewing selected people for decision-making and knowledge-based development. This displays the development of retail managers using their abilities to change online patterns for the company throughout customer relation interactions. Characteristics are relevant to how to develop managers. These characteristics are what corporate leaders look for in hiring at the management level. Individuals with a wide array of these characteristics, such as experience, knowledge, intelligence, the ability to train, and development within the organization, are high aspects for managers. Focusing on these components can help bring a competitive advantage to the organization—the working potential increases once management is hired and trained from these factors. Implications for management development from a few characteristics enhance problem-solving and job performance by offering online interaction between customers. This development

enhances employee performance to create a high customer demand for the company—a proactive way for businesses to grow from the results of conference training of management. Management can utilize training opportunities to increase employee motivation and retention.

Developing a manager can be a difficult task. The nature of management using ethical leadership can help with this development. Accordingly, effective, ethical leadership implies that followers are open to the ethical influence of their leaders (Pircher Verdorfer & Peus, 2020). I define followers' openness to ethical influence as the degree to which followers perceive the leader as a moral role model and willingly embrace and actively seek their guidance on ethical matters in the workplace (Pircher Verdorfer & Peus, 2020). Through the research, participants can learn their role models, which gives them positive and negative outlooks towards their jobs. Values, attitudes, and ethical stances are a few critical practices participants learn from their role models, which helps give suggestions to develop new managers. The priority was on nurturing employee growth and recognizing the significance of the company investing in the development of its managers. The goal is to cultivate talents to thrive, ultimately benefiting both the employees and the company. This development process may result in progress through management stages, suggesting the importance of hiring individuals suitable for the roles and likely to excel in training.

As educational and research contributions, higher educational institutes are essentially involved in all the disaster management stages to contribute to society broadly

(Neelam & Sood, 2021). Neelam and Sood (2021) presented a scientometric analysis that evaluated the Internet communication technology (ICT) assisted disaster management research over the last 15 years while presenting various empirical ways to analyze the evolution, status, and result of ICT-assisted in disaster management research (Neelam & Sood, 2021). This study provides extensive insight into the publication growth, citation analysis, collaboration, and keyword co-occurrence analysis for technological trends of disaster management research (Neelam & Sood, 2021). The main goals are (1) to conduct a scientometric analysis of research in ICT-assisted disaster management from 2005 to 2020, (2) to explore the scientometric characteristics of ICT-assisted disaster management research in different subcategories of disasters, (3) to unveil noteworthy subcategories, collaborations, and research topics through diverse scientometric analyses, and (4) to pinpoint influential journals and organizations in the domain of ICT-assisted disaster management research (Neelam & Sood, 2021). The study also pinpointed key organizations that made substantial contributions to the research(Neelam & Sood, 2021). It identified key organizations that significantly contributed to the research.

Liu et al. (2017) engaged communities in disaster management mitigation through innovation and evaluating the public's perceptions regarding disaster management innovation. Liu et al. used the diffusion of innovation theory as the foundation for their study. Diffusion of innovation is a social science theory that explains the dispersal of new ideas. Liu et al. used a focus group of 70 residents of an urban metro area and showed an increase of disaster management innovations for "the greater good" based on public

perceptions. This work is important as it emphasizes self-efficacy in motivating through the diffusion of innovation. These findings show how to actively engage members of the public in preparing and mitigating disaster. Also, these findings indicate a segment of a metro urban area that is welcoming to the opportunity of participating in risk management. The work is important to evaluate the perceptions of the public in regard to disaster management and innovation (Liu et al., 2017). Development is the process of improving an individual's ability to accomplish work to achieve the desired career (Panjaitan & Djogo, 2020). The adjustment between the needs and goals of employees with opportunities available in the company has an effect on development. At the time, it is essential to consider work experience when developing the right person. The relationship this has with the customer enables the development of customer interaction between employees and corporations, transforming how management is developed to handle the common consumer. There can be vindication in seeking to explain why and how this new way of developing management works. Carrying out and completing tasks, it is evident that development and financial compensation are significant factors in realizing employees' performance (Panjaitan & Djogo, 2020). Performance and compensation are also two factors to evaluate in management development. Management must know all phases of work about the new technology to use when helping customers online. It becomes a significant factor in their performance, which can either help or hurt the company's financial success.

Knowledge Management Roles in Information Technology

Advancements in knowledge management in many organizations have come from information technology. Sharing knowledge is a vital tool for organizations to integrate new ideas. There can be success in deploying constant new knowledge in an organization through technology. Two basic approaches to this are personalization and codification. Codification can be a clear and orderly way of sharing knowledge. Personalization is more tacit and unstructured and helps in sharing knowledge through technology. Its incorporation guarantees that decision-making uncertainty is considered, including indeterminacy, where the experts will issue their criteria evaluating linguistic and not numerical terms (Molina Chalacan et al., 2021). Business leaders try to apply a so-called 'Netflix model' to empower management to follow appropriate stewardship to maximize customer benefit while encouraging companies to invest in customer needs (Davies & Oxlade, 2021).

Organizational leaders are becoming creative to generate innovative ideas. The authors confirmed that leaders' qualities are more likely to produce innovative approaches to the marketplace. One of the qualities that leaders should have is to get things done. Innovative leaders have a unique style that helps people or employees express creative ideas. The leaders also know how to create a stable and safe environment for feedback and innovative ideas. Research can illustrate the relationship between innovation and total quality management in various organizations, especially those in the services sector. The authors try to argue their point by explaining the categories of

innovation, such as administrative and technological innovation, in great detail and emphasizing various theories and practices used in total quality management. They make points on innovation and total quality management. We need more of this knowledge, collaboration, and transparency (Davies & Oxlade, 2021).

Organizations explicitly document how decision-makers modify their sourcing strategies and choose more or less risky options based on their awareness of supply chain risk levels (Pournader et al., 2020). Amazon's risk management starts with its treasury department. The company secures the cash and investments of the stakeholders first because they are the driving point of the organization. It can be helpful for stakeholders' stocks. It helps businesses reduce waste, control collaborations, and gain a better competitive position in highly globalized business settings (Andria et al., 2020). The appropriate steps to mitigate risk are identifying, evaluating, creating a method, assessing, selecting the resource, and communicating the plan, which can impact the company's performance.

Wang et al. (2018) examined social trust and electronic commerce as crucial in management to understand the trust in economic development and electronic commerce for the people. Constant development in these areas can boost the economy. When interacting with others, social trust is crucial, which removes the requirement to monitor others. With this, a business can lower transaction costs in electronic commerce. All can be done with e-commerce by streamlining supply chain management and distribution. It

causes more money in store expansion. Information technology systems make possible the interactions between businesses and customers.

An example is where customers perform shopping online and discuss their experiences through reviews. Social commerce research can go more in-depth on the intent and satisfaction of the customer. Behavioral and purchase intentions can also have a significant impact on social commerce. Wang et al. (2018) concluded with the findings that the customer's buying behavior is greatly influenced by the process of product delivery and their price.

The fundamental issue is identifying methods by which employee performance management can increase employees' individual performance and positively influence employees' mental well-being and satisfaction (Veingerl Cic et al., 2020). Good performance can be attained through good skill training and management having adequate methods to address problems. Other factors that can be considered through performance would be the work environment, relationships in the company, and workforce experience. The important and key role of employee performance management is to ensure that organizations are proactive in identifying and designing change with trained employees with the necessary knowledge and behavior (Veingerl Cic et al., 2020). Many business leaders endeavor to apply diverse business models, with some encountering failures. When leaders begin generating a growing stream of free cash flow through innovative ideas, the likelihood of diversifying and consolidating their company increases. According to Dotzel and Faggian (2019), a leader is more inclined to explore

opportunities aligned with the business model once it has been implemented.

