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Tribal Gaming Leader Strategies Toward a Sustainable Future

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Walden University
2015

Abstract

Tribal Gaming Leader Strategies Toward a Sustainable Future

by

Janie Ann Hall

MBA, Ottawa University, 2012

BA, Ottawa University, 2011

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

September 2015

Abstract

One aspect of leadership strategy is the need to account for the core values of the organization. The purpose of this case study was to explore the perceptions of tribal gaming leader strategies toward sustainability, an action that leads to tribal economic development and stability. The conceptual framework of situational leadership theory was used to guide the scope and analysis of this study. Six tribal gaming leaders from Oklahoma participated in a focus group session; 7 additional tribal gaming leaders from the same gaming organization participated in individual interview sessions. Member checking was used to strengthen the credibility and trustworthiness of the interpretation of the participants' responses. Additionally, company documents were reviewed to triangulate the data. Four emergent themes were identified after data analysis: business value, which was attributed to tribal leaders' alignment to their mission; strategic vision, which included their marketing and overall business environment; collaboration, which was evident wherein the tribal gaming leaders utilized internal and external partnerships to improve local communities and maintain competitive advantage; and communication, which was emphasized for its importance as a daily skill for information sharing. This research explored the strategies necessary for tribal gaming leader choices that could have a significant influence on social progress between the organization and society, environmental protection for the surrounding community, and economic growth for the local economy. The findings from this study may contribute to social change by aiding in the organizational strategy to forecasting; these findings may also aid in the overall business value, prosperity of employees, and the local economy.

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Dedication

I am dedicating this study to my late grandmother, Margie Jones, and my children Levi, Kaci, and Taylor. Thank you for your inspiration, patience, and understanding. I love all of you; you are my world. I will pass Grandma's words on to you, *catch your dreams before they slip away~*

Acknowledgments

I am grateful to God who has helped me through every stage in life. He has given me peace, strength, comfort, and patience at the most opportune times. I am thankful He handpicked my committee chair, friend, and Faculty Excellence Award recipient, Dr. Patricia Fusch. I am so grateful. Dr. Pat has encouraged, supported, and guided me throughout my entire doctoral journey. To the committee members Dr. Janet Booker and Dr. Patsy Kasen, thank you for your support and wealth of knowledge to complete this scholarly document. Thank you to the study participants and research site; this study would not exist without your efforts. My hope is that you are proud to have contributed to this study. A thank you to my friends and colleagues who provided support during the doctoral process. I am honored to have the many supportive people in my life and I am grateful to all of you. I would be remiss without thanking the entire Walden University staff that I have coincidentally met or met at the educational residencies. Thank you so much.

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Section 1: Foundation of the Study

Organizational leaders who promote corporate social responsibility (CSR) in a proactive way can engage stakeholders in a constructive and significant organizational behavior, enabling the survival of the organization (Abugre, 2014). Organizational leaders strive to reduce the eco-footprint of the organization and have a desire to focus on the total business value (Coulson-Thomas, 2013). Leadership contributes to the success of international business in most cases (Littrell, 2013). Situational leadership could aid CSR and may influence companies by correct identification of the corporation and determining successful adoption factors. The identification of the gaps may aid leaders in building relationships among organizations (Littrell, 2013). The leader strategies and methods of CSR are practices that might support strategic components. Organizational leaders must act upon the fundamental components to adapt sustainability to survive the long-term future in tribal gaming.

Background of the Problem

The concept of CSR began in 1950 (Moura-Liete & Padgett, 2011). Organizational leaders of the modern era posited CSR was the responsibility of organizations to do good deeds for their communities and organizations (Madrakhimova, 2013). Organizational leaders noticed the 1960s posed ideas and people, which were ideal for CSR changes (Moura-Liete & Padgett, 2011). In 1970, leaders believed the intent of CSR was to engage businesses to use their resources and increase profits (Gobble, 2012). Organizational leaders of the 1980 decade focused on CSR issues as the

responsibility to stakeholders (Moura-Liete & Padgett, 2011). In the 1990s, CSR became universal (Madrakhimova, 2013). In 2000, leaders and organizations had a better understanding of CSR and organizations began to include CSR as part of their strategic intent (Moura-Liete & Padgett, 2011). The movement of CSR has changed from shareholders to stakeholder; the new paradigm features value, ethics, standards, and a shift to accountability (Madrakhimova, 2013).

Organizational leaders require good practices to improve firm-factors and market-specific factors (Du, Swaen, Lindgreen, & Sen, 2013). Effective leaders minimize harm in their efforts to develop CSR strategies for tribal gaming (Yani-de-Soriano, Javed, & Yousafzai, 2012). Aguinis (2012) posited organizational leaders could aid research with a better knowledge base of processes and underlying mechanisms that prove successful CSR outcomes through micro levels of analysis (Aguinis, 2012).

Problem Statement

The inconsistencies between social goals and corporate profits continue to be a relevant issue (Fontaine, 2013). Seventy-five percent of leaders realize they need to include CSR in their strategic decisions, and different leadership styles have an effect on the outcome of corporate social responsibility (Brower & Mahajan, 2013; Du et al., 2013). CSR can positively affect communities with socially responsible behaviors (Fontaine, 2013). Organizations should address social responsibility and environmental sustainability through good leadership strategies in an effort to improve economic growth, competitiveness, and consumer interest (Fontaine, 2013). The general business

problem is that business leaders have limited knowledge of strategies used to sustain CSR. The specific business problem is the business leaders lack strategies to ensure CSR practices in the tribal gaming industry.

Purpose Statement

The purpose of this qualitative descriptive case study was to explore what strategies business leaders used to ensure CSR practices in the tribal gaming industry. Thirteen leadership team members from a tribal gaming organization in northeast Oklahoma participated in face-to-face interviews and a focus group. I reviewed company archival documents of the CSR initiatives to demonstrate methodological triangulation. The practices leaders adopt may support sustainability and may aid in the industries' survival. Leadership is the driver of the organization and encourages the employees to follow the mission and vision statement; therefore, the exploration of leadership relating to the tribal gaming industry and CSR was the focus of my study. The contribution of this study to positive social change may result in environmental quality, economic prosperity, and social equity.

Nature of the Study

My research study required fieldwork in which the qualitative research method was appropriate. Qualitative research is conducted in a real-world setting instead of an experimental hypothesis as in the quantitative method (Marshall & Rossman, 2011). A quantitative method was not appropriate since I did not test a hypothesis.

This research design was a case study. The core benefit of a case study design

allows researchers to explore how individuals construct meaning concerning events, programs, or processes in a reasonable manner in a specific social milieu (Yin, 2014). Researchers use the ethnographic research design to study the cultural phenomenon and the analytic social sciences in an organic setting (White & Drew, 2011). Grounded theory researchers use the design to understand human opinion and views (Yin, 2014).

The case study research method was the best selection for a complex contemporary phenomenon (Yin, 2014). The narrative design allows self-validation of individual stories (White & Drew, 2011). A case study researcher could use case study research method in social sciences, which directs the reader to an independent synopsis (Amerson, 2011). The case study design was appropriate because the focus of the study was to explore the perceptions and experiences of the participant populations regarding leader strategies concerning obstacles and opportunities in the advancement of CSR (Klonoski, 2013; Vissak, 2010; Yin, 2014). The use of the case study design allowed me to identify the associations between events over time (Klonoski, 2013; Vissak, 2010; Yin, 2014).

Research Question

The purpose of the research question was for the researcher to have a better understanding of a particular case, based on the query of a particular phenomenon (Yin, 2014). The research question should have substance and is formed to determine the common core of the case study to be performed (Yin, 2014). The research question was designed to aid in the exploration of an overarching central question. The central

research question of this study was: What strategies do leaders use to ensure CSR practices in the tribal gaming industry? The interview questions allowed the collection of data needed to answer the central research question.

Interview Questions

1. What skills do you possess to enhance corporate social responsibility?

2. How does your corporate social responsibility influence the gaming industry?

3. What skills do you have that inspire creativity and motivation to enhance in corporate social responsibility for the long-term future?

4. What strategies have you used to inspire creativity and motivation to enhance in corporate social responsibility?

5. How does your organization gain from leadership stakeholder values associated with your leadership style?

6. What community activities does your organization support?

7. What community activities does your organization participate in?

8. What are the benefits of gaming to your tribe?

Conceptual Framework

Situational leadership theory (SLT) was the theory used as the foundation of this study. Hersey and Blanchard first introduced the life cycle of leadership theory in 1969 when the authors posited that no particular leadership style works best in every situation (Hersey & Blanchard, 1969). Hersey and Blanchard (1969) founded SLT on the belief that leadership embroils influencing the behaviors of others. Situational leadership

theory includes the fundamental concepts to create a better understanding of

surroundings, which can help improve processes (Hersey & Blanchard, 1969). The

leader strategies and methods of CSR are practices that support important strategic

mechanisms (Coulson-Thomas, 2013). Successful organizational leaders integrate

sustainability tools within their strategic planning process to survive the long-term future

and improve their financial performance (Ameer & Othman, 2012). Organizational

leaders may discover solutions to creative challenges in handling the diversity of the

sustainable efforts or with a combination of the innovative and adaptive solutions (Dincer

& Dincer, 2013). The main issue in this study was the strategies organizational leaders

use to include the use of CSR within the organization. The results of the research could

contribute to a deeper understanding of the role that leaders play in everyday decisions

and CSR for future generations. The interview questions portrayed whether CSR was the

effect of leader initiatives or a manifestation of tribal heritage.

Definition of Terms

The following terms are unique and specific to the topic of CSR and leadership in

the for-profit sector. These terms are consistent with their definition in peer reviewed

research literature. The terms that require definition in this study are as follows:

Corporate social responsibility (CSR): CSR is the initiatives taken by

organizations to promote progress and balance societal, economic, and environmental

needs on multiple levels in consideration of business operational processes, practices,

policies, and interactions (Brower & Mahajan, 2013).

Individual: An individual moderates CSR outcomes, executes strategies, and is the decision-maker at the micro level of analysis (Aguinis & Glavas, 2012).

Innovation: Innovation defines an area that the best idea can aid an organization to help organizations improve processes and remain competitive (Gobble, 2012).

Nongovernmental organization (NGO): An NGO is an organization that systematically collaborates with communities to improve sustainability (Pearce, Albritton, Grant, Steed, & Zelenika, 2012).

Nonprofit organizations (NPO): NPO is a term used to describe organizations or associations that benefit the societal needs through training, consulting, and providing global collaboration without profit (Pearce et al., 2012).

Situational leadership theory (SLT): SLT is a leadership style in which one changes the way one leads to best suit the maturity level of the subordinates and according to task detail (Hersey & Blanchard, 1969, p. 26).

Skill sets: Skills sets refer to the skills that can aid the leader in the development of goals to diagnose subordinate levels and match leader styles to improve and provide tools needed to support staff tasks (Zigarmi, Fowler, & Lyles 2011).

Stakeholder: A stakeholder is a person or group that has an interest in business that cooperates in the best interest for social progress, environmental protections, and economic growth (Boulouta & Pitelis, 2013).

Triple bottom line: The triple bottom line is the influence of business activities on society and consists of a sustainable economic system, sustainable social system, and

sustainable environment system (Danciu, 2013).

Value creation: Value creation is a process that includes the implementation of social and ecological features to increase the success of the organization through sustainability (Bagdioniennė, Daunorienė, & Simanavičienė, 2011).

Assumptions, Limitations, and Delimitations

Assumptions and limitations are factors that are out of my control. Assumptions are facts that I assume are true, but cannot prove them. Limitations are any potential weaknesses of the study. Delimitations are in my control and bound the study.

Assumptions

Assumptions are instinctive in the research process because failure to account for a researcher's assumptions would prevent the advancement of effective research questions and would misrepresent characteristics relating to the research methods and outcomes (Parker, 2014). To avoid misrepresentation of research data, one should address probable assumptions (Fisher & Stenner, 2011). For this case study, there was an assumption that leaders have limited knowledge of strategies to sustain CSR (Gupta & Kumar, 2013). An assumption may exist that the questions posed are relatable to the meaning and perceptions concerning participants' experiences (Meacham, Toms, Green, & Bhadauria, 2013). A further assumption was the strategies leaders use to ensure CSR practices could help in economic growth and industry survival (Fontaine, 2013). An additional assumption included participants' abilities to internalize and understand CSR in the gaming industry and convey their perceptions and experiences through a

semistructured interview instrument. The interview method of the qualitative study includes structured, semistructured, and unstructured interviews (Qu & Dumay, 2011). Another assumption is that participants may remember experiences accurately to construct a truthful account concerning leader strategies used (Qu & Dumay, 2011). A final assumption is prejudices and experiences would be detached from the representation of the information and data collected. The interview process affords the opportunity to gain different views, different domains, and information about the lived phenomenon (White & Drew, 2011).