Implementing new and inventive ideas is crucial for establishing a successful business

model. To foster ongoing and future innovation, businesses need to devise methods for

harnessing their existing knowledge while also acquiring new knowledge (Dotzel &

Faggian, 2019).Business continuity management involves the identification and

mitigation of risks to ensure the survival of the business. Initially, managers must

pinpoint the factors influencing these risks. Addressing business management challenges

can be achieved through conceptual and interpretative research. The surge in innovation

has prompted investigations into the mechanisms driving this process, encompassing

knowledge management—broadly characterized as establishing structures that enable

companies to gain and apply new knowledge (Dotzel & Faggian, 2019).

Customer Relationship Management

Many researchers provided different definitions of customer relationship

management. Definitions of customer relationship management vary in the literature but

tend to broadly match Reinartz et al.'s (2004) definition of customer relationship

management as "a systematic process to manage customer relationship initiation,

maintenance, and termination across all customer contact points in order to maximize the

value of the relationship portfolio" (Hilton et al., 2020, p. 362). Retaining employees has

the potential to positively impact the quality of external services and contribute to the

growth of revenue (Iman & Norizan, 2019). Boerman et al. (2017) proposed that

customer relationship management is a tactic that an enterprise uses to understand and

affect customer behaviors through meaningful communications, aiming to increase new customers, prevent existing customers from losing, and promote customer loyalty while enhancing customer profits. In a fiercely competitive market, a service-oriented company must prioritize securing both loyal customers and skilled employees to enhance competitive advantage, which can, in turn, increase long-term service revenue. Four strategic choices of the business strategy process are determinants of the attractive market, unique value, resources and capabilities, and sustainability of the competitive advantages (Dyer et al., 2016). One of the most important functions of customer relationship management is cultivating customer relationships for long-term revenue from related services through the repurchase of the service and for creating lifetime customer value (Agnihotri et al., 2019; Kumar, 2018). Every customer holds a unique value as they generate diverse economic contributions in terms of sales and revenue for the company.

Innovation

Brown and Barnard (2019) explored strategic forecasting and radical innovation within startups, focusing on exploring future indicators within the innovation process. Brown and Barnard's qualitative study used a sample of entrepreneurs from South Africa, including ten entrepreneurs with at least one business that has been in operation for at least three years. Brown and Barnard asked three main questions within the study: How do entrepreneurs use future indicators within their innovation strategy? How do entrepreneurs implement forecasting tools to determine future trends? How do

entrepreneurs, if at all, actively make future forecasting part of their innovation process? Organizations must engage in innovation by creating novel processes, technologies, organizational structures, management approaches, and policy concepts to address the evolving needs of society. In the public sector, innovation plays a crucial role in enhancing efficiency and effectiveness, addressing the growing demands for improved services in society. Nevertheless, a deeper understanding of the influence of an ambidextrous culture and relationships on innovation requires additional qualitative research (Wipulanusat et al., 2018).

Many researchers have found that there is a link between creativity and innovation. Two examples can be found through automobiles with the invention of the motorcycle and search engines like Yahoo. Innovation always follows creativity and is consistent in its iterative process. Creativity can be the generation of possible solutions, while innovation is the development of those ideas into usable solutions. After identifying an issue or problem where a solution is necessary or advantageous, people must engage in creative thought. Organizational goals and objectives determine whether innovation development for solutions occurs and establish the time frame for development (Wipulanusat et al., 2018).

Gaps and Improvements

Employers typically do not acknowledge the qualities of intuitive decision-making and instinctive thinking in individuals. Improperly addressing these two traits can result in indecisiveness in reacting to a problem. In the saturated consumer electronics

market, the retail sales associate's role in educating consumers about the latest technologies, compatibilities, brands, and products has never been more important for increasing sales and building customer loyalty (Ghazarian, 2021). Thriving businesses can outperform rivals by allocating funds to train employees in handling customer interactions, thereby fostering an appreciation for instinctive decision-making in customer service. This approach aids in sustaining sales and provides insights into the company's performance in revenue generation. Firm performance is a very broad concept that has been used interchangeably with terms like productivity, efficiency, effectiveness, and, more recently, competitiveness and innovativeness (Kundu & Gahlawat, 2016). Kundu and Gahlawat (2016) employed eight criteria—financial strength, profitability, return on equity, revenue, market share, productivity, customer service, and quality—to assess firm performance, using a five-point Likert scale, with responses ranging from 1 (much lower) to 5 (much higher). Kundu and Gahlawat asked the respondents to assess their company's performance relative to competitors within the industry in the last three years, evaluating the revenue aspect by asking participating supervisors to discuss changes in their companies' revenue performance.

Martín-Bujack et al. (2018) described the connection between diversified portfolios and globalization in business—both links international diversification to risk in investment, which can damage companies in the long run. Two markets of risk proposal can be credits in diversification: the Credit Default Swaps market and the equity market.

The two markets led to credit risk reports in diversification. Credit reports allow a company to expand its diversification potential (Lynch & Jin, 2016).

Job engagement can increase effort, job satisfaction, job accuracy, and completeness of communication (Yin, 2018). Employee job engagement positively influences work performance (Yin, 2018). An effective compensation system reflects not only an increase in income distribution but also a form of value realizing the full motivation of employees that enhances job engagement (Jelena et al., 2019). Business executives oversee their workforce by implementing diverse compensation practices tied to development and empowerment. This strategy aims to promote employee engagement and retention (Jelena et al., 2019). Innovation aids in the transformation of management practices and contributes to revenue growth through training initiatives and incorporating customer feedback. An upside of this matter is the entrepreneurial insight that 'the harder the challenge, the more innovative the solutions (Vindeløv-Lidzélius, 2020). Innovation aids in the transformation of management practices and contributes to revenue growth through training initiatives and incorporating customer feedback. Innovation is a combination approach that changes the marketing of products through technology to fit economic needs. Both refine a new structure to be creative in an organization. The opportunities for business model innovation can offer a change in perception of the business and product, which means the business or product can be viewed by the public in a favorable light to gain popularity and generate revenue. Also, another opportunity allows a new structure of doing things in management or other parts of the organization

that will make things operate efficiently. The global market is becoming more volatile (Nunes & Steinbruch, 2019). Internationalization is the process of designing a product or products to meet customer demand in other countries or cultures (Nunes & Steinbruch, 2019). Nunes and Steinbruch (2019) assumed that internalization could trigger innovation. In the economic context, internalization involves company leaders taking measures to expand their presence in the market and attract a larger pool of potential customers.

Transition and Summary

I presented in this section the problem statement, purpose statements, research question, and nature of the study. Moreover, I addressed the conceptual framework and the significance of the study. I explored the existing literature on management development, communication, human activity, innovation, customer services skills, and workforce experience. The diffusion of innovations and transformational leadership theories provided a relevant conceptual framework for this research since they help business leaders improve online customer support problems. In Section 2, I will elaborate further on research methodology, participants selection standard, the role of the researcher, data collection instruments, data analysis, and data organizing tools. Finally, I will address the tools I use to promote research's validity and reliability. Section 3 will include my analysis of the data, a discussion of application of my findings to professional practice, the implications of the findings for social change, and recommentdations for action and for further research.

Section 2: The Project

In this study, I focus on exploring strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. This section contains details on data collection, data instruments, data collection techniques, and data analysis. Furthermore, the section includes a discussion of the reliability and validity factors of the study.

Purpose Statement

The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. The target population was leaders in retail organizations with multiple locations in Nevada who successfully developed and implemented online employee training strategies to improve customer support. Improving strategies to improve online customer support may help employees understand the company operations and feel comfortable with the rapidly changing technology to improve performance and increase companies' revenues. The derivative potential positive social changes are improvements in household incomes for building the economy of communities from additional tax revenues created from hiring more employees.

Role of the Researcher

The qualitative pragmatic inquiry focused on corporate retail leaders to improve online customer support training. As the researcher, I was the observer and primary data collection instrument for the qualitative research (see Yin, 2018). A researcher's role is

to select the research method and design, then collect, manage, and analyze data to publish the research findings (Kang et al., 2017). I had no prior relationship with any of the participants in this study. I have had training in dealing with customer service not related to retail. I ensured the confidentiality and privacy of participants during data collection to avoid any potential risks to the participants (see Abramson et al., 2018). Yin (2018) stated that the person conducting the research facilitates the flow of communication, identifies cues, and sets participants at ease. I created the interview guidelines, found the potential participants, collected the necessary data through face-to-face interviews, and analyzed the results.

Participants

The criteria for selecting participants for this study included previous experience and training in retail customer relations and online customer support. Identifying appropriate participants is necessary and indispensable (Tight, 2017). Additionally, I assumed the selected participants had the required knowledge, experience, and skills to participate in the interviews. A researcher should target successful retail organizations with these participants. A researcher asks questions during interviews to gather participants' views, encounters, ideas, and emotions (Moser & Korstjens, 2018). Therefore, participants may give answers only for a positive outlook being in a successful organization. Hence, I selected participants from unsuccessful organizations as well. Multiples of two or three males or females with more than 5 years of online major retail experience in the Nevada area were the target because the most common job in the state

are service occupations dealing with retail and customers. In addition, participants needed managerial experience in training sales associates for customer service, resulting in revenue gains for the compnay in their management time period. In qualitative case studies, participants need to be familiar with the phenomenon being investigated (Yin, 2018). A researcher uses a study's goal or purpose to select appropriate participants (DeJonckheere & Vaughn, 2019). Gatekeepers within these retail organizations play a significant role in facilitating access to all participants. I will allow contact information to be accessed for this study only through the authorization of the participants.

Researchers use in-person visits, emails, or phone calls to access eligible participants (Amundsen et al., 2017). I used Facebook and LinkedIn to find potential candidates by employing keywords like retail, manager, or leader, and specific job titles, restricting the location search to the Las Vegas, NV area. I also used LinkedIn and Facebook to review the backgrounds of potential contributors and mutual connections, confirming that prospective participants had a minimum of 5 years of experience in online customer service. I generated a list of potential participants to be considered that met the eligibility criteria. After identifying the correct potential participants, emails were sent to the organization and then to the participants for study understanding and additional contact information. I indicated their experience and roles in the organization when selected. I emailed an invitation letter that included the purpose and procedures of the study. Confidentiality was expressed once access was gained, and interview times were set for the participants. All participants returned a signed consent form before the

interview granting permission to access their information. I received permission from the participants to record our interactions using an audio recorder. The data collected was analyzed for understanding and to answer the research questions within a study. After participants agreed to take part in the study, I maintained ongoing relationships with each of them through regular phone conversations, in-person visits, and email communication.

Research Method and Design

Research Method

I chose the qualitative research method to recognize the strategies in retail customer support. Researchers use qualitative methodology to collect non-numeric data about a phenomenon, while quantitative research uses numerical data to help examine the problem (Saunders et al., 2020). The qualitative research method allows for more subjects to be studied with accurate results. Yin (2018) discussed how a research method provides a particular direction and approach before proceeding with the research design. With this idea, the goal is to explain the research topic phenomenon using multiple data sources. I selected the qualitative research method to use non-numeric data to explore and improve online customer support. Qualitative research centers on the examination of phenomena and necessitates data collection, analysis, and interpretation tailored to the perspectives of employees, management, and organizations. These elements can reveal insights and highlight the true nature of situations in human-to-human interactions. In the end, the qualitative multiple case design was appropriate for addressing my study's purpose.

Research Design

The research question helps lead the data collection and conclusion for the study (Yin, 2018). This kept the focus on the overall research, which for this study was training employees to support and improve customer relations. The research design for this study is a pragmatic inquiry for the ability to research multiple locations, which helped explore the right answers for training employees to support and improve customer relations. While pragmatic inquiry is not a novel design, it seem to receive less emphasis in qualitative research and is not consistently explained in the literature. One challenge in employing pragmatic inquiry lies in the absence of clear guidance on blending and aligning established approach components coherently and credibly. A more in-depth understanding was generalized using instruments based on the DIT model and navigate the exploration of the real-world contexts of the issues employees face concerning customer support. These ideas can be gained for data collection and analysis from the participants using their experiences. In these ways, it can assist in exploring the right solution for the online training process.

Population and Sampling

Sample selection should align with the goals of the study and the research question (Yin, 2018). The general population of the study included business leaders working in the retail service industry. The target population was eight retail organization leaders working in the retail service industry in Nevada. I stopped at eight because I had reached data saturation. Eligible participants in this study met the following criteria: (a)

successfully developed and implemented online employee training strategies to improve customer support were full-time retain organization leaders working in the retail service industry in Nevada, (b) with at least 3 years' experience, and (c) 3 years' sales experience. Researchers only include those participants who meet the sample criteria (Kaliyadan & Kulkarni, 2019).

Sampling involves choosing the population based on specific characteristics of fit with the inclusion/exclusion criteria (Knechel & Wolf, 2019). For this study, I used a convenience (or availability) non-probability sampling method. Convenience sampling is widely employed among non-probability sampling techniques due to its ease of use, cost-effectiveness, and flexibility (Paz-Bailey et al., 2016). A researcher can select a sample based on the participants' availability by convenience non-probability sampling (Paz-Bailey et al., 2016). Study participants were randomly chosen from the pool of retail business managers in the retail services industry in Nevada. To be eligible for this study, the participants must have held a position as a manager in the retail services industry.

Ethical Research

Ethical research relates to the standard of conduct for scientific researchers. It is vital to protect the welfare and rights of the researcher's participants. Researchers should ensure that data remain confidential to avoid causing any harm and to protect participants' rights (Surmiak, 2018). These contractual obligations ensure that participants and researchers uphold ethical commitments, concerns, and moral standards and obligations (Farmer & Lundy, 2017). The consent form included guidelines, ethical,

and moral obligations of the researcher and participants (Farmer & Lundy, 2017). I implemented appropriate measures to safeguard the well-being of participants and organizations, adhering to The Belmont Report's ethical principles of respect for persons, beneficence, and justice. Participants were sent an invitation. They could opt out by sending an email. I followed the Walden University Institutional Review Board approval requirements and I will make sure the data are secure and stored for 5 years. The number of IRB is 07-29-22-0431255. These contractual obligations ensure that participants and researchers uphold ethical commitments, concerns, and moral standards and obligations (Farmer & Lundy, 2017).

Data Collection Instruments

The purpose of my study was to explore strategies corporate retail leaders use to train employees online to improve customer support for multiple locations. I used a semistructured interview guide for data collection (see Appendix B).

I scheduled interviews via telephone or Zoom for Las Vegas, NV, area participants. Typically, researchers opt for semistructured interviews to have the flexibility to organize the interview and pose open-ended questions, promoting detailed responses and facilitating followup inquiries. Semistructured interviews combine structured and unstructured interviews and collect additional and comprehensive information during the data collection (Brown & Danaher, 2017). It allows less biased responses from the participants for data collection. I could have a personal bias because of my experience with customer service and experience dealing with online customer

service interactions. McGrath et al. (2018) suggested that a researcher not support contaminating or biasing data by being a co-creator of data together with the interviewees.