Limitations

The limitation of the study is the personal observation of the communicated reliability efforts in a study (Brutus & Duniewicz, 2012). The first limitation for this study was the necessary information needed for an in-depth qualitative method (Elo et al., 2014). The second limitation for this study was the semistructured nature of the skilled interview approach may not be specific enough to prompt broad and candid recollections of experiences (Knight, 2012). The participants were from the same organization and same geographic locality, which may limit diversity and originality of experiences, perceptions, and meanings collected in the study. Individual participants may attempt to please the interviewer in posing what they believe is the correct answer; however, this act creates bias within the study (Al-Yateem, 2012).

Delimitations

I defined the delimitation of the case study to clarify the boundaries of the case

(Yin, 2014). The provisional boundaries mold the data collection and the subject of the case study research design (Yin, 2014). The purpose of this study was to explore what strategies leaders use to ensure effective CSR practices. The focus of this study was to garner optimal CSR leader strategies. This study was limited to the lived experiences of 13 leaders who are familiar with the functionality of the organization. The leaders were limited to a single tribal gaming casino in Oklahoma. The study participants did not receive monetary incentives for their participation.

Significance of the Study

This study is significant to academicians, organizational leaders, and researchers because the results could provide a method for using leader strategies toward CSR. The significance of the case study may provide the positive and negative effects of the lived occurrence (Albattah, Roucheray, & Hallowell, 2013). Organizational leaders have found it necessary to adapt effective leadership styles and CSR for the good of the community (Du et al., 2013). Leaders experience challenges understanding the tridimensional CSR business model; however, their involvement could provide successful techniques to mitigate environmental management, issues management and stakeholder management (Forte, 2013).

Implications for Social Change

As issues such as competitiveness continue to rise, organizational leaders have found it necessary to promote CSR (Baumann-Pauly, Wickert, Spence, & Sherer, 2013). Organizations may validate their sustainable efforts as environmental issues and

consumer expectations continue to increase (Fontaine, 2013). Companies will be more sensitive to stakeholders' needs because of strategic risk of a strategic emphasis on marketing or value creation (Baumann-Pauly et al., 2013). Organizational leaders may consider sustainability practices for their long-term plan (Rahardjo, Idrus, Hadiwidjojo, & Aisjah, 2013). Business ethics and CSR are not globalized (Forte, 2013). Groves and LaRocca (2013) posited because of high volumes of multinational corporations continually moving into emerging markets and increased economic globalization, the discrepancies in CSR values are continually evolving. Organizational leaders may discover solutions to creative challenges in handling the diversity of the sustainable efforts or with a combination of the creative solutions (Gobble, 2012). An effective CSR strategy helps integrate change by delineating the motivations and processes entailed while defining economic, environment, and societal dimensions (Strand, 2011). Marketing strategists may encourage consumer beliefs and the social structure around the target market to influence consumer behavior (Gabler et al., 2013).

A Review of the Professional and Academic Literature

Business owners in the western hemisphere can fail from poor governance, leadership, and CSR practices (Low & Ang, 2013). Pérez and Rodríguez del Bosque (2013) articulated CSR as the activities responsive to stakeholders that provide a sense of responsibility and voluntary commitment to social and environmental concerns. Organizational leaders may apply knowledge learned to instill CSR practices to communicate the need to implement CSR initiatives (Aguinis & Glavas, 2012).

Organizational leaders who apply CSR initiatives can appear more credible and ethical in the lens of the customer (Pérez & Rodríguez del Bosque, 2013). Leaders may use customized communication that can aid organizations to support their behaviors with the needs of social concepts, environmental concepts, and economic concept with sustainable marketing (Danciu, 2013)

The following literature review is composed of three themes regarding CSR. The first section includes an overview of general strategies for CSR. The second section includes leadership strategies to improve CSR. The third section includes an overview of how leadership can incorporate CSR in the gaming industry.

The following literature review also consists of contemporary peer reviewed research for studies concerning leadership, gaming, CSR, and SLT. Other sources include statistical reports and scholarly books. The ABI/INFORM Complete database was the primary resource to obtain the sources, and search routines included articles that were full-text, scholarly, and peer reviewed. Key words in the search criteria included *leadership*, *gaming, CSR*, and *SLT*. The emphasis was on peer-reviewed studies that were less than 5 years old at the time of publication. The literature review contains 138 peer-reviewed articles, and over 90% of the articles were published after 2011.

Corporate Social Responsibility

Leaders integrate CSR into their organizational mission and vision (Torugsa, O'Donohue, & Hecker 2013). Organizational leaders focus on sustainability to improve the environmental protection, economic growth, and social progress for continued

improvement (Epstein & Buhovac, 2014). Humans have tried to protect the environment since ancient times, specifically 1400 BC when man provided an environmentally friendly direction (Blazovich, Smith, & Smith, 2013). Dincer and Dincer (2013) documented the effects of communication and influence over time that has become CSR in business practices worldwide. The timeline for sustainability is lengthy, yet obstacles and opportunities remain (Gabler, Butler, & Adams, 2013).

Business leaders support their own behavior with the needs of society through CSR practices in an effort to progress and prosper to exist for future generations (Aguinis & Glavas, 2012; Vlachos, Panagopoulos, & Rapp, 2013). The basic knowledge of sustainability is to try to preserve and conserve resources whenever possible to provide an environment for future generations (Aragon-Correa, Martin-Tapia, & Hurtado-Torres, 2013). Babiak and Trendafilova (2011) defined CSR practices as improving the social good. Organizational leaders create a balance between the ideas, which can improve CSR efforts nationally and globally (Low & Ang, 2013).

Christensen, Mackey, and Whetten (2014) posited the definition for CSR as a social consensus is constantly changing by different actors for improving social change. Organizational leaders must account for economic, social, and environmental performance to identify the integral interactions among the three dimensions (Gordon et al., 2012). An organizational leader's goal of CSR is to have a positive influence and provide encouragement to society, venerating the concept of the triple bottom line (Fontaine, 2013). Some organizational leaders do not have a solid background of

sustainability (Mirchandani & Ikerd, 2008). Mirchandani and Ikerd (2008) posited the use of a framework to support a solid background and aid the leaders in CSR efforts. Leaders use sustainability frameworks to change the dynamics and bargaining power in the market (Marcus, Aragon-Correa, & Pinkse, 2012). Mirchandani and Ikerd (2008) posited an inception for leaders that entails the CSR framework, operationalizing, and goal tracking of the process.

CSR is the enactment of business practices and values that encompass the consideration of the stakeholders (Kemp, 2011). The triple bottom line consists of social progress, environmental protections, and economic growth (Fontaine, 2013). Organizational leaders who use the triple bottom line avoid the most important drivers of sustainability (Hecht et al., 2012). The most important drivers of sustainability are economic, human, and industrial capital (Hecht et al., 2012). Gobble (2012) posited that the triple bottom line approach is an unsatisfactory tool. Instead, a top line approach that incorporates leaders' skills toward innovation is beneficial (Ping, Mujtaba, Whetten, & Wei, 2012). Leaders use a comprehensive approach above the managerial level to influence subordinates in a top line approach (Metcalf & Benn, 2013).

Collaborative commitment. A fundamental divide exists among societies for sustainability (Owen & Kemp, 2014). Organizational leaders create a balance between different ideas that improve CSR efforts globally and nationally (Yang, Colvin, & Wong, 2013). Leaders who use the integration of the CSR framework accelerate CSR efforts (Stutz, 2012). Organizational leaders need to develop a form of generalized

communication to encourage employees and society in the mission and vision of the organization for the communities' future to help facilitate balance and better solutions to CSR efforts (Abugre, 2014).

CSR leaders determine the correct process to evaluate and define organizational commitment to social awareness initiatives, which results in collaborative initiatives (Walters & Anagnostopoulos, 2012). Leaders note the increased synergy from the internal collaboration and teamwork of subordinates (Aragon-Correa et al., 2013). Leaders also diversify the sustainability team between the types of change agents to achieve the strongest match of changes agents in relation to organizational sustainability (Gupta & Kumar, 2013).

Organizational leaders notice collaborative efforts as the determinations enhance the work from internal and external sources (Walters & Anagnostopoulos, 2012). Leaders incorporate collaboration and information sharing to improve performance to advance innovation on a local level (Aragon-Correa et al., 2013). Leaders realize the improvement of good ecological practices when sharing the results of CSR in collaboration with subordinates, which will continually improve the organizational performance (Aragon-Correa et al., 2013). Organizational leaders will also notice collaborative efforts as they enhance the work from external sources (Pearce et al., 2012). Individuals use communication to express the collaborative efforts of CSR (Abugre, 2014).

Organizational leaders provide trust to stakeholders to captivate organizational

transparency and improve collaborative relationships of others (Ping et al., 2012).

Leaders of organizations realize that trust remains an important factor (Ping et al., 2012).

Since CSR is a top down driven process, leader trust is central to stakeholders (Low & Ang, 2013). The development of collaboration encourages innovation among partners during the rapidly changing environmental changes (Meacham et al., 2013). Leaders create processes to promote learning and trust for sustainability and the essential normative drivers of CSR (Lee, Wahid, & Goh, 2013).

Many leaders take on the complex challenges of CSR, such as risks and strategies (Kitzmueller & Shimshack, 2012). Leaders endure a particular test that is the lack of communication among collaborative partners and communities (Pearce et al., 2012). SMEs face additional challenges to CSR, which includes limited resources and the support necessary to adopt and implement appropriate CSR practices (Inyang, 2012). In addition, there are health and safety issues involved toward the planet and society; therefore, an opportunity exists on the advancement of leader effects on CSR (Hecht et al., 2012).

Communication. Organizational leaders have the ability to maintain a positive reputation among regulatory agencies and society (Marcus et al., 2012). Organizational leaders may recognize the benefits they receive with the representation of corporate agendas and CSR (Marcus et al., 2012). Individuals who use information technology, varieties of social media, and interpersonal media channels improve public knowledge of social influence perceptions of CSR (Dincer & Dincer, 2013). Information technology

could increase collaboration and education on a global level (Pearce et al., 2012).

Organizational leaders encourage the use of technologies to increase CSR education on a

local and global level (Marcus et al., 2012). Leaders reference public relations with the

use of information technology that can help in the development of collaborative CSR

efforts to aid in successful business (Aragon-Correa et al., 2013).

Leaders improve CSR efforts by educating the public and creating awareness of

the current sustainability issues (Low & Ang, 2013). Fifty-three percent of the American

population is willing to pay a higher price for green products, and 56% of the same

population is willing to pay for reduced carbon emissions (Chen & Chang, 2013).

Society has opinions of CSR efforts; however, further exploration and sound education

on the topic provide society with beneficial information (Dincer & Dincer, 2013).

Providing communities with the correct knowledge of value and eco-footprint could

encourage and support additional corporations to become involved (Lozano, 2012).

Some multinational corporation (MNC) leaders have impeded the progress of a CSR

program because of the lack of knowledge (Yang et al., 2013). Global leaders create

awareness globally for the improvement of CSR efforts (Walters & Anagnostopoulos,

2012).

Organizational leaders improve CSR efforts with the use of sound business

practices and shared information from all levels within the organization (Fontaine, 2013).

Global leaders who recognize the need for globalized CSR also encourage the value for

their own local communities (Yang et al., 2013). Organizational leaders notice an

improvement of global business efforts with knowledge management system (KMS) as noted by Kuo, Lai, and Lee (2011). Individuals who use KMS will notice the necessary support of the leadership process within the organization; this effort will allow many functions of existing and new knowledge (Kuo et al., 2011). Organizational leaders embed CSR values and strategy within the organizational culture with shared information and good business practice (Torugsa et al., 2013).

Leader strategies toward sustainability include information sharing (Aragon-Correa et al., 2013). The organizational leader must share information with stakeholders to encourage the ownership of the organizational goals (Meacham et al., 2013). Individuals use information sharing to provide further information, which links the positive effects of financial performance, integration, and employee attitudes (Aragon-Correa et al., 2013). Leaders use information sharing to keep the stakeholders connected with a sense of belonging, furthering the vision and mission statements (Meacham et al., 2013). An organizational leader with adequate CSR that relates to primary stakeholder management tends to equate the firms creditworthiness and strengths (El Ghoul, Guedhami, & Suh, 2013). Leaders who provide stakeholders with the shared purpose of CSR will see the advantages of the information sharing toward innovation (Meacham et al., 2013).

Leaders realize that communication remains an important factor given the advantages of technology and globalization (Pearce et al., 2012). Representatives of the Boston Consulting Group conferred the support of connectivity networks for other

interested communities (Lanfer, Brandes, & Reinelt, 2013). The leaders must effectively communicate the need for change and the planned processes leading up to the change (Jian, 2011). Leaders who deliver successful communication discover lasting and successful results such as the results achieved in Boston (Lanfer et al., 2013). The authors posited the reconstruction of change agents and collaboration and how the collaborative efforts developed social capital in Boston (Lanfer et al., 2013). Leaders who successfully use the collective organizational communication have the prospect of providing an increased delivery of message credibility and contribute to a robust corporate reputation with stakeholders (Eberle, Berens, & Li, 2013). Organizational leaders who join in collaborative efforts seek the leading strategy of the benefits for the organizations and society, which is necessary to obtain trust (Walters & Anagnostopoulos, 2012).

Normative pressure. Leaders improve the knowledge of CSR with the use of a seasoned KMS (Kuo et al., 2011). Forte (2013) posited CSR is more popular in larger companies in the United States than in European companies. Global leaders who provide KMS to society will notice an improvement in CSR efforts (Yang et al., 2013). Organizational leaders who want to remain competitive would improve their competitive advantage by perfecting their KMS (Kuo et al., 2011). Some leaders recognize that business is the economy's most powerful force, and the involvements of global efforts maintain a sustainable economy (Lacy & Hayward, 2011). Leaders who successfully combine the use of global CSR efforts and KMS adoption provide sustainable economies

through sound business practices (Calabrese, Costa, Menichini, Rosati, & Sanfelice, 2013).

Governmental and organizational leaders continue to mold the concepts and ideas of CSR (Forte, 2013). Leaders elicit global education by molding CSR concepts into corporate trainings, which affects the majority of the organization (Aguinis & Glavas, 2012). Leaders begin with subordinate training to affect the majority of the organization (Ji, Huang, Liu, Zhu, & Cai, 2012). Ji et al. (2012) examined the effect on the likelihood for proactive environmental approaches enforced by employee training. Organizational leaders are responsible for providing subordinates with the tools they need to perform their role within the organization (Coulson & Thomas, 2013). Leaders who provide the organization with sustainable training create a proactive approach toward a sustainable future and set the path for an improved strategy (Aragon-Correa et al., 2013).

Innovation. Organizational leaders have recognized the need for innovation for a sustainable future (Albattah et al., 2013). Innovation is a combination of creative thinking and applied research that will take teamwork among all levels of the organization (Ping et al., 2012). Leaders recognize innovation as it develops with an imaginative lens (Wang, Tsai, & Tsai, 2013). Organizational leaders are responsible for conveying the organizational vision to subordinates and must take note of the rival efforts (Boulouta & Pitelis, 2013). Leaders who notice an increase in their industry realize the need for creativity in effort to capture the customer base in the competitive market (Wang et al., 2013). Leaders encourage the usefulness of innovation of CSR that includes the

organization or personal level (Dincer & Dincer, 2013). Organizations value the steady stream of ideas from CSR innovation, and the ideas become long-term solutions, which excel the need for additional education (Pearce et al., 2012).

Many organizational leaders understand normative pressure is the driver of CSR within the business (Babiak & Trendafilova, 2011). Policy makers have constructed different forms of regulations in different regions worldwide that resulted in uncertainty in the regulatory environment of organizations (Marcus et al., 2012). Government involvement in CSR does renew policies periodically, whereas Germany has a consistent approach that has proved more successful (Marcus et al., 2012). Organizational leaders face the normative pressure, which is the internal pressure achieved by the employees and leadership of the organization (Lee et al., 2013). Leaders who ensure employees have the tools to perform their jobs also improve employee satisfaction (Coulson-Thomas, 2013). Leaders provide subordinates with financial saving CSR tools in many ways, which include education and training (Ji et al., 2012). Subordinate compliance improves with normative pressure to match the beliefs of the organizational efforts (Babiak & Trendafilova, 2011). Leaders will notice an increase in subordinate compliance and cost reduction efforts (Coulson-Thomas, 2013). Some leaders understand the difference of normative pressures and value drivers; however, those values could be different among the leaders of sustainable organizations (Lee et al., 2013).

Organizational values. Many organizational leaders value human capital to support the decisions made for the sustainable company (El Ghoul et al., 2011; Lee et al.,

2013). Leaders of companies with green initiatives particularly appreciate the value of

human capital subordinate will enhance the organizational vision (Lee et al., 2013).

Human capital can be a valuable asset to any organization because the concept aids in

innovation and team building (Wagner, 2013). Worldwide leaders recognized the efforts

and needs of CSR and business ethics in globalization (Yang et al., 2013). Subordinates

are assets with risks associated (El Ghoul et al., 2011). Global leaders notice an

increased level of service-orientated organizations with the addition of technology and

outsourcing (Pearce et al., 2012). Subordinates are the assets in globalization as their

knowledge assists in CSR strategies (Aragon-Correa et al., 2013).

Perspectives. Subordinates may view business practices from different

perspectives based on their culture or values (Zhang & Foo, 2012). Environmental

supporters and political ideologists may notice differences of philosophy weighed with

reference to leftist and rightist values (Nawrotzki, 2012). The values are different

between the groups (Nawrotzki, 2012). Nawrotzki (2012) posited that the leftist group

holds faith in the conserving the environment, whereas the rightist group values

economic growth and profit margins. Leaders and organizations may benefit from the

culmination of ideas; those ideas may be from front-line workers (Vlachos et al., 2013).

CSR does improve community relationships, employee satisfaction to the profitability,

business growth, and employee loyalty (Inyang, 2013). Organizational leaders may

enhance the success of CSR with the incorporation of the investment in quality

subordinates (Vlachos et al., 2013).

Leader initiatives. Organizational leaders notice the economic advantages of CSR based on core values and improved organizational strategies (Calabrese et al., 2013). The collective leadership initiatives create leadership, subordinate development, and structural focus that could encompass the notion of CSR to confirm and raise the financial bottom-line (El Ghoul et al., 2011). Shareholders encourage leaders to improve the revenue or decrease expenses in effort to increase the net income available (Kitzmueller & Shimshack, 2012). El Ghoul et al. (2013) found credit rating agencies tend to allow an increased rating for firms with higher social performance measures. Individuals who choose to lead their corporations while decreasing their eco-footprints have additional financial gain (Chen & Chang, 2013). However, Endrikat, Gunther, and Hoppe (2014) performed a quantitative study among 149 documented studies and found a partially bidirectional relationship between corporate financial performance and CEP. Shareholders place pressure on organization leaders to and eliminate the chance of sustainability (Kitzmueller & Shimshack, 2012). Conversely, shareholders do not realize the cost advantages stem from fewer pollutants (Karlsson, 2013).

Organizational leaders must find ways to decrease cost consumption during the incorporation of sustainability efforts (El Ghoul et al., 2011). Leaders have discovered that differentiation advantages emerge from the lens of strategic improvements that result in increased cost (Albertini, 2013). Organizational leaders must seek out the economic advantages and solutions that best fit the needs of the organizational economic goal (Irmia & Stanoiu, 2013).

Leaders must account for economic, social, and environmental performance to identify the integral interactions of capital preservation and renewal for sustainable value creation (Gordon et al., 2012). Gordon et al. (2012) argued marketing and politics could improve sustainability in for-profit and nonprofit entities. Many leaders have discovered different ways to advance an organization in sustainability (Coulson-Thomas, 2013). Some leaders have identified a value driver for their organization is renewed resources to promote sustainability, while others have discovered their business value relies on intellectual property (Coulson-Thomas, 2013; Karlsson, 2014). Leaders must understand that the frequently used phrase triple bottom line does not identify the important value drivers for sustainability (Gordon et al., 2012). Rather, individuals must recognize the differences that distinguish their organization from other entrants in the market to remain competitive (Kemp, 2011).

Environmental performance improvement. Organizational leaders make efforts to improve business practices by improving performance (Lee et al., 2013). Researchers believe the business failures in the western hemisphere are because of poor governance, leadership, and corporate social responsibility (Low & Ang, 2013). Leaders improve business performance when sharing best practices among collaborative partners by identifying the societal needs (Lee et al., 2013). Organizational leaders implement the use of media and technology to report sustainable development and green information systems (Dincer & Dincer, 2013). A specific example is the environmental performance improvement when organizations are able to share supply chain information with green

information systems (Meacham et al., 2013). Leaders of government, NGOs and United

Nations Educational, Scientific and Cultural Organization (UNESCO) must use

coordinated methods and efforts when diffusing information to avoid language and

cultural barriers (Pearce et al., 2012). Organizational leaders must use CSR knowledge at

the collaborative meetings to increase the global awareness of CSR issues among nations

to improve organizational and global efforts (Albertini, 2013). Leaders develop CSR

practices, which improve the work environment and benefits society above the legal

requirement (Brammer, Jackson, & Matten, 2012).

     Strategy. Organizational leaders strategize to achieve the best outcomes

(Bagdionienė et al., 2011). Leaders can strategize CSR is with the use of a balanced

scorecard (Bagdionienė et al., 2011). Individuals use the scorecard to ascertain the

achievement of the desired organizational results (Bagdionienė et al., 2011).

Organizational leaders can use the balanced scorecard to evaluate the risk, equity capital,

and strategy to become more socially responsive (El Ghoul et al., 2011). Leaders

strategize the use of CSR to validate local and global concerns as a fundamental portion

of the organizations distinctiveness (Albertini, 2013). Individuals lead the organization

in the direction of the identified organizational vision and mission goals (Fioravante,

2013). The leader links the goals identified in the balanced scorecard to match the efforts

of financial or innovative processes (Albertini, 2013).

     Organizational leaders encourage a corporation's use of a sustainable leadership

model for a variety of situations given the broad context (Coulson-Thomas, 2013).

Galpin and Whittington (2012) identified a gap in CSR strategies leaders apply when beginning the CSR process in organizations, which encouraged them to develop a sustainable leadership model. Organizational leaders and governmental leaders can promote change by activating their guidance skill sets and implement strategies (Ji et al., 2012). A particular strategy that leaders use is the validation of local and global concerns as a fundamental portion of the organizations CSR distinctiveness (Albertini, 2013). Another strategy governmental leaders practice is the global encouragement of the use of ecological modernization (Gibbs, 2009). Many leaders strategize to demonstrate their effectiveness and improve the efforts of the organization (Galpin & Whittington, 2012). Leader strategies include adapting to situations and anticipating the future needs of CSR (Gabler, Butler, & Adams, 2013).

Organizational leaders recognize the benefits of CSR and consider the financial aspect of the implementation of a CSR program (Albertini, 2013). The Boston Consulting Group discovered 70% of companies use sustainability in their permanent forecast; one-third of the reported companies conveyed increased profits from CSR efforts (Gobble, 2013). Leaders are responsible for meeting the needs of the stakeholders (Metcalf & Benn, 2013). Organizational CSR efforts require transparency and reflectiveness to stakeholders and communities (Aragon-Correa et al., 2013). The stakeholders have a good knowledge and understanding of the influence of CSR for the communities (Albertini, 2013). However, senior managers of MNCs have noticed an initial increase cost and benefits of CSR that eliminate support (Yang et al., 2013).

Albertini (2013) posited that organizational leaders notice the cost advantage and differentiation advantages, which materialize from CEM strategies. Organizational leaders must choose the model that best fits the mission and vision statements in an effort to lead the organization to success (Albertini, 2013).

Business value. Leaders use a value-chain analysis to improve the value of the business activities (Meacham et al., 2013). Many leaders incorporate CSR into their brand and value-creation (Bagdioniennė et al., 2011). Organizational leaders expel the knowledge and capabilities when creating the value chains (Enkvist, Naucler, & Oppenheim, 2008). Organizational leaders use the value chain analysis to document and view each step of a process to build their value and brand (Meacham et al., 2013). Porter (1996) designed the value chain analysis as a central vision of the main and supportive activities of the work the organization is providing. Leaders have the opportunity to identify particular industry significance of their unique value chain (Galpin & Whittington, 2012). Organizational leaders identify the value chain to improve their competitive advantage and to maintain their strategic alignment over rival companies (Galpin & Whittington, 2012).