Data Collection Technique

I collected data from semistructured interviews and internal and public documents for this qualitative research. I used the interview protocol (see Appendix B) with nine open-ended questions to elicit answers from participants in all interviews. Qualitative researchers use procedural guides, such as an interview protocol, to standardize, build quality, and consistency during the data collection (Braaten et al., 2020). DeJonckheere and Vaughn (2019) noted that researchers effectively use semistructured interviews to collect in-depth data in qualitative research. In an interview protocol, a researcher creates a plan for the setting, rules, and questions for interviews, including prompts to deepen participant responses, to guide the interviews (Gani et al., 2020). I examined the retail companies' business directories for a list of employees and contacted their HR to meet with eligibility participants. Other methods to identify participants included cold calling other retail companies for their management and partnering with other researchers in related studies to find participants. I sent a connection request to potential participants along with an invitation to participate, clearly outlining the study's objectives. After receiving confirmation of their willingness to participate in the study, I selected the top available participants who best met the eligibility criteria. The interviews lasted from 25 to 45 minutes.

Data Organization Technique

According to Yin (2018), appropriate space accommodation for data is critical to the success of data handling. I used Google Calendar, Microsoft Excel, Word, and Zoom for data organization for this study. Researchers must have a strategy to store data and maintain participants' confidentiality (Kokina et al., 2017). These programs helped track scheduled interviews, view interview transcripts, and store information from the interviews. Data collection included semistructured interviews for data collection and published customer reviews for dealings with company employees. Audio recordings of the interviews were transcribed immediately using Zoom. The records were maintained on Google Calendar and then transferred to Microsoft Excel for security and the privacy of the participants by restricting access through password protection to open. I labeled folders with unique identification to ensure efficiency during data gathering, transcribed interview notes into Microsoft Excel and Word, and confirmed the interpretations through member checking. Researchers need to safeguard the privacy of participants and prevent the disclosure of sensitive information to reduce the potential risk of psychological harm.

Data Analysis

Researchers use data analysis to process and share outcomes effectively (Yin, 2018). Data analysis includes labeling, categorizing, and grouping collected data. These three aspects use codes rather than a large variety of diverse phenomena. Data analysis includes organizing, reading, coding, organizing themes, and representing and

interpreting the data (Cypress, 2018). Researchers make judgments about coding, theming, decontextualizing, and recontextualizing the data (Nowell et al., 2017). Yin (2018) described that pragmatic inquiry data analysis depends on rigorous empirical thinking. Yin's process included the following five steps: (1) compiling the data; (2) disassembling the data; (3) reassembling the data; (4) interpreting the meaning of the data; and (5) concluding the data. The semistructured interview questions focused on training topics and issues related to improving online customer training.

The semistructured interviews steps: (1) Get ready for the interview; (2) Develop and fine-tune the interview protocol; (3) Introduce yourself and establish rapport; (4) Begin with straightforward inquiries and progress to more intricate ones; (5) Exercise care in asking the questions; (6) Recognize when to conclude the interview; (7) Note any your observations; and (8) Record and transcribe the interview. I first set up my goals for what I want to accomplish in interviewing the participants as preparation. Next, I designed my questions as a guideline to attain information on online customer service. I began the interviews by introducing myself and building a connection with the participants. In the beginning of the interview, I started with a few simple questions about life and how the participants feel emotionally and then moved into the complex questions about online customer service. I was mindful of the questions and knew when to end the interview and if participants' reactions were good or bad. Every impression of the interview was written down to keep a record of what is transpiring as the interviews are conducted.

According to Yin (2018), methodological triangulation involves applying multiple data sources in qualitative research to develop a comprehensive understanding of phenomena. I used triangulation to enhance rigor when analyzing data collected from semistructured interviews, and internal and public documents. I conducted the interviews and determined more than one way to study the data. According to Durodola et al. (2017), rereading the data helps a researcher to assimilate information more thoughtfully, connect the data to the original research questions, and identify new insights into the research questions. Yin (2018) highlighted five techniques to analyze data, including pattern matching, explanation building, logic models, cross-case analysis, and time-series analysis, all of which helped achieve this goal. I used NVivo, a software for qualitative data analysis, to categorize, code, and organize the data.

Reliability and Validity

The quality of empirical social research is the ability of the design to withstand logical tests of reliability and validity (Yin, 2018). Using varied data sources and a detailed description of all the information available ensure that researchers can confirm the study's findings while reducing potential bias (Maria, 2018). Dependability, synonymous with reliability, refers to the consistency of study findings across time and research (Cypress, 2017). Validity in qualitative research refers to the confirmability, credibility, and transferability of study findings (Cypress, 2017). Reliability and validity are consistency and accuracy such that the results may expand the research. Consequently, reliability and validity are critical to research.

Reliability

Dependability is to the degree to which a researcher attains consistency in data by maintaining transparency during data collection, coding, and analysis processes (Maher et al., 2018). In a qualitative study, researchers use member checking to validate the researcher's interpretation of participants' responses (Cypress, 2017). I ensured dependability by performing consistent processes throughout the study as described in the interview questions in my interview protocol (see Appendix B). I recorded the interviews and took notes during the interviews to limit errors. For this, I included a journal for taking notes during the process.

Validity

Validity pertains to the suitability of data sources, the precision of outcome analyses, the relative accuracy of inferences, and the applicability of the findings (Saunders et al., 2020). Gani et al. (2020) posited that qualitative researchers must avoid bias and attain validity using interview protocols. Qualitative researchers should capture the understanding of the phenomenon through credible details, accurate data, triangulation, and member checking (Yin, 2018). Additional data collection came through document review (Yin, 2018). Member checking in a qualitative study allows researchers to confirm the validity of the researcher's interpretation of participants' answers (Cypress, 2017). I reviewed the interview transcript promptly after each interview and then throughout the interview phase to develop awareness of when data saturation, the point at which no new data emerges, was reached.

Additionally, triangulation helps to ensure credibility, transferability, dependability, and confirmability. Triangulation is a method used by qualitative researchers to check and establish validity in their studies by analyzing the research question from multiple perspectives (Noble & Heale, 2019). To enhance the study, I documented the data collection tools to establish a thorough audit trail for the research and requested participants to validate their responses.

Transition and Summary

In Section 2, I provided detailed information regarding the research project. I started with a restatement of the purpose statement. I explained my role as the researcher and described the participants' selection process. Also, I provided rationale for choosing the qualitative research method and pragmatic inquiry design, along with detailing ethical considerations in the research process. In Section 3, the findings of the research study on online customer support will be presented. This section will commence with an introduction to the research topic, reiterating the purpose statement, research methodology, and data collection approaches. Additionally, it will feature the presentation of findings, their relevance to professional practice, implications for societal change, recommendations for action, and reflections on the experience of conducting the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. The chosen design is a chance to delve into online customer support within a conceptual framework. Participants for the study were chosen deliberately based on their expertise in management and customer support, ensuring alignment with the specific problem statement. Data collection began with face-to-face interviews conducted with eight participants. I transcribed the data with Otter.ai. Using thematic analysis, I examined the interview responses to identify recurring codes and themes. The seven major themes that emerged from the data analysis included (1) Communication, (2) Accuracy, (3) Stakeholders, (4) Accountability, (5) De-escalating, (6) Benchmarking, and (7) Audio Learner. In the Presentation of Findings section, I discuss the managerial tactics that leaders within organizations can employ to enhance online customer support, drawing from the insights gleaned in my study.