Organizational leaders must incorporate CSR into the core business values and strategy to portray the organizational culture (Albertini, 2013). Leaders recognize the alignment of sustainability and core business values in global markets regarding environments, social, and government issues pertaining to sustainability (Lacy & Hayward, 2011). Organizational leaders who implement the information necessary to

subordinates and stakeholder groups have been successful at the alignment of strategy

and organizational culture (Albertini, 2013). Leaders of SMEs reported CSR findings in

different manners; whereas some SMEs have implemented CSR procedures, they did not

fully report the findings (Baumann-Pauly et al., 2013). Moreover, some SMEs did not

incorporate CSR in the core business operations (Baumann-Pauly et al., 2013). Leaders

of proactive organizations see an improvement of skills associated with environment

management that improves the financial performance (Albertini, 2013).

Organizational leaders integrate sustainability in their strategic planning. Leaders

consider strategic planning within green organizations (Ameer & Othman, 2012).

Leaders who offer the pursuit of new opportunities see benefits over leaders who offer

organizational change (Wagner, 2013). Innovation can aid in community interaction,

innovation, and collaboration (Lacy & Hayward, 2011). Organizational leaders

encourage subordinates to network and display their innovative ideas. Leaders activate

the strategic choices for the organization and implement the decisions to create change

and innovation (Ping et al., 2012). Leaders who incorporate CSR strategies also improve

the relationship with stakeholders and collaborative partners by showing a common

connection of the benefits and the organization (Strand, 2011).

Opportunities. Organizational leaders need to use the right approach to CSR to

intensify the affects philanthropic opportunities (Fontaine, 2013). One approach is that

organizational leaders encourage subordinates to engage in environmental philanthropy

(Greenspan, Handy, & Katz-Gerro, 2012). Business leaders and social investors aid in

the improvement of social and economic welfare through philanthrocapitalism

opportunities (Bishop, 2013). Leaders use information technology that can provide a

methodical order for organized CSR drivers (Pearce et al., 2012). Yang et al. (2013)

stated that the human resource limb of the organization is the strategic driver of CSR

practices. Pearce et al. (2012) thought that leaders reference public relations with the use

of information technology to help develop collaborative CSR efforts. Organizational

leaders evaluate and implement multiple approaches to maximize their effects of CSR

(Metcalf & Benn, 2013).

Organizational leaders must find a balance to reach the desired outcome of CSR

for the community's organizations to serve; correct strategies of leadership assist in the

identification of the balance needed (Aragon-Correa et al., 2013). Individuals must

understand that communication is significant to the successful integration of CSR among

organizations (Bagdionienė et al., 2011). Leaders communicate CSR to improve

collaborative efforts locally and globally (Schultz, Castello, & Morsing, 2011). Leaders

who integrate the principals of CSR differ among levels such as nonprofit organizations,

governments, nations, individuals, and global efforts (Bagdionienė et al., 2011).

Business leaders adopting green practice will detect the benefits in performance, human

capital, and achieve sustainability (Lee et al., 2013). Organizational leaders must find

poise to reach the desired outcome of CSR for the community's organizations serve;

correct strategies of leadership aid in the identification of the balance needed (Coulson-

Thomas, 2013).

Leadership

Leader attributes include skills, strategies, and knowledge toward the achievement of personal and organizational objectives (Henry & Dietz, 2012). Practical theory can influence changes among organizations (Meacham et al., 2013). Leadership style engages subordinates to become more responsible, increases job performance, improves adaptability, and reduces abstruseness (Humborstad, Nerstad, & Dysvik, 2014). SLT is combination for leader behaviors, which includes tasks and relationships (Hersey & Blanchard, 1969). Theories have significance for perceptive forecasting and encourage successful leadership (Hersey & Blanchard, 1969; Judge, Piccolo, & Kosalka, 2009). Leader behavior changes as the tasks of the organization change (Hersey & Blanchard, 1969). Theorists ascertain that the leader behavior changes as tasks change (Hersey & Blanchard, 1969).

Day, Fleenor, Atwater, Sturm, and McKee (2014) depicted several ways in which organizations can improve leadership, which includes the identification of intrapersonal experience and learning, skills, personality, self-development, interpersonal social mechanisms, and authentic leadership. Leaders can identify success through the leadership principals they attain (Burian, Burian, Maffei, & Peiffer, 2014). Hersey and Blanchard constructed SLT and its concepts in 1969 (Hersey, Blanchard, & Johnson, 2012). Situational leaders treat every action and situation as a specific approach that requires a prepared decision (Burian et al., 2014).

Researchers noted advances in leadership development and leader process tools

with gained knowledge over the 25 year time-span (Day et al., 2014). Effective leadership will strengthen the connection between society and businesses for improved social futures (Baumann-Pauly et al., 2013). Organizational leaders can exercise effective collaboration within society (Kruschwitz, 2013). Business leaders serve a large role in CSR but excel with collaboration with other businesses and environmental groups (Fontaine, 2013). Business leaders incorporate the aspects and collaborative efforts for CSR with academia, NGOs, stakeholders, and government (Stutz, 2012). Notably, some business leaders understand the importance of government, NFP organizations, and businesses working together in an effort to face the multi-dimensional and complex societal and environmental challenges ahead (Babiak & Trendafilova, 2011). Stakeholder groups are empowered by CSR efforts in areas such as health, environmental, and social justice (Fontaine, 2013). Collaborative organizational leaders of CSR efforts aid the encouragement of CSR for social well-being, environmental fortification, and humanity (Kruschwitz, 2013).

Perspectives. Researchers have identified a gap in research regarding different leadership styles (Du et al., 2013). Transformational and transactional leadership styles pose a positive relationship toward CSR (Du et al., 2013). However, additional leadership insight includes Confucian business lessons that add additional insight into the Western perspective with a particular emphasis on good labor management and business practices (Low & Ang, 2013). Organizations and collaborative agency leaders recognize that CSR within their communities have the ability to gain societal and personal gain

(Lanfer et al., 2013). Leaders who use Confucian techniques along with CSR support the improvement of business models (Low & Ang, 2013). Organizations and collaborative agency leaders can improve social, economic, and environmental aspects of sustainable development (Danciu, 2013). Leadership can encourage organizations to develop CSR efforts by drawing careful attention to the purchase of products and the supplier's leaders use (Posner & Kiron, 2013). Leaders can create a ripple effect by encouraging suppliers to change their business practices or to choose new suppliers (Danciu, 2013).

Babiak and Trendafilova (2011) explored the reasons why companies are motivated to improve the social good. Companies derive their benefits from economic, social, and environmental synergies in which those benefits combined become the triple value creation for companies, society, and nature (Gordon et al., 2012). The mitigating factors of society and organizations are the legitimacy of the organization in the societal lens (Babiak & Trendafilova, 2011). Leaders must account for economic, social, and environmental performance to identify the integral interactions among the three dimensions (Gordon et al., 2012). The perceptions of the social norms are a way that society understands the organization (Babiak & Trendafilova, 2011).

Theories. Kemp (2011) noted organizational leaders should possess several traits to provide the flexibility required to handle a variety of situations. Organizational leaders have discovered flexibility as an important skill (Quiros, 2014). The SLT provides flexibility for the leaders and subordinates (Hersey & Blanchard, 1969). Leaders who provide consistent leadership may realize the importance of the stability for the

organization (Hersey & Blanchard, 1969).

Leader effectiveness is a significant link to a successful organization (Johansen, 1990). Implicit leadership theories are problematic to evaluate since they are part of implicit knowledge (Schyns, Kiefer, Kerschreiter, & Tymon, 2011). One-third of organizational leaders reported their quality of leadership was high, yet 18% of human resource specialists conveyed strong team members to meet future business needs (Newhall, 2012). An exercise developed by Schyns et al. (2011) proved that the use of the exercise aided leaders in the awareness of the social context in which they lead. Leaders used the exercise to aid in the establishment of their social identities within the group, which increases leadership effectiveness (Schyns et al., 2011).

An organizational leader's success can have a strong correlation with the factors of emotional intelligence and resilience (Maulding, Peters, Roberts, Leonard, & Sparkman, 2012). Leaders who possess social skills ensure a trait of emotional intelligence (Fioravante, 2013). Leaders who are resilient recognize and respond appropriately to elements and the followers emotional needs during difficult times (Maulding et al., 2012). Hatler and Sturgeon (2013) noted resilience might appear during situations of uncertainty, unpredictability, and capriciousness. Resilience capacity exists within subordinates, the culture of the working unit, and the organization (Hatler & Sturgeon, 2013).

SLT is a theory grounded on subordinate maturity, leader behavior, task behavior, and relationship behavior (Johanson, 1990). Leader maturation is one element when

combined with willingness encourages the wholeness of emotional intelligence

(Fioravante, 2013). Multiple themes improve leader success (Maulding et al., 2012).

Leaders discover the need to customize the several methods, procedures and strategies to

improve their success (Galpin & Whittington, 2012).

Strategic vision. Organizational leaders have experienced the ability to engage in

strategically focused CSR rather than socially focused CSR activities because of a surge

in intellectual stimulation (Strand, 2011). Leaders also have increased intellectual

stimulation to strategize the organizational operations effectively (Maulding et al., 2012).

The execution of strategic intent and planning has produced the acceptance of a long-

term concentration and a broad set of culpabilities, which focus on ethical practices,

employees, environment, and customers (Ameer & Othman, 2012).

CSR can improve financial performance and create a significant contribution for

competitive advantage (Torugsa et al., 2013). Leaders must understand the frequently

used phrase triple bottom line does not identify the important value drivers for

sustainability (Gordon et al., 2012). The financial bottom line is merely an interim

measure of cash flow (Gordon et al., 2012). The triple bottom line reflects the

importance of capital preservation and renewal for sustainable value creation (Gordon et

al., 2012).

An organizational leader's success consists of vision (Maulding et al., 2012). One

role of the leaders should be to influence others to come together around a shared vision

(Galpin & Whittington, 2012). Leaders use vision as a way to engage subordinates to

follow the direction of the organization (Fioravante, 2013). Organizational leaders

facilitate and develop capabilities to motivate subordinates and encourage them to

motivate themselves (Tebeian, 2012). Organizational leadership capabilities include

intelligence and essential rudiments such as experience (Fioravante, 2013).

Organizational leaders encourage subordinate engagement in the workplace with

the promotion of an optimistic inner CSR culture (Metcalf & Benn, 2013). Newhall

(2012) noted leadership has an effect on revenues, employee engagement, and retention.

Leaders notice varying positive benefits of progress with the optimistic influences on the

environment and subordinate engagement of new skills (Coulson-Thomas, 2013; Inyang,

2013). Leaders use CSR efforts to encourage customer loyalty and encourage customers

to engage in promotional efforts (Du et al., 2010). Maulding et al. (2012) posited vision

is incomprehensible as the future; rather, the stakeholders value the participants of the

survey reported engagement.

Motivation and innovation. Organizational leaders notice CSR activities may

inspire advantageous modifications among the organizational culture and decision-

making processes (Endrikat et al., 2014). Leaders experience the challenges of keeping

employees motivated through any organizational changes (Kool & van Dierendonck,

2012). Leaders bring talents, awareness, and vanity to the organization, which may be

the leaders' motivation to engage in systematic goals (Gupta & Kumar, 2013).

Motivation was a factor resulting in a strong correlation of emotional intelligence and

resilience in leadership success (Maulding et al., 2012).

Innovation is critical to remain competitive (Hogan & Coote, 2013). Innovation and change are necessary in divisions, corporations, cultures, and countries. Innovation requires creativity and a vision (Wang et al., 2013). Organizational leaders understand when organizations want to remain an industry leader; therefore, organizational leaders must lead the team toward innovation and embrace change (Ping et al., 2012).

Communication. Leaders realize effective communication with subordinates may increase organizational efficiency (Fioravante, 2013). An organizational leader's success improves with effective communication (Maulding et al., 2012). Organizational leaders may vary the communication to improve the outcomes of the situation (Fioravante, 2013). Leaders' use of interactivity in corporate communications has the potential to provide higher message credibility and contribute to stronger corporate reputation with stakeholders (Eberle et al., 2013). Leaders will have more control with communication as the subordinates communicate accountability (Fioravante, 2013). Organizational leaders notice change communication remains a factor given the advantages of technology and globalization (Cornelissen, Christensen, & Kinuthia, 2012). Individuals use effective communication to enhance changes in the marketplace (Jian, 2011). Christensen et al., (2014) noted leaders are in the beginning stages of long-term innovation and organizational design. Organizational leaders improve their innovation capabilities to remain competitive (Ping et al., 2012).

Collaboration. Leaders collaborate with communities and subordinates to disseminate current applications and desirable outcomes following change (Maulding et

al., 2012). Leaders of a Boston community attempted to encourage collaborative efforts to meet the community needs (Lanfer et al., 2013). The Boston leadership group recognized the investment of personal growth of the community leader affects the individual, collective, and community transformation (Lanfer et al., 2013). Kruschwitz (2013) discovered the collaborative efforts of a Fortune 500 company saves over $1 million annually through collaborative CSR efforts. Organizational leaders of Timberland LLC collaborate within their manufacturing, partnerships with vendors, brands, suppliers, and retailers to provide a Green Index on the apparel they make and sell (Kruschwitz, 2013).

Leaders discover appreciation could strengthen collaborative efforts (Maulding et al., 2012). Undeniably, organizational leaders experience coherence with collaborative members because there are mutually advantageous relationships created, which form a poised milieu (Zhang & Foo, 2012). The leadership position and leader behavior, such as appreciation, have an increased effect on employee engagement and job satisfaction (Judge et al., 2009).

Tribal Gaming

Tribal gaming is a for-profit business designed to relieve tribal poverty (Anderson, 2013). Tribal leaders encouraged the stimulation of their resources by opening gaming parlors on their reservations, which addressed poverty to tribal members and the surrounding communities (Anderson, 2013). Tribal leaders use the commercial casinos for the tribal efforts of job creation (Humphreys & Merchand, 2013). The United

States government created the Dawes Act; this law permitted the sale of tribal reservations to nontribal members (Akee & Jorgensen, 2014). Nieves and Osorio (2013) posited innovation is the beginning point of a new process among communities. The tribal leaders began their innovation by salvaging their cultural heritage and promoting economic development (Alzahrani, 2011).

       Cultural heritage. Tribal members find their memberships as a radical and societal issue (Debenport, 2012). Native Americans formed reservations toward the end of the 19th century (Akee & Jorgenson, 2014). The U.S. Congress proposed Native American policy to break up the nations and encourage the Native Americans to live in American society and live as citizens (Echohawk, 2013). The Native Americans' methods for survival included the itinerant movement in search for food and water, changing with the seasons (Alzahrani, 2011). The tribal members' tools of resourcefulness were survival that included trading with the early European settlers, which forever changed the heritage of the Native Americans (Alzahrani, 2011).

       The U.S. Supreme Court identified Indian tribes as a *domestic dependent nation* in 1831 (Echohawk, 2013). The tribal classification did not include United States citizenship until 1924; however, members followed the orders of the federal government (Echohawk, 2013). The tribes appeared before the Supreme Court in 1832 in an attempt to retain their lands, discovering their freedom from state laws, which provoked the act of multiple treaties until 1871 (Echohawk, 2013). United States government representatives enacted a New Deal policy in 1934 to turn the sovereign rights back to the individuals,

and until that time, congressional leaders recognized the tribes as *separate domestic dependent sovereign nations* (Echohawk, 2013).

Members of Congress introduced a termination policy in 1953 and revoked the policy in 1970 (Rahardjo et al., 2013). Tribes requested federal aid and autonomy in the early 1970s; however, the American taxpayers opted for economic development on the tribal lands (Alzahrani, 2011). Public Law 280 (PL280) changed the economic development of tribes, decreased tribal funds, and increased the amount of authority the federal and state governments have over Native American tribes (Dimitrova-Grajzl, Grajzl, & Guse, 2014). Tribal members followed the Indian policy introduced by Congress with the specific intent to end the tribal government and introduce the sovereign nations among the U.S. societal members (Echohawk, 2013). Tribal leaders and members follow the self-determination policy, which allows tribes to be a sovereign nation (Echohawk, 2013).

Economic development. Tribes experienced deep changes in their properties and their native economies as the congressional laws changed throughout the history of Native Americans (Denson, 2012). The Native American tribes were encouraged to become farmers, even though two-thirds of their land was lost to the Dawes Act (Akee & Jorgensen, 2014). Tribes voted in favor of gaming on their reservations to stimulate their economies in 1970s (Anderson, 2013). The Supreme Court determined the net revenues were for the use of tribal members' general welfare and depicted economic development on reservations (Anderson, 2013). Tribal entrepreneurship remains a discouragement to

some entrepreneurs or nontribal businesses, which often avoid investing in Indian country because of the indistinct regulations and court systems (Harrington, 2012). Native Americans received compensations through American law, which began with the tribal reservation system (Alzahrani, 2011). The Native Americans achieve social, educational, and political stability through economic well-being and profitable trade (Harrington, 2012). Tribes may improve Native American families through operational, economic development efforts (Wolfe, Jakubowski, Haveman, & Courey, 2012).

Anderson (2013) posited tribal leaders use the gaming indemnities to advance the socioeconomic status of their tribe and local communities. The leaders have encouraged economic development, which has improved health, education, housing, and aided in additional funding for necessary programs (Debenport, 2012). Additionally, tribal members, in association with a Class III gaming institution, have a better quality of living compared to those with a Class I or Class II association (Wolfe et al., 2012). Some tribes allow legalized gaming on reservations because the tribes are exempt from the prohibition of gaming in the United States (Alzahrani, 2011). Approximately 70% of tribal leaders support tribal governmental services, local communities, charities, economic development, and community improvements with gaming revenues (Ackerman & Bunch, 2012). Native Americans experienced less than 50% of per capita income compared to the typical U.S. household from 1970 to 1990; this value lessened to nearly one-third from 2000 to 2010 (Akee & Jorgenson, 2014). The Indian Gaming Regulatory Act (IGRA) is the Federal regulatory agency that restricts and regulates Indian gaming

(Ackerman & Bunch, 2012). IGRA is responsible for improving economic development, encourage tribal government, and tribal autonomy (Ackerman & Bunch, 2012).

Capitalism. Tribal leaders argued their culture did not convey possessive greediness the American economy requires (Denson, 2012). However, tribal leaders discovered the benefits of gaming to their tribes and fulfilled the requirements of the Americans who choose to gamble (Alzahrani, 2011). Native Americans found success even when viewed as economic outcasts (Denson, 2012). Indian reservations showed modest improvement during 1990-2000 (Conner & Taggart, 2013). Conner and Taggart posited the effect of gaming varied among the nations that offered Class III gaming. Anderson (2013) determined medium and large tribal casinos contribute larger net revenue and increase tribal economy, when compared to smaller tribal casinos. Tribal leaders notice the improvement on the supply side, which results in a reduction of wage income, whereas the demand side of the labor market would include an increase of job creation (Anderson, 2013).

Native American in the United States have over 500 tribal nations with their language, bylaws, societies, and systems of authority (Conner, 2014). Native American have challenges to overcome when developing a sustainable economy, such as tribal governments and education (Harrington, 2012). Echohawk (2014) depicted three governments that comprise the United States: the federal government, state government, and tribal governments. Native Americans earned the pronounced self-determination tribal policy, which recognized the sovereign nations (Echohawk, 2014). Harrington

(2012) argued many tribal governments lack court systems, regulations, and laws; instead, tribal members use a Trial Employee Rights Office (TERO). Entrepreneurs can register their business and receive notifications of the TERO ordinances, which are an understanding of the tribal history with an influence that tribal members automatically receive a hiring preference (Harrington, 2012).

Regulations. Tribal leaders must follow the limits and regulations fashioned by the Indian Gaming Regulatory Act (IGRA) because some states are limited by games and devices (Ackerman & Bunch, 2012). IGRA is the Federal regulating agency that is the governing force of tribal gaming and ensures the reinvestment of net revenues to advance and stimulate the tribal economy (Anderson, 2013). Kelly, Setshwaelo, and McSloy (2011) posited the IGRA is a division of the National Indian Gaming Commission (NIGC). Tribal leaders and state legislators form compacts for Class II and Class III gaming; the agreements vary by state (Kelly et al., 2011). Tribal leaders must decide the actual benefits of tribal gaming based on a number of external and internal aspects (Conner & Taggart, 2013).

Ackerman and Bunch (2012) posited a strong association of Indian reservations and the locations of Indian casinos. Tribal leaders have experienced success in the gaming and hospitality industries (Debenport, 2012). Tribal leaders in smaller states still see an increase to the welfare of the tribal members from the earned gaming revenues (Ackerman & Bunch, 2012).

Tribal casino leaders provide visual culture and commerce in tribal gaming,

similar to ceremonial song and dance (Debenport, 2012). Soyez (2012) posited differing

societies must market their products and improve their communication. Tribal leaders

use the themes to target their market audience with commercial implications and depict

cultural homogenization (Sallaz, 2012). Soyez (2012) indicated adaptive marketing to

individualistic and collectivist societies, and its effectiveness as opposed to standardizing

the product. Tribal leaders in California use themes according to their heritage; however,

globally the themes are based on norms and meanings (Sallaz, 2012). Likewise, tribal

leaders use this form of consumer capitalism as an advantageous marketing technique

(Sallaz, 2012). Leaders will be more sensitive to stakeholders needs because of strategic

risk, and emphasis on marketing or value creation (Brower & Mahajan, 2013). Sallaz

posited tribal gaming leaders base their marketing themes on other mass-marketing

campaigns or social perception, which encourages the search for multiple systems of

marketing.

Sustainable development. Ameer and Othman (2012) defined sustainable

development as furnishing the current needs of society without weakening the needs of

future generations. Native Americans must explore the economic avenues to remain

viable (Harrington, 2012). Ethical business practices are at the forefront of corporate

sustainability performance principals (Epstein & Buhovac, 2014). Tribes use necessary

economic systems in an effort to expand upon their liberation as a sovereign nation

(Denson, 2012). Wolfe et al. (2012) posited the increase in economic development of

communities improves the health and welfare of the tribal community.

Yani-de-Soriano et al. (2012) performed a study of online gambling. The marketing tactics compounded harm to online gamblers and presented online gaming companies chose profits over harm prevention (Yani-de-Soriano et al., 2012). Nawrotzki 2012 posited the embedded thoughts and differences of sustainability remained among the morals and beliefs of groups and individuals. Cultural groups make decisions that based on social effects and influential cultural cues (Kipnis et al., 2013). However, organizational leaders that expose corporate agendas and CSR tactics may benefit from their efforts (Marcus et al., 2012).

Income changes are beneficial to the tribe (Anderson, 2013). Forsman (2013) found the inherent asset of competitive advantage of the organization hinges on the efficiency, image, risk, and market associated returns. Anderson (2013) determined medium and large tribal casinos contribute a large net revenue and increase tribal economy when compared with smaller tribal casinos. Some stakeholders do not realize a portion of the environmental campaign involves diversity and responsible gaming (Bernhard, Lucas, Jang, & Kim, 2013). Humphreys and Merchand (2013) found the local labor market in the hospitality industry required two positions for every gaming position required in the first five years. Alzahrani (2011) posited the rationale of the commercial advancements, in addition to the tribal land developments, effect the native heritage. Crime increased after Congress passed PL280, which is directly proportional to economic development (Dimitrova-Grajzl et al., 2014). Native tribes initiated organized agencies to enforce tribal law after the initiation of PL280 (Anderson, 2013). Leaders of the

gaming industry introduced localized economic development and increased tax revenues (Humphreys & Merchand, 2013).

Philanthrocapitalism. Bishop (2013) posited philanthrocapitalism as the ability to solve some of the public problems. Philanthrocapitalism requires honesty of obstacles and opportunities and funding for increasing social innovations (Bishop, 2013). Innovation drives economic development and competitiveness within the organization and on a national level (Hogan & Coote, 2013). Native Americans have reduced educational rankings of the cultural groups in the United States (Harrington, 2012). Debenport (2012) posited the desire in the Pueblo tribe for literacy, which as a part of their culture can be controlled and used for negotiations. Some tribal youth members who seek higher education often move away from their traditions and tribal lands, which poses a threat to their Native heritage (Alzahrani, 2011). The sovereign nation provides the perfect example of a for-profit commercial business with the intent to campaign for environmental protection, economic growth, and social progress (Wolfe et al, 2012).

Reservations house tribal gaming organizations in some depressed areas (Ackerman & Bunch; Denson, 2012). Approximately 40% of Native Americans live on rural lands (Frank, 2011). A tragedy of the commons is the prevalent limited nature of available resources and would apply toward the declination of the sources (Epstein & Buhovac, 2014). Global communities are growing in concern over sustainability issues because of the population (Shrivastava, 2013). Native American tribes identified the need for tribal member benefits, which are available to eligible members (Frank, 2011).