Presentation of the Findings

The principal research question for this qualitative pragmatic inquiry was: What strategies do some corporate retail leaders of retail organizations with multiple locations use to train employees to improve online customer support? I conducted eight interviews of leaders from various retail brands, allowing for a comprehensive investigation of the research inquiry. To maintain participant confidentiality, I anonymized each individual

by assigning codes, for example, Participant 1, 2, and 3, corresponding to the sequence of interviews conducted. Each corporate retail leader met the requirements for the study. When the data collection process was completed, I organized and analysed the data by creating codes and themes that would validate the findings (Raddats et al., 2022). The codes allocated to the themes and categories extracted from the interview transcript summaries provide significance to the data. Through coding the interview transcripts of the eight participants, distinct categories were revealed, forming themes until data saturation was reached. There were 26 codes, and 7 themes created from the interviews. The seven major themes that emerged from the data analysis included (1) Communication, (2) Accuracy, (3) Stakeholders, (4) Accountability, (5) De-escalating, (6) Benchmarking, and (7) Audio Learner. Online customer support strategies involve granting customers the opportunity to engage with company employees or management anytime, anywhere, and through any channel. The emphasis lies in adopting a customer-centric approach, prioritizing enhanced customer support, experience, and engagement.

For this pragmatic inquiry, I conducted semi-structured interviews, employing open-ended questions that were in line with my research question to ensure the gathering of data rich in information for subsequent analysis. I collectyed the data from eight participants, each possessing extensive expertise in their respective field, with decades of experience relevant to the phenomenon under study. In this study, I used purposeful sampling to identify and select cases rich in information pertinent to the studied

phenomenon (see Farmaki, 2019). To achieve a sense of data saturation (Morse, 2015), I analyzed the transcripts after the eight participants.

According to Yin (2018), the researcher's job is to fulfill the qualitative purpose by producing an in-depth study. I augmented the collected interview data with researcher's notes taken during the interviews. These interview-derived data were supplemented by additional secondary information, including notes taken by the researcher during the interviews. Furthermore, academic literature related to the study served as a guiding tool throughout the research process. Establishing the literature review commenced with the selection of diffusion of innovation and transformational leadership as the conceptual framework, serving as the lens through which the phenomenon was studied and pinpointing seven pivotal themes that steered the research direction. I opted for Otter.ai to create the transcripts and aid in organizing the amassed data.

After generating the interview transcripts, I reviewed organizational documents, obtained as secondary data, to corroborate or delve deeper into the primary transcript data. A thorough examination of the acquired information, integrating the secondary data with the transcripts to facilitate triangulation in the study, added to the trustworthiness of research findings. Then, referencing pertinent academic literature served as a guiding framework throughout the research journey. The data obtained from customer service managers were coded, organized into themes, and interpreted to gain an understanding of the online customer service phenomenon.

From the coding process, 18 codes were created (see Table 3), in which seven themes were developed (see Table 4). Those seven themes are: (1) Communication, (2) Accuracy, (3) Stakeholders, (4) Accountability, (5) De-escalating, (6) Benchmarking, and (7) Audio Learner. In efforts to protect my participants, I used Otter.ai to create the codes of P1, P2, P3, P4, P5, P6, P7, and P8. By using Otter.ai, converted speech to text while uploading the videos from the interviews of the participants. After looking over the text, I was able to gain the codes from the participants and use them for the research.

Table 3

Codes with representative quotations from participants

Code	Quotes
Open Communication	And being a great, you know, voice when you're talking to these future stakeholders, you got to give them, you know, Hey, guys, this is what's actually occurring right now. This is what we're doing to make it better, and being a great partner. SoSo, success has been a great partner overall, and I'm having that open communication with everybody and being available (P1).
Direct Communication	You can't teach someone, there are a lot of things you can't teach online, in this field. Because, yeah, someone might pick up a, there are courses you can take on how to operate a camera, and until you actually do it, and until you actually have to operate a camera with low light situations, or in some situations or in situations that are atypical of what the camera is, of what of what of what you're used to seeing. Can you still be effect, right? But again, experience and direct communication (P5).
Basic Communication	A lot of the skills are mainly just being a good communicator, being respectful, being able to allow your clients to open up to you and express their feelings (P5).
Repetitive	So just repeat a lot of repetitive this because the issue that we found is that people don't tend to retain a lot of information from these annual training or when they put To get hired, there's gonna be a lot of training that are most people, when they get hired to a company is they only do a training once most of the time. Sometimes there's required for you to do annually or biannually, but they don't retain the information (P1).
Preparation	And, and if something should go wrong, in the, in the moments before we start, we should have a plan B, plan C Plan D, or or at least, have means of delaying the start time in a in a non invasivenoninvasive way(P5).
Timing	Timing and, you know, having, having to the pressure, timetime, and pressure (P5).
Experience	So to me, I would assume that I know more than someone that's more well, that has a higher position, because I have a more well rounded knowledge base. Okay, so but yeah, the short answer is, experience is the best tenant and not experience in terms of years or experience in terms of who you work for, but experience in terms of what you've gone through, and how many obstacles you've had to jump through (P3).
Work Environment	And so you know, just have to be mindful what type of work environment you're in, and, you know, respecting the core values, paying attention to what this company stands for, you know, we say that we're here to give compassionate care to man, woman, and children (P8).
Internal Customers	When it comes to customer support, I can't support you and your transaction if I don't have you know, that item selling, you know, so it's really important to make sure your product is getting to your sales for you getting your shipments in on time (P1).
Transparency	Transparency was in the staff, and it relates to the patient education. There's no transparency in India, in either of those processes. We fail the MSN, as an operative rule on healthcare organization and our patients. So we want to make sure that we establish trust among the staff members and our patients, and, you know, our community partners as well (P8).

Code	Quotes
Adaptable	So you have to be basically more adaptable, and stuff to the employee and the times and still do, because I know, a lot of structure ideas really don't work from like the past experience that you everything's constantly changing, people are constantly changing, the way of dealing with people are constantly changing (P4).
Essential feedback	Well, one strategy that was used was just good old customer feedback. You know, customers are the backbone of a business, then we have to listen to, you know, what the customers have to say, I mean, seeing that the customer is always right. I mean, that's an understatement. It's because they, they provide a really, really essential feedback (P6).
Sensitivity training	It's all based on the sensitivity of interacting with our customers, in my case, patients, so we have an eligibility department (P8).
Interpersonal Skills	So, I feel like you know, we're in the industry, you know, at times now, where you have a lot of online stuff, you have a lot of, you know, digital age and stuff, we kind of lose that in everything so, but interpersonal skills that is very important to have here is basically, working in a healthcare environment, we want to make sure that you can get getting know what's really going on with certain patients, or it's someone you're bringing in to work with because it affects the environment, it affects the staff. You know, so I'm just big on being aware of how are people interacting with each other. Want to make sure that they come in, you know, here with peace, right (P8).
Limited Interactions	And you know, each individual involved in whatever the problem is, has very limited interaction with each other. And so the idea is to come, you know, do your do the legwork to combine everyone's interactions, you know, if I, if I answer a client's question based on only what I know what I can go back to my emails and see or what I see on their account, usually that doesn't present a full picture (P4).
ROI	So if I saw a reduction in incidence, which I did, yeah, that shows me that my return on investment, whatever I invested in this training, I got my ROI back (P1).
Sandwich method	It's a it's a method that's used in coaching, okay, so when you're coaching someone, you don't want them to feel that they're doing everything wrong. And that's, that's not effective coaching. So, when you're using the sandwich method, you're essentially telling them what they're doing well, you know, and then you're going to incorporate, you know, areas where they can improve and always end with what they're doing well, you know, so that way, they leave the coaching session feeling, you know, enriched and, and feeling, you feeling positive, and they're really motivated to go and implement what you've just explained to them, right (P6).
Quality Control	Yeah, quality control is essential in any type of business that you're operating. And what quality control is, is, is tools. And it's like a benchmark that you put in place to ensure that your company is meeting certain key performance indicators(P6).

Table 4

Relationship between codes and themes

Codes	Themes
Open Communication	1. Communication

Direct Communication	
Basic Communication	
Repetitive	
Preparation	
Timing	2. Accuracy
Experience	
Work Environment	
Internal Customers	3. Stakeholders
Transparency	
Adaptable	4. Accountability
Essential feedback	
Sensitivity training	5. De-escalating
ROI	
Sandwich method	6. Benchmarking
Quality Control	
Visual Learner	
Interpersonal Skills	7. Audio Learner
Limited Interactions	

Theme 1: Communication

In the analysis process, the initial theme that emerged was communication. Upon reviewing the academic literature relevant to this study, it became evident that effective communication is vital for the survival of any organization. Pellegrini and Grassau (2018) noted that a deficiency in internal and external corporate communications, including addressing operational issues and opportunities, expecially when lacking substantial technical support, undermines the execution of strategies. Effective communication plays a vital role in leadership when engaging with stakeholders and achieving success within an organization.

P1 stated,

And being a great, you know, voice when you're talking to these future

stakeholders, you got to give them, you know, Hey, guys, this is what's actually

occurring right now. This is what we're doing to make it better and being a great

partner. So, success has been a great partner overall, and I'm having that open

communication with everybody and being available.

Candidates for high-performing leadership positions should be able to communicate

through basic and direct communication styles. From these ideas, leaders are informed of

the areas that are progressing well as well as the areas that require adjustments (Bano,

2022). P2 added, "A lot of the skills are mainly just being a good communicator, being

respectful, being able to allow your clients to open up to you and express their feelings."

To ensure the sustainability of a business, managers must implement a strategy to

enhance communication practices, particularly for customer service. Improved

communication can contribute to maintaining competitiveness by fostering a productive,

secure, responsive, and healthy work environment. Managers need to identify the skills

needed by sales associates to provide good customer service (Taheri & Gharakhani,

2012). Taheri and Gharakhani (2012) observed that managers should seek employees

with friendly and courteous personalities because they demonstrate a high level of

customer orientation. A company wanting to provide service that is friendly and

courteous needs to recruit individuals who are friendly and courteous (Tang & Tang,

2012). Customer relationship management combines customer interactions, processes,

and messaging to engage customers in two-way communication with the aim of

enhancing relationships, retaining customers, and fostering sales growth (Wang & Kim, 2017). Communication has many facets, one of which is accuracy.

Theme 2: Accuracy

The second theme that emerged during the study was accuracy. An organization must prioritize precision and commitment to task completion to achieve and maintain a competitive edge in its industry. This often means management focuses on the repetition of job duties, ensuring consistent output and enduring efficiency. By emphasizing the systematic completion of tasks and maintaining accuracy, organizations establish a foundation for overall effectiveness. This method is integral to the process of identifying and selecting suitable individuals for key roles within the organization. Consequently, developing relevant training programs is guided by the identified competencies necessary for job duties, repetition, and task completion, shaping the training and education in the field accordingly (Agusinta & Fachrial, 2022).

Repetition is a big part of learning. P1 explained,

So just repeat a lot of repetitive this because the issue that we found is that people don't tend to retain a lot of information from these annual training or when they put to get hired, there's gonna be a lot of training that are most people, when they get hired to a company is they only do a training once most of the time. Sometimes there's required for you to do annually or biannually, but they don't retain the information.

Work experience may be a meaningful part of a person's life and situation. Work experience and repetition are connected together through the number of times perform while engaging in work related task. People often work in a position with little or no knowledge of the skills needed. The strategy should include finding the person who best fits the situation (Knilans, 2014). The tasks employees engage in can extend beyond work, contributing to their satisfaction and retention. Professional coping entails actively addressing work-related concerns and participating in direct communication between employees and the public. The motivation to drive change internally and leverage one's profession to advocate a particular viewpoint lessened stress and bolstered the inclination to remain in the workplace. Engaging in matters related to the actual work can lead to a reduced likelihood of employees wanting to leave. Consequently, managers may examine elements like communication to enhance the overall work experience. P3 stated,

> So, to me, I would assume that I know more than someone that's more well, that has a higher position, because I have a more well roundedwell-rounded knowledge base. Okay, so but yeah, the short answer is, experience is the best tenant and not experience in terms of years or experience in terms of who you work for, but experience in terms of what you've gone through, and how many obstacles you've had to jump through.

Theme 3: Stakeholders

The third theme that emerged during the study was stakeholders. Stakeholders span the two codes of work environment and internal customer. The work environment

significantly impacts overall job satisfaction (Agbozo et al., 2017). The work environment encompasses the physical, psychosocial, and social characteristics of an organizational setting. Values, attitudes, and ethical stances are a few key practices to factor in when creating a positive work environment to deal with customers. Poor work conditions can induce stress. Fostering a positive work environment is crucial for the well-being of employees. P8 said,

> And so, you know, just have to be mindful what type of work environment you're in, and, you know, respecting the core values, paying attention to what this company stands for, you know, we say that we're here to give compassionate care to man, woman and children.

To increase job efficiency, the organization must identify factors that attend to the needs of its employees and promote a pleasant working environment (Raziq & Maulabakhsh, 2015). When employees cultivate a positive professional identity in their roles, they demonstrate dedication and enthusiasm for their work. This has been instrumental in reducing dissatisfaction arising from a challenging work environment (Coetzee & van Dyk, 2018). If stakeholders can address and train the aspects into their management team it will have a positive psychological outcome for those in the organization dealing the average customer. Professional identity can create a sense of belonging to the profession and increase job satisfaction (Kabeel & Eisa, 2017).

Theme 4: Accountability

The fourth theme that emerged from the data was accountability. Accountability is the responsibility to make decisions or take care of outcomes for better results. Accountability stem the codes transparency and adaptable from the participants. Difficulties arise when the company's performance falls short of expectations due to issues related to competitiveness, management, and operational challenges. Transparency ensures that financial data reflect reality of what is going on between customer, employee, and the organization. P8 said,

> Transparency was in the staff, and it relates to the patient education. There's no transparency in India, in either of those processes. We fail the MSN, as an operative rule on healthcare organization and our patients. So, we want to make sure that we establish trust among the staff members and our patients, and, you know, our community partners as well.

Liang (2012) stated that previous studies indicated that accountability and transparency practices positively impacted companies' performance.

Theme 5: De-escalating

The fifth theme that was developed during the study was de-escalating. De-escalation techniques are the non-physical methods of dealing with violent or aggressive behaviours. De-escalation techniques are ideas being proposed in the workforce to reduce confrontations. What is not known is how de-escalation techniques can be applied to dealing with confrontations between employees and customers. There are two approaches

to determine whether there is a need to include de-escalation techniques into the responses of customers and employees. They are essential feedback and sensitivity training.

There is a great importance of feedback in improving learning experience in dealing with customers. Essential feedback is crucial for supporting employee development, serving as a means to monitor, assess, and regulate their learning and work performance. P6 stated,

Well, one strategy that was used was just good old customer feedback. You know, customers are the backbone of a business, then we have to listen to, you know, what the customers have to say, I mean, seeing that the customer is always right. I mean, that's an understatement. It's because they, they provide a really, really essential feedback.

While producing relevant and essential feedback in dealing with the customers' demands, the employees themselves need to have fair idea about the customer's progression. Over time, management becomes more engaged in reviewing and reflecting on employee performance, motivating them to create an improved learning environment for dealing with customers.

Sensitivity training, often integrated with de-escalation training, adopts a humanistic and compassionate approach to addressing people's issues. It seeks to offer insights into the underlying reasons for individuals' behaviors. P8 said, "It's all based on the sensitivity of interacting with our customers, in my case, patients, so we have an

eligibility department." Training ought to cover techniques for conducting interviews and gathering data, proper recording practices, and the underlying reasons for following this process. Guidelines for this specific training for managing employees need to incorporate at-risk behaviour. Following someone behaviour helps to gain knowledge of what a person takes enlighten too or what that person can be sensitivity about. It gives a feel on what to say to a person which could help the situation. In the findings from the participant, sensitivity training helps to keep a cool environment on what could be a hostile situation between the customer and employee. With a good environment, things can be talked and worked out for a positive outcome.