In addition, tribal members enjoy the benefits of job creation that highlight their cultural heritage (Alzahrani, 2011).

Transition and Summary

Nawrotzki (2012) posited the history, progress, and conservation of the country can change the relationship of the environmental or traditionalism views. Organizational leaders define sustainability in different ways (Forte, 2013). CSR warrants competencies and leadership skills to implement the goal of improving social responsibilities in for-profit companies (El Ghoul et al., 2011). Organizational leaders must advance to an active, sustainable vision strategy, apply clean technologies, and engage stakeholders in an effort to construct and preserve sustainable organizations (Merchandani & Ikerd, 2008). Leaders may find strategies to improve society through partnerships (Walters & Anagnostopoulos, 2012). Organizational leaders must assume the responsibilities for the products they create and distribute to societies to maintain CSR efforts (Aragon-Correa et al., 2013).

I outlined the descriptive case study approach in Section 2. The case study approach is arrived by maintaining adaptability and allowing the holistic approach of the study to occur in effort to report the actual case (Yin, 2014). The descriptive case study design incorporates a systematic approach affording a quality analysis, which included research questions, data collection, data analysis, method, and limitations (Yin, 2014). Leader practices, such as trustworthiness of data collection and analysis techniques revealed the accuracy of the data collection. In addition, in Section 2 I explained the

intact credibility through methodological triangulation; similarly, the mitigating

researcher bias was revealed with the untouched data. The interviews of thirteen

leadership members aided in the exploration of the strategies leaders use to incorporate

CSR in their workplace.

Section 2: The Project

Leadership and corporate social responsibility in the for-profit sector are the focus of several studies in academic and business literature (Hogan & Coote, 2013; Strand, 2011). The majority of the identified studies focus on the collaborative efforts of economic development, best practices, innovation, and organizational culture (Hogan & Coote, 2013; Strand, 2011). I explored the strategies organizational leaders use to incorporate CSR in the workplace in this qualitative study.

I used a qualitative method to explore the patterns that develop into rich meaning and themes that are related to the descriptive case study as noted by Yin (2014). The principle issue explored in this case study was the essential leader tools that leaders defined as motivators in CSR. I explored the strategies necessary for leader choices that could have a significant influence on current and future societal needs.

Purpose Statement

The purpose of this qualitative descriptive case study was to explore what strategies leaders used to ensure CSR practices in the tribal gaming industry. Thirteen leadership team members from a tribal gaming organization in southwest Oklahoma participated in face-to-face interviews and a focus group. I reviewed company archival documents of the CSR initiatives to demonstrate methodological triangulation. The practices leaders adopt may support sustainability and may aid in the industries' survival. Leadership is the driver of the organization and encourages the employees to follow the mission and vision statement; therefore, the exploration of leadership relating to the tribal

gaming industry and CSR was the focus of my study. The contribution of this study to positive social change may result in environmental quality, economic prosperity, and social equity.

Role of the Researcher

I was the data collection instrument in a qualitative study (Yin, 2014). Amerson (2011) posited the case study research design places the researcher in the center of the study while attaining the foundation of evidence. My role in this study was the data collection instrument, and I became the primary interpreter of the data (Amerson, 2011). My role as the researcher was to create questions, conduct fieldwork, communicate with research participants, collect data, inquiry, and disseminate the outcomes, as outlined by Yin (2014). I used a single case study design to gather data from tribal gaming leaders to answer the overarching research question. My duty was to ascertain and mitigate bias because bias may affect data collection and data analysis (Marshall & Rossman, 2011). I gathered the study data during the interviews of the participants at the case study site.

The qualitative research method allows participants to construct meanings and participants' perceptions concerning actions and events (White & Drew, 2011). I maintained autonomy for participants through neutrality and established the appropriate amount of distance from the research participants in an effort to mitigate bias as noted by Barbour (2010). I used field notes and voice recorders to document the face-to-face interviews, focus group, and corporate documents. Researchers write narratives of the interviews based on textual, visual, and verbal forms of data (White & Drew, 2011). I

voice recorded the participants and documented the direct observations of the participants as they responded to the real life event. Likewise, I asked probing questions to gain further insight regarding the real life event in the interview and focus group sessions. The participants' answers became the series of events that accounted for the leaders' actions to ensure reliability (Yin, 2013).

The researcher's role of documentation is to capture all data to mitigate bias and provide an ethical study (Barbour, 2010). Researchers are responsible for mitigation and the elimination of as much bias as possible, which began with strong interview questions (DeMassis & Kotlar, 2014). Researchers must maintain a proper amount of distance because of the closeness of the interaction with the participants (Yin, 2014). The role of the interviewer was to present the theme of the research to the participants and ask important follow-up questions to understand the occurrence under study from the viewpoint of the contributors (Barbour, 2010). I arranged in advance the protocol for conducting the interviews and the questions used in the interviews. Likewise, I treated each participant in an ethical manner and adhered to the Belmont Report guidelines (U.S. Department of Health and Human Services, 2014).

I assured confidentiality to the participants prior to them signing the release form. The questions were open-ended to allow the participants to share their perceptions of the leadership strategies needed to improve CSR efforts. I understood the meaning of the participants' responses when ascertaining a recall of the contributors' replies to the interview questions, as discussed by Marshall and Rossman (2011). I am not an

employee of the gaming industry and do not have a personal working relationship with the industry or participants.

Participants

The value of this study was to explore what strategies leaders used to ensure CSR practices in the tribal gaming industry. Qualitative research features an open process for the selection of participants (Marshall & Rossman, 2011; Yin, 2014). Determining different levels of interview questions and styles may improve the outcome of the study (Yin, 2014). Qualitative studies require smaller samples because the data become a part of the analytical framework as an occurrence of meaning (Marshall & Rossman, 2011; Mason, 2010).

I gathered data and included 13 purposeful interviews of leadership team members and included a review of company documents that revealed the CSR efforts. I contacted the corporate office by telephone to request the participation in the research study. A casino leader provided the email addresses of the leader participants. I sent a letter of invitation via email that allowed the members to express a willingness to participate in the semistructured interviews. I created a working relationship to gain the trust of the interview participants; the participants' initial perceptions and penchants may encourage their behavior as recommended by Granot, Brashear, and Motta (2012). I presented the interview questions in a friendly and nonthreatening manner to continue the working relationship (Yin, 2014). The combination of the participants' interviews explored the how and why the organization attempts to develop leadership strategies; this

process was performed through methodological triangulation of the review of documents, face-to-face interviews, and a focus group in an effort to reveal the accuracy in the outcomes. In an email, I provided the consent form to the participants and explained to them the reason for each participant's signed consent. I answered the questions the participants had about the signed consent after I briefed the participants on the confidentiality of the interview questions.

Research Method and Design

Research method involves the choice of qualitative, quantitative, or mixed methods (Condie, 2011). The research method for this case study was qualitative. Qualitative researchers use data that contain thoughts in the form of sentences that convey views, insights, or experiences of the individual participants (Moustakas, 1994). The contribution of this study aided in the mastery of the leadership strategies needed to improve CSR (Michalos, 2013).

I used open-ended, semistructured, face-to-face interviews with tribal gaming leaders to obtain the data needed to comprehend the perspectives and opinions of the research participants, as noted by Yin (2013). I requested each participant to sign a consent form to participate in the study. The participants were reassured the documents will stay in a locked fireproof safe for 5 years, in which I am the holder of the key. I will then destroy the documents by shredding the field notes, shredding the consent forms, and deleting the voice recordings. I reassured the participants their information will remain confidential with me and requested the participants of the focus group to keep the

voiced information confidential. I requested that all information discussed stay within the group during the time of the study.

Research Method

A researcher can explore patterns and themes of a specific phenomenon when using a qualitative method (Moustakas, 1994). Customer perceptions and beliefs are valued and CSR may be a way to confirm societal approval through community support (El Ghoul et al., 2011). The qualitative research method is appropriate for a study that requires fieldwork to explore the participants' understanding and portrayal of the matter (Qu & Dumay, 2011). Researchers use qualitative research as a method of inquiry of the practice or process of a phenomenon (Slevitch, 2011). Marshall and Rossman (2011) posited qualitative research frames the research questions with words, whereas the quantitative researcher evaluates the study with numbers. The quantitative researcher is able to use a design with a value free theoretical framework (Slevitch, 2011). Denzin (2012) posited the lack of clear benefits of the mixed method study over other methods.

The qualitative content analysis is nonfigurative and can be difficult to describe, which is the reason qualitative researcher must portray their research in a clear and concise inductive or deductive manner (Vissak, 2010). The qualitative research method allows the researcher to follow up with probing questions for a rich and valuable meaning to the central research question (Marshall & Rossman, 2011). Researchers gather data using various methods in the field in effort to gain a full understanding of what the researcher could discover about the phenomenon (Slevitch, 2011).

Research Design

The purpose of this qualitative descriptive case study was to explore what strategies leaders used to ensure CSR practices in the tribal gaming industry. The case study design is a central combined view when using the interview-based design (Robinson, 2014). Case study research allows an understanding of the multifaceted concerns and accentuates the understanding of the milieu in a small degree of circumstances and the relationship between circumstances (Yin, 2014). I made this choice because of the broad information and perceptions derived from the participants in the qualitative exploratory case study design. The single-case study design was more suitable for this study than the phenomenological, ethnographic, and grounded theory design.

Phenomenological research design requires the use of informal, person-to-person interactive interview method as the primary source of data collection (Moustakas, 1994). Johanson (1990) posited grounded theory generates or ascertains a new method based on data collected from the triangulation of data obtained. Ethnographic research design relies on the culture, in the field of study, to describe a phenomenon without consideration of empirical evidence of factors that moderate the phenomenon (Marshall & Rossman, 2011). The problem studied in this case study was that some leaders lacked strategies to warrant good CSR practices in the tribal gaming industry. I chose the case study design over other design alternatives because of the availability of the tribal gaming industry that desires a goal of good CSR practices.

The single-case study design was more suitable for this study than the phenomenological, ethnographic, and grounded theory design, as noted by Yin (2014). Phenomenological research design requires the use of informal, person-to-person interactive interview method as the primary source of data collection (Moustakas, 1994).

Population and Sampling

The target population for this descriptive case study included leaders of the gaming industry. I invited 13 research participants as a purposeful sample size or until data saturation was met. The sample size must be justified to prove consistency and the value of the interviews conducted (Mason, 2010). Yin (2014) postulated the use of deviant, purposive case sampling, snowball sampling, or proposed sampling strategy as a contingency plan for participants who opt out of the study. The participants may decide they do not wish to participate in the case study; I used a snowball sampling strategy (Marshall & Rossman, 2011). Additionally, I conveyed to the participants they could withdraw from the study at any time without consequence.

This descriptive qualitative case study involved the use of the target sample size of research participants from the leadership team at a tribal gaming casino. Robinson (2013) discussed a four-point approach toward the sampling method, which incorporated the definition of the sample population, sample size, sample strategy selection, and sample sourcing. I identified a population to study, developed participant criteria, and identified a sample size that would allow me to explore and appreciate the real life event. Organizational leaders are elite participants to study (Mikecz, 2012). Researchers should

be flexible and practical when determining the sample size (O'Reilly & Parker, 2012).

Obtaining the interviews of elite participants can be difficult; I used a snowball sampling

in the study to allow addition of leader participants (Mikecz, 2012).

I employed a deviant, purposive sampling strategy based on the different

perspectives of the lived event (Robinson, 2013). Leaders require strategies in an effort

to influence the organization in the path of sustainability (Gupta & Kumar, 2013;

Rahardjo et al., 2013; Strand, 2011; Walters & Anagnostopoulos, 2012). The target

population included tribal gaming leaders who support or lead subordinates in their duties

through collaboration or guidance. I used face-to-face interviews and a focus group to

triangulate and answer the overarching research question. I recorded the individual

participant answers during each interview session. The leaders passed the voice-

recording device as they recorded their responses into the microphone; a second voice-

recording device recorded the answers from a stationary point in the room in the case of

human or device error during the focus group session. I backed up the recording device

with note taking during the interview sessions. Furthermore, I requested the gaming

institution to house the interview sessions where the participants were familiar and

comfortable with the interview setting, as recommended by Granot et al., (2012).