Theme 6: Benchmarking

The sixth theme that was developed during the study was benchmarking. Evaluations and checks to performance to mark a standard is the reasoning for benchmarking. A company can often check there ROI (return on investment) in the notation of benchmarking. Companies can also use quality control and the sandwich method to check benchmarking, the performance of others and the company as well. ROI calculate the monetary value of an investment versus its cost. P1 said, "So if I saw a reduction in incidence, which I did, yeah, that shows me that my return on investment, whatever I invested in this training, I got my ROI back." Measurement of benefits in training can impact a company's business. ROI also shows personnel issues in employees dealing with customers. Employees can show a good ROI through sells with the customers.

Quality control focuses on requirements to ensure everything is met in specifications. Businesses make sure that their product or overall firm is maintained or improved. P6 stated,

Yeah, quality control is essential in any type of business that you're operating. And what quality control is tools. And it's like a benchmark that you put in place to ensure that your company is meeting certain key performance indicators.

Quality control necessitates fostering an environment where both management and employees are committed to achieving excellence. Successful quality control practices empower companies to fulfill consumer expectations by setting and adhering to standards.

The sandwich method is primarily employed in the professional realm, particularly in performance appraisal interviews where managers assess employees' performance. Management or the higher- ups can offer negative feedback, between two positive ones to make the critique easier to deal with for the employees. This may allude to upfront anxiety given it is constructive criticism. P6 stated,

It's a method that's used in coaching, okay, so when you're coaching someone, you don't want them to feel that they're doing everything wrong. And that's, that's not effective coaching. So, when you're using the sandwich method, you're essentially telling them what they're doing well, you know, and then you're going to incorporate, you know, areas where they can improve and always end with what they're doing well, you know, so that way, they leave the coaching session

feeling, you know, enriched and, and feeling, you feeling positive, and they're

really motivated to go and implement what you've just explained to them, right.

The sandwich method is a good way of communicating to make requests, not demands.

Theme 7: Audio Learner

The seventh theme that was developed during the study was audio learner. Audio

learner can be a point of focus for employees dealing with online customer service. It is

the style in which a person learns through listening. This type of learning can utilize a

talkative method of communication. An audio learner can get both a positive and

negative intercommunication from interpersonal skills and limited interactions.

Interpersonal skills can pertain to active listening. It is a social skill which navigates

interactions and communication with people in verbal or non verbal ways. This is

typically socialization, which deals with a variety of things in understanding and

negotiating with others. P6 said,

> So, I feel like you know, we're in the industry, you know, at times now, where
>
> you have a lot of online stuff, you have a lot of, you know, digital age and stuff,
>
> we kind of lose that in everything so, but interpersonal skills that is very
>
> important to have here is basically, working in a healthcare environment, we want
>
> to make sure that you can get getting know what's really going on with certain
>
> patients, or it's someone you're bringing in to work with because it affects the
>
> environment, it affects the staff. You know, so I'm just big on being aware of how

are people interacting with each other. Want to make sure that they come in, you

know, here with peace, right.

Interpersonal skills often can be enveloped through observation of interacting

with others and showing empathy to situation. In online interaction a problem can be

presented, but have good interpersonal skills can result in a positive plan outcome.

Limited interactions can have a negative effect on communicating with other especially

in the work environment. P4 stated,

> And you know, each individual involved in whatever the problem is, has very
>
> limited interaction with each other. And so the idea is to come, you know, do your
>
> do the legwork to combine everyone's interactions, you know, if I, if I answer a
>
> client's question based on only what I know what I can go back to my emails and
>
> see or what I see on their account, usually that doesn't present a full picture.

This is a suggestion to eliminate limited interactions. With limited interactions dealing

with customers, employees cannot get the experience to work and solve problems with

the customers. This limits their interpersonal skill sets.

Applications to Professional Practice

The study aimed to investigate the approaches corporate retail leaders employ in

training employees to enhance online customer support across various locations. This

research holds significance for leaders within the customer support sector. With managers

increasingly recognizing the significance of customer service training, there's a growing

demand for human resource professionals to foster conducive learning environments and

cultivate learning cultures within workplaces (Cseh et al., 2013). Besides the challenge of identifying suitable candidates for key leadership roles, there's also difficulty in finding qualified individuals willing to undertake the associated responsibilities. Consequently, managers are focusing on devising effective training strategies to enhance online customer support through employee development.

Participant 1 noted that by maintaining communication and learning how to de-escalate verbal situations with the customer can be helpful to improving a company operations and customer support. The benefit of training opportunities lies in the ability to enhance competencies, skills, and experiences through engaging and demanding tasks. As noted by participant 2, visual and audio learners are important to training employees as you have to determine what works best for each individual employee.Implementing strategies for online customer support training has the potential to enhance a company's revenue. This comes with job experience to deal with customer complain in the affect they will be satisfied to continue to do businesses with the company. To prevent errors in customer support that might lead to short-term profitability setbacks, management can enhance investment in skilled employees and nurture their customer relationships. This contributes to the growth of business performance, fostering long-term success. Participants state the effects of helping train employees to deal with customers with experience, repetition, good communication, de-escalation, and being a good listener (see Table 4). All of these aspects are good impacts on service quality leading to enhancing customer satisfaction. These activities result in increasing revenue and improving

operating cash flow (Li et al., 2018). Business leaders might find it more effective to balance these expenses in exchange for cultivating strong customer relationships.

Implications for Social Change

The potential for positive social change includes the opportunity for leaders to gain insights into effective strategies employed by human resource managers in collaboration with banking organizations to fill leadership roles within their respective organizations. This understanding can enable leaders to take appropriate actions to achieve desired outcomes for the organization, its members, and the community. Strengthening an organization's competitive edge involves nurturing confident members equipped to address market challenges and steer the organization toward the future. This approach also fosters satisfied organizational members, promotes family well-being, and contributes to the overall welfare of the community. Moreover, it may lead to increased and enhanced community engagement through participation in activities such as food drives, youth mentorship programs, community clean-up events, and local blood drives. Ultimately, there are indications that this study can significantly contribute to the sustainability of both the local economy and the environment. When they feel self-assured and respected, their productivity would naturally increase, which would ultimately add to the profitability of their company (Papa & Whelan, 2015).

Recommendations for Action

The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in

multiple locations. Findings from this study focus on communication, accuracy, experience, listening, and short-term exchanges between the customer and employee to improve online sales. These effective training approaches could aid all cohorts in effectively enhancing productivity, customer service, and the long-term financial sustainability of the company. Both present and upcoming managers within retail enterprises should heed the suggestions outlined in this study, including the following measures: (a) fostering and employing effective communication skills for associates with prior experience; (b) devising training strategies that integrate listening and de-escalation techniques; and (c) refining customer service competencies.

A recommendation arising from this study is to create a training approach for de-escalation, a valuable problem-solving tool employed by employees in enhancing the customer service experience. Formulating a comprehensive training strategy that includes mentor-ship in de-escalation will guarantee that employees across all organizational levels are equipped to handle customer interactions effectively. By providing the training opportunity and teaching the problem-solving methods of de-escalation can influence positive behaviours in the organization to achieve success.

Another recommendation is for managers to confirm that the teaching of customer service skills includes effective communication to produce satisfied customers. Communication with the customer can provide valuable information how effective is the training of employees. Customer feedback also provide good training opportunity for the employees. Seminars and training courses can help in this process along with evaluations.