The meaning of reaching data saturation is the point when no new data, themes, or

coding emerge from interviews; therefore, the ability to prove credibility with an ability

to replicate the study, as mentioned by Carlsen and Glenton (2011). I maintained data

saturation among the qualitative study with consideration of reasonability and

transferability in the case study, as stated by O'Reilly and Parker, 2012. Mason (2010) determined qualitative research provides an adequate sample size when channeled by saturation. I followed the program guidelines and enlisted 13 leadership team volunteers for the purposeful interviews or until data saturation was met. In the case that volunteers might opt out of the purposeful interviews, I followed a snowball sampling strategy.

Ethical Research

Researchers must exhibit the trustworthiness and credibility of their research methods (Elo et al., 2014; Qu & Dumay, 2011). I have maintained a certificate of completion for the training I received by the National Institute of Health, Office of Extramural Research that verifies my compliance in ethical respect for the research study participants. I requested the approval of the Walden University Institutional Review Board (IRB), ensuring my compliance with the highest ethical standard that shelters human participants in a research study. The participant and host organization names or other identifiable information were omitted from the study to protect their privacy rights. The IRB allows the practice of research after the appropriate skills and qualifications meet the ethical standard (Tuchman, 2011). I began the study after obtaining approval number 04-08-15-0438824 from the Walden University IRB.

Researchers must minimize the risk of harm to participants with ethical communication and collaboration (Crowther & Lloyd-Williams, 2012). I employed a purposeful sampling strategy and sent an email invitation to prospective participants. I presented the consent form to participants electronically, explained the document and

participants role of the study, and offered to answer any questions or concerns the

participants' voiced. The contributors were able to participate after electronically signing

the informed consent form and agreeing to the terms of the research study (see Appendix

A). I validated the research participants by asking the contributors to verify inclusive

questions: (a) work in the gaming industry, (b) have a leadership role, and (c) were at

least 18 years old. The research participants had the opportunity to opt out of the study at

any time without penalty. The participants were enlisted volunteers, who received a

thank you for their time as compensation for their participation. I reminded the

participants prior to their participation; there was no compensation for their time, that I

will secure the data collected in a locked cabinet in my home for 5 years, and that at the

end of the 5-year period, I will destroy all data pertaining to this study.

Data Collection

This subsection was an overview of the data collection process, which included

the data collection instruments, data collections technique, and the data organizational

procedures. The role of the researcher is to write narratives of the interviews based on

textual, visual, and verbal forms of data, and mitigating any bias (White & Drew, 2011).

I was the primary data collection instrument. The host tribal gaming organization

supported leaders to participate on the date and time of the scheduled interviews.

Instruments

I was the qualitative researcher and the principal data collection instrument

(Marshall & Rossman, 2011). I chose a case study design based on the specific business

problem. The research method is a candid and an unbiased account of a real life event, which can direct the reader to an independent synopsis (Amerson, 2011). A researcher will find the benefits of case studies as they relate to learning in the business domain (DeMassis & Kotlar, 2014). I gathered the research participant's data during the interviews and focus group in an effort to understand the various strategies tribal gaming leaders need to sustain CSR. I provided note taking and audio recordings of the leader participants' answers in the face-to face interviews and a focus group session with a Sony IC recorder that I have used in the past during research. I used semistructured interview questions as the primary source of the data collection, and methodologically triangulated the data obtained with the focus group and organizational documents. The semistructured nature of the skilled interview approach may be specific enough to prompt broad and candid recollections of experiences (Knight, 2012).

I asked the open-ended questions to encourage participant response to bring a rich meaning and depth for further exploration of the overarching research question (see Appendix B). The follow-up questions provided reliability and validity to the research (Knight, 2012). Yin (2014) posited data source triangulation to solidify the findings of the study. I managed the raw data by using four steps for data collection and analysis: (a) identified appropriate software for input and analysis, (b) obtained the data from the software, (c) reviewed and organized the data, and (d) analyze and summarize the findings. In addition, I used member checking to validate the tribal leader responses. Member checking is a candid review of the participant responses that confirms the

researcher has understood the *meaning* of the individual responses of the interview

questions (Marshall & Rossman, 2011; Yin, 2014).

Data Collection Technique

Qualitative research is a method of probing and inquiry, which includes various

methods of data collection within the qualitative research study (Slevitch, 2011). Knight

(2012) posited good listening skills and a conversational approach are the preferred

methods of data collection. I used face-to-face, open-ended questions to interview the

leaders that volunteer for the focus group and interview sessions. I employed follow-up

questions during the semistructured exploratory interviews in an effort to gain rich and

significant data, as suggested by Knight (2012). Individual leaders consented to an

audio-recorded interview; I ensured the reliability of the interviews with the use of a

second recording device as a backup plan. I have tested both devices and used them in

previous leadership interviews.

The overarching research question determined the core of the case study (Yin,

2014). Carlsen and Glenton (2011) posited the selection of individuals is determined as a

researcher analyzes the responses; and data saturation is met when no new essential data

is obtained. I performed leader interviews and a focus group interview to explore the

strategies the individuals use to guarantee CSR practices in the tribal gaming industry. I

chose multiple methods of data collection to attain a detailed perception of the specific

business problem as written by Denzin (2012). The rationale for choosing this method of

research design was to provide a clear understanding of the case (Marshall & Rossman,

2011) based on the views and perceptions of the tribal gaming leaders. I employed

member checking to review and confirm the validity and *meaning* of the leader responses

(Marshall & Rossman, 2011). Individuals were allowed to add to their response to reflect

an accurate response to the research questions posed during member checking (Marshall

& Rossman, 2011). My role as the researcher was to leave the transcript in a fixed state;

however, I documented on the transcript that one participant had opted to change a reply,

and I documented the counterclaim.

A third party software system provided the initial transcription of the voice

recorded interviews. I verified the transcriptions with the original voice recorded

leadership interviews and sorted the data into codes and themes. The software system

that was particular for qualitative data (www.dedoose.com) organized the data for my

analysis. I did not use a pilot study because my mentoring chairperson was confident in

my research skills. Moreover, by using a semistructured technique, and an open-ended

interview questioning process, a pilot study is of no real use. Yin (2014) posited the

disadvantage of collecting too much or too little data and suggested the use of good

researching techniques.

Data Organization Techniques

I organized the data in a fashion that was unique to the qualitative research

method. Qualitative data is difficult to stratify into charts and tables; therefore, I coded

the data in recognition of the associations and patterns the leaders articulated in the

semistructured interviews. I coded the data into themes according to the codes that

emerged. I organized and coded the data in chunks in effort to manage the multiple sources of data required for triangulation, as noted by Yin 2014). Marshall and Rossman (2011) posited that the chosen data management method must be controlled and retrievable. I entered the recorded interviews, manual note taking, and transcripts into the web-based software to maintain each element of the facts obtained from the leader participants, as recommended by Slevitch (2011). The qualitative research method requires multiple sources of data to examine the business problem (Marshall & Rossman, 2011). The collection of evidence strengthened the quality of the study (Yin, 2014). The use of computer-assisted qualitative data analysis software (CAQDAS) assisted my work of narrowing the codes to eight relevant themes. A comparative table of CAQDAS was provided in Appendix C. I encrypted the field notes and interview transcripts with a 256-bit algorithm and then password protected the documents using the CAQDAS known as Dedoose. I will store the research data in a locked, fireproof safe in my home for the required period of five years; after which, I will destroy the data by shredding documents and deleting all audio and flash drive memory.

Data Analysis Technique

The purpose of this qualitative, descriptive case study was to explore what strategies leaders used to ensure CSR practices in the tribal gaming industry. Qualitative data has a subjective feature that includes seeking an understanding and exploration of the attitudes, beliefs, and understanding of the specific business problem (Amerson, 2011).

The case study design may be used to explain the how and why of a particular

phenomenon in an organic setting (Vissak, 2010). Researchers may use the case study

design to gather rich, meaningful data from multiple views among different levels of the

organizational chain of command (Vissak, 2010). Yin (2014) postulated the use of open-

ended, face-to-face, semistructured interview technique to answer the overarching central

research questions. Researchers ask open-ended questions to obtain a concerted

participant answer (Qu & Dumay, 2011). I used SLT, CSR, and tribal gaming to

concentrate on the individual interviews, focus group interview, and archival records.

 The rationalism to use the quality content analysis approach toward the data

collected pertaining to SLT, CSR, and tribal gaming contributed to the use of preparation,

organization, and the reporting of the results (Elo et al., 2014). Moreover, I displayed

trustworthiness in the research with preparation, organization, and the reporting of the

results as discussed by Elo et al. (2014).

Qualitative data is easier to manage by categorizing data or coding the data for a

deeper understanding through thought and reasoning (Yin, 2014). I organized the

participants' responses into codes and the frequency of the words or phrases used by the

participants. A researcher must organize and sort the collected data into categories from

codes or organizational units (Vissak, 2010). Marshall and Rossman (2011) posited the

categorization of the research responses into clusters of reoccurring themes and word

patterns. The codes were identified with the use of the CAQDAS known as Dedoose. A

researcher can determine the categories and codes to associate participant replies with the

use of predetermined categories or codes of inference and a blend of both (Yin, 2014).

Four major themes, four minor themes, and one serendipitous theme emerged from the

codes identified in Dedoose. I used Dedoose qualitative data analysis software to assist

in the themes, data analysis, and coding of the data (see Appendix C). I methodologically

triangulated the data obtained from archival records and asked the participants to answer

the open-ended interview questions in the individual interview sessions and focus group

session, found in Appendix B. The data collection technique included an open-ended

interview questioning process to understand the skills tribal gaming leaders use toward

sustainability. I analyzed the data and compared the results with the literature review and

the conceptual framework. Bekhet and Zauszniewski (2012) concluded that the

methodological triangulation approach will justify precision in the study.

Reliability and Validity

The reliability and data quality are critical in a qualitative research study

(Amerson, 2011; DeMassis & Kotlar, 2014). As the researcher of this case study, I

avoided the threats to validity. External and internal threats can result from the

researcher's inability to extrapolate from the data or the unseemly conclusions linking to

the research participants (Amerson, 2011). I addressed the reliability and quality of data

concerns with the inclusion of multiple participants and data triangulation, as stated by

Bekhet and Zauszniewski (2012).

Reliability

Amerson (2011) posited the reliability of the case study is based on the internal

and external validities. Dependability was established by mitigating bias and ensuring

the wholesomeness of the data (Onwugbuzie & Byers, 2014). I added credibility to the

research case by ensuring an accurate account of the lived experience with

methodological triangulation, journaling, member checking, and persistent observation

during the leader interviews (Granot et al., 2012). I implemented the interview protocol

in which I asked each participant the same questions in the same order. O'Reilly and

Parker (2012) determined data saturation performed among qualitative studies takes

account of the consideration of reasonability. I ensured data saturation through

methodological triangulation. The role of the researcher is to mitigate bias, collect

accurate data, the findings, and interpret the data (Onwugbuzie & Byers, 2014).

Validity

Yin (2013) used rival explanations, triangulation, and logic models to increase the

validity of a single-case study. Internal validity and external validity are equally

important in research for reliability and transferability among the different research

methods (Amerson, 2011). Yin (2014) posited an analytic strategy to construct the data

into concepts and explanations. Researchers ensure internal validity with the significance

and the quality of the results acquired in the research study (DeMassis & Kotlar, 2014:

Yin, 2014). I used member checking to endorse the validity of the individual responses

(Marshall & Rossman, 2011). Individuals may request a modification their initial

response to the interview questions to reflect a correct response during member checking.

I left the transcript in the current state; conversely, I made a notation on the transcript to

reflect new wording. Researchers choose the research method to account for threats to validity through methodological triangulation and data saturation (Yin, 2014).

I had the opportunity to explore the answers to a single interview questions for the similarity of answers. This method sanctioned an understanding of the restatement of the interview question, or the method, and possibly both. I used dependability to defend the significance and rationality of the case study (Marshall & Rossman, 2011). The use of methodological triangulation allowed the establishment of credibility (Qu & Dumay, 2011). I delivered dependability to this research with member checking and methodological triangulation. Validity includes areas of dependability, trustworthiness, credibility, and transferability (Mayer & Boness, 2011). Qualitative findings may be transferred; however, transferability is always left up to the reader to decide (Marshall & Rossman, 2011).

Transition and Summary

The purpose of this qualitative descriptive case study was to explore what strategies leaders used to ensure CSR practices in the tribal gaming industry. Thirteen leadership team members from a tribal gaming organization in southwest Oklahoma participated in face-to-face interviews and a focus group. I reviewed company archival documents of the CSR initiatives to demonstrate methodological triangulation. The practices leaders adopt may support sustainability and may aid in the industry survival. Leadership is the driver of the organization and encourages the employees to follow the mission and vision statement; therefore, the exploration of leadership relating to the tribal

gaming industry and CSR was the focus of my study. The contribution of this study to positive social change may result in environmental quality, economic prosperity, and social equity.

The results of the research could contribute a deeper understanding of the role leaders make in everyday decisions and CSR for future generations. The interview questions portray whether CSR is the effect of leader initiatives or a manifestation of tribal heritage.

Yin (2014) posited the approach to a case study is to maintain adaptability and allow the changes to occur to report the actual case. The descriptive case study design incorporated a systematic approach to the uniqueness of the recanted events in detail of the real life experience (Yin, 2014). Phases employed in this type of analysis included research question, interview questions, data collection, data analysis, method, and limitations (Yin, 2014).

I established trustworthiness of data collection and analysis techniques by voice recording the interviews and inspecting the transcribed interviews for accuracy. I established credibility through methodological triangulation; likewise, the determination of dependability was sought by mitigating researcher bias with the exertion of wholesome data. The interviews of thirteen leadership members aided in the exploration of the strategies leaders use to incorporate CSR in their workplace.

Section 3 is a comprehensive investigation of the study. The final section revealed the findings of the interview questions and addressed the overarching research

question. This project established the strategies necessary for leader choices that could

have a significant influence on societal needs. In addition, a comprehensive discussion

subsection details the argument in lieu of the findings in veneration and relevance to the

improvement of business practices.

Section 3: Application to Professional Practice and Implications for Change

The outline of this section is to portray the finding of the study's data collection from the descriptive case study. This section contains (a) a summary of data, (b) the analysis, (c) findings from the data obtained from this study, (d) relevance and application to professional practice, (e) implication for social change, (f) recommendations for future research, and (g) closing comments.

Overview of Study

The purpose of this qualitative exploratory case study was to discover the strategies leaders use to ensure CSR practices in the tribal gaming industry. The qualitative method is appropriate for the focus of this research study on the ways that leadership can incorporate CSR in tribal gaming because customer perceptions and beliefs are of high importance (Pérez & Rodríguez del Bosque, 2013). I conducted a focus group and semistructured interviews with tribal gaming leaders from the same casino to obtain data and answer the overarching research question: What strategies do leaders use to ensure CSR practices in the tribal gaming industry. To provide evidence for this study, I posited four interview questions for the individual interviews:

1. What skills do you possess to enhance corporate social responsibility?

2. How does your corporate social responsibility influence the gaming industry?

3. What skills do you have that inspire creativity and motivation to enhance in corporate social responsibility for the long-term future?

4. What strategies have you used to inspire creativity and motivation to enhance

in corporate social responsibility?

I also introduced four interview questions for the focus group session:

1. How does your organization gain from leadership stakeholder values associated with your leadership style?

2. What community activities does your organization support?

3. What community activities does your organization participate in?

4. What are the benefits of gaming to your tribe?

The business problem explored in this study was that leaders lack strategies to ensure CSR practices in the tribal gaming industry. The individual interviews and focus group session were significant and objective in effort to attain rich data (Qu & Dumay, 2011). I reviewed company documents that correlated with the data obtained during the focus group session and individual interview sessions.

Yin (2014) posited that the descriptive case study design incorporates a systematic approach that I used toward this study to incorporate a superior study that includes (a) research questions, (b) data collection, (c) data analysis, (d) method, and (e) limitations. I transcribed seven individual interviews, six focus group participant answers, and gathered corporate documents into Dedoose CAQDAS for coding. I analyzed the data and identified eight relevant themes to describe the leader strategies used in the tribal gaming industry toward a sustainable future. The relevant themes exhibited the strategies in the corporate documents such as press releases, an advertisement, internal corporate blog, and leader perceptions pertaining to the

overarching research question. The eight themes that emerged from the triangulation of the data were (a) business value, (b) collaboration, (c) communication, (d) emotional intelligence, (e) motivation/innovation, (f) philanthropic opportunity, (g) resilience, and (h) strategic vision.

Presentation of the Findings

I used semistructured interviews and corporate documents to methodologically triangulate the data in an effort to present the findings of the study. The use of qualitative data analysis and the interpretation of the findings addressed the overarching research question for this study. The tribal gaming leaders scheduled the interviews at onsite locations at times that were convenient for their schedule.

I replaced the names of the participants in the focus group session with codes: P1, P2, P3, P4, P5, and P6. The individual interview participants are identified as IIQ1, IIQ2, IIQ3, IIQ4, IIQ5, IIQ6, and IIQ7. Three participants clarified their responses; two participants from the individual interviews and one participant from the focus group session.

Initial codes were identified from the individual interviews, focus group session, and corporate documents. Eight relevant themes emerged from the initial codes. I divided the eight relevant themes into four major themes and four minor themes. The major themes are indicated in Table 1, whereas the minor themes are indicated in Table 2. I compared the literature review and the conceptual framework with the themes to evaluate the reliability of the study. The analysis and interpretation of the findings

addressed the central research question that was related to the conceptual framework

theory: SLT.

Table 1

Frequency of Theme for Major Themes

Major Themes	*n*	% of rate of occurrence
Business value	121	25.58%
Strategic vision	113	23.89%
Collaboration	58	12.26%
Communication	48	10.15%

Note. n = frequency

Table 2

Frequency of Theme for Minor Themes

Minor Themes	*n*	% of rate of occurrence
Motivation/Innovation	43	9.09%
Emotional intelligence	36	7.61%
Resilience	33	6.98%
Philanthropic opportunity	24	5.07%

Note. n = frequency

The significance of the case study could overall enhance existing theory

(DeMassis & Kotlar, 2014). The individual responses were indicative of situational

leadership theory where the leadership behavior is modified as the tasks change (Hersey

& Blanchard, 1969). The predictors of SLT consist of leader supportiveness, leader

directiveness, subordinate maturity, and subordinate readiness (Thompson & Vecchio,

2009). Tables 1 and 2 indicate the rate of occurrence of the major themes that highlight

the strategies tribal gaming leaders use for the long term future.

I included the individual interview responses, the focus group responses, and corporate documents. The findings of the study specified that leadership strategies are essential in tribal gaming toward a sustainable future.

Major Theme

Business value. The first major theme that emerged from the data was business value. Organizational leaders have many opportunities to make economic effects on the subordinates' quality of life, which may contribute to sustainability for the organization and people, improving overall business value (Coulson-Thomas, 2013). Individual responses toward leader strategies were present in all interview and focus group questions. Twelve (92%) leaders suggested that business value was a leadership strategy the casino uses toward sustainability. As Table 1 and 3 indicated, the major themes that emerged from the data analysis regarding business value were the main strategies the tribal gaming leaders used toward sustainability.

Table 3

Frequency of First Major Theme

Theme	n	% of frequency of occurrence
Business value	121	25.58%

Note. n = frequency

P3 answered that the leader perspective was to improve the food in the restaurants with organic produce grown on the property, allowing the chefs to hand select their menu on a daily basis. The casino leaders take pride in their green focus on the future with the

organic produce that is grown in the on-site greenhouse, which features organic herbs and

produce (press release 3, 2/11/2014; press release 4, 4/21/2014, Mission Statement).

Businesses adopting green practice will notice benefits in performance, human capital,

and achieve sustainability (Lee et al., 2013). Moreover, IIQ6 replied the horticultural

team produces items that are used in the onsite spa. Business value was added with the

addition of the horticulturalist (press release 3, 2/11/2014). Participant IIQ7 answered

that the addition of the local gas station and recreational vehicle (RV) park has added job

creation and business value to the tribe. A convenience store and RV park was

implemented to aid the local economy, provide jobs, and reduce the number of patrons

that are turned away when rooms are not available (press release 13, 6/13/2012; internal

communication, 5/15/2015). Ji et al. (2012) discovered with supplementary training, the

organization has an improved chance of becoming successful in sustainability. Tribal

leader flexibility to change has incorporated the expansion of services to increased

employment rates and aid in overall business value (press release 3, 2/11/2014; press

release 4, 4/21/2014; press release 8, 1/18/2013; press release thirteen, 6/13/2012;

Mission Statement). Organizational leaders must maintain complexity, collaborate for

organizational change, and engage in emotional intelligence (Metcalf & Benn, 2013).

Strategic vision. The second major theme that emerged from the data is strategic

vision. The individual answers and corporate documents revealed the strategic vision of

tribal gaming leaders. Leaders may be encouraged to customize their procedures,

methods, and strategies to improve their overall success, as posited by Galpin and

Whittington (2012). Individual responses toward strategic vision as a leader strategy was present in all (100%) of the interview and focus group questions. Ten (78%) gaming leaders identified strategic vision as a leadership skill that is used at the tribal gaming casino. As Table 1 and 4 indicated, the major themes that emerged from the data analysis regarding strategic vision as the second main strategy the tribal gaming leaders used toward sustainability.

Table 4

Frequency of Second Major Theme

Theme	*n*	% of frequency of occurrence
Strategic vision	113	23.89%

Note. n = frequency

P1 answered that the tribal gaming leaders use of local vendors to aid in the stimulation of the local economy (P1, personal communication, 11/29/2015; confirmed through member checking on 4/21/2014; press release 5, 11/1/2008; press release 8, 1/18/2013). The economic impact includes $41 million in the purchase of service and goods annually (press release eight, 1/18/2013; Mission Statement). CSR can improve financial performance and create a significant contribution for competitive advantage with the use of *strategic proactivity* (Torugsa et al., 2013).

P4 replied that the casino leaders seek out ways to become more efficient and provide a safe work environment. Customers are allowed to smoke in the casino, which

exposes the employees to second hand smoke (IIQ3, personal communication, May 12, 2014). The casino has a state of the art ventilation system to filter out the second hand smoke that is used to provide a *virtually smoke-free environment* (press release 6, 11/1/2008). Albattah et al. (2013) posited a Leadership in Energy and Environmental Design, which they demonstrated would reduce safety risks yet maintaining CSR rated buildings. Leaders provide due diligence to the community and save money with carbon reduction techniques and the reduction of pollution (Makipere & Yip, 2008).

IIQ6 answered leaders identify the importance of the mailers used for marketing customers, which are creatively written to be geared toward the individual customer based on their strata and serve as a notification for customers that their contribution is being recognized. The tribal casino lists many marketing strategies on the mailers to encourage the many features the casino offers such as the spa, entertainment, and gaming features for the month (press release 12, 6/2015). Organizational leaders may discover solutions to creative challenges in handling the diversity of the sustainable efforts or with a combination of the innovative and adaptive solutions (Dincer & Dincer, 2013). Marketing strategies must encourage consumer beliefs and the social structure around the target market to impact consumer behavior (Gabler, et al., 2013).

IIQ3 replied that the casino is undergoing a carpet installation; the bright colors and swirl pattern in the carpet is customized for marketing (IIQ7, personal communication May 15, 2015). The tribal gaming leaders collaborated with a design team to share the overall vision with the customers with designs that are appealing to

local citizens (press release one, 7/5/2008; press release six, 11/1/2008; and press release eight, 1/18/2013). Table 1 and 4 demonstrate the frequency for the second major theme. Leader efforts must focus on the alignment of strategy and vision toward product design (Alblas, Peters, & Wortmann, 2014). Gaming leaders use the norms to determine the level of adornment the organization will use (Sallaz, 2012).

Collaboration. The third major theme identified in this study is collaboration. Leaders must understand the value of trust and the implications of good relationships with collaborative partners to decrease time loss from collaboration (Parker & Brey, 2015). Moreover, partnerships provide a continuum of resources to the collaborative efforts (Walters & Anagnostopoulos, 2012). The individual answers and corporate documents exhibited the collaboration efforts of the casino, internally and externally.

Table 5

Frequency of Third Major Theme

Theme	*n*	% of frequency of occurrence
Collaboration	58	12.26%

Note. *n* = frequency

Individual responses toward collaboration as a leader strategy were present in all interview and focus group questions. As Table 1 and Table 5 indicate, the frequency of incidence of the third major theme ensures that leader strategies are used at the tribal gaming casino. Eleven participants (85%) suggested that collaboration is a leader

strategy the casino uses toward sustainability. P5 answered the tribal gaming leaders

collaborate with the local communities to raise money for tribal scholarships toward a

higher education and donate money to local communities to support community

education programs for elementary aged students. Tribes collaborate with other tribes to

support education, which is a value the tribe supports (Mission Statement; press release

15, 5/1/2015).

The tribal