Recommendations for Further Research

The findings from this study help additional exploration of training strategies for managers. The workforce landscape is changing to customer service, and business managers must address the challenges to ensure efficient operations and business success (Rajput et al., 2013). Further studies need to explore other training strategies not covered in this study to address, addressing other issues faced by customer support services. Exploring insights through interviews with actual customers may yield fresh perspectives, with customers potentially sharing observations not covered in this study. Staffing and recruitment companies can use these results to better match company positions with the candidates to avoid stress and pressures on potential employees to be less genuine to avoid being met with cultural bias in job interviews (Fell, König, & Kammerhoff, 2016) . I suggest broadening the research scope to include diverse geographic regions globally. Furthermore, it is recommended to explore managerial training strategies for imparting customer service skills within companies across various industries, involving a larger sample size or larger organizations.

Reflections

My Doctor of Business Administration (DBA) journey has been a rollercoaster of experiences, filled with triumphs and setbacks. On the whole, I am thankful for my perseverance and determination in pursuing my educational aspirations. Throughout this journey, I have significantly enhanced my research capabilities and honed my skills in time management and change management. I've also had to develop resilience to handle

constructive feedback from professors and peers. While completing the doctoral program was immensely rewarding, it was also arduous, demanding, and mentally taxing. The successful culmination of this journey can be attributed to the unwavering support of my family and friends, who played a crucial role in my achievement. The findings of this study have altered my perspective on the workplace, emphasizing the importance of both employees and management.

Conclusion

The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations. Utilizing diffusion of innovation and transformational leadership as my conceptual framework facilitated the identification of emerging themes during data analysis. I could also link these themes to previous literature reviews and newer studies to validate my findings, thus enhancing their credibility. Management should inquire into the reasons behind customer dissatisfaction. Issues may stem from inadequate customer service provided by employees or discrepancies in customer expectations. Implementing a training strategy that prioritizes customer satisfaction and support can help address these issues and retain dissatisfied customers. The findings of this study have the potential to assist managers in improving employee training strategies, thereby promoting sustainability and growth within the organization.

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Appendix A: Informed Consent

Business Leader Interview Consent Form for DBA Case Study

You are invited to take part in a leader interview for a business case study that I

am conducting as part of my Doctorate of Business Administration research at your

organization.

Interview Procedures:

If you agree to be part of this study, you will be invited to take part in audio-

recorded interviews about the organization's operations and problem-solving.

Opportunities for clarifying statements will be available (via a process called member

checking). Transcriptions of business leader interviews will be analyzed as part of the

case study, along with any archival data, reports, and documents that the organization's

leadership deems fit to share.

Voluntary Nature of the Study:

This study is voluntary. If you decide to join the study now, you can still change

your mind later.

Risks and Benefits of Being in the Study:

Being in this study would not pose any risks beyond those of typical daily life.

This case study's aim is to provide data and insights that could be valuable to other

leaders and organizations.

Privacy:

Interview recordings and full transcripts will be shared with each interviewee, upon request. Redacted transcripts with names or sensitive information removed may be shared with my university faculty and my peer advisors. Any reports, presentations, or publications related to this study will share general patterns from the data, without sharing the identities of individual participants or partner organizations. The interview transcripts will be kept for at least 5 years, as required by my university.

Contacts and Questions:

If you want to talk privately about your rights as a participant, you can call Dr. Leilani Gjellstad. She is the Walden University representative who can discuss this with you. Her phone number is 612-312-1210. Walden University's ethics approval number for this study is 07-29-22-0431255.

Please share any questions or concerns you might have at this time. If you agree to be interviewed as described above, please reply to this email with the words, "I consent."

Appendix B: Interview Protocol

The interview protocol that I will follow includes an interview script, as well as procedures to capture additional information watching nonverbal attitudes, paraphrasing interviewee responses and asking probe questions:

1. Interview Script

Interview Introduction Script

Hello, I would like to thank you for accepting to participate in this study. As I mentioned you, I am a student pursuing a doctorate in business administration degree at Walden University. The purpose of this qualitative pragmatic inquiry was to explore strategies corporate retail leaders use to train employees to improve online customer support in multiple locations.

Your participation is essential for this study, considering your achievements and experience in the theme under investigation. The interview will take about 45 to 60 mintues. With your consent, I will record the interview to ensure I accurately transcribe the interview for later analysis. I appreciate your participation and it is highly appreciated and voluntary with no incentive or monetary payment. It is also important that you know that you have the right not to answer any question or want to end the interview at any moment, without penalty. You just let me know.

Once I completed the transcription and interpretation of this interview, I will send you the interview transcript by email to see if the transcript accurately reflects what you meant and to give you the opportunity to expand on your responses. I appreciate your feedback in advance as it will help me gather and analyze data for my study accurately.

Finally, I would like to ensure that all the data you provide me will be confidential; therefore, I will not use the name of your company, or any data that can compromise the confidentiality of your participation. Do you have any questions? Then, let us get started.

Participant's Introduction

Please provide me with a brief introduction of yourself. Your name, age, highest degree level, years of experience as a business leader, years in the company, etc.

Interview Questions

[During the interview, I will observe the body language of the participants, as well as any other nonverbal signal. I will paraphrase as needed and will ask a follow-up probing question if necessary. Also, I will promote the conversation to obtain richer responses.]

As I said, I am interviewing corporate retail leaders of retail organizations with multiple locations regarding their experiences using strategies to train employees to improve online customer support. Let's proceed to the interview questions:

1. What strategies do you use to improve the training to improve online customer support?

2. What were the key challenges to implementing your strategies to improve online customer support?

3. How did you address the key challenges to implementing your strategies to improve online customer support?

4. What strategies did you use to identify the needed changes for effective employee training for customer support?

5. How do you measure the effectiveness of strategies for training between employees and supervisors in response to customer support problems?

6. What training strategies were most effective for employees in communicating with customers online?

7. What communication training techniques did you use to improve online support for resolving customers' problems?

8. How do your communication techniques align with your strategies for training online employees to improve customer support?

9. What other thoughts would you like to share about your organization's strategies for training employees to improve online customer support?

Interview Wrap-Up Script

Those are all the questions. Once again, I want to thank you for being part of this study; your participation is invaluable. In the next week or so, you will receive the transcript of this interview to confirm and clarify or expand on your responses. If you consider that you have any additional information that will be helpful, please let me know.

2. Procedures to capture additional information watching non-verbal attitudes, paraphrasing interviewee responses and asking probe questions.

I will try to capture additional information during the interview watching interviewee non-verbal attitudes, paraphrasing their responses, and asking the following probing questions:

Initial Questions	Probing Questions
1. What strategies do you use to improve the training to improve online customer support?	I imagine that you have to deal with many different areas. In what ways do you deal with them differently?
2. What were the key challenges to implementing your strategies to improve online customer support?	So, does the customer always come first? Is the customer always right?

3. How did you address the key challenges to implementing your strategies to improve online customer support?

    How do you provide real life experience and interaction, more hands on stuff when you're dealing with a customer?

4. What strategies did you use to identify the needed changes for effective employee training for customer support?

    So how do you help your customer service team clarify what the customer was saying?

5. How do you measure the effectiveness of strategies for training between employees and supervisors in response to customer support problems?

    Can you elaborate a little bit more?

6. What training strategies were most effective for employees in communicating with customers online?

    What strategies do you use for de-escalating?

7. What communication training techniques did you use to improve online support for resolving customers' problems?

    Do you have like a rebuttal that you tell them to use? Is there a script or do you let them improvise, on the fly?

8. How do your communication techniques align with your strategies for training online employees to improve customer support?

9. What other thoughts would you like to share about your organization's strategies for training employees to improve online customer support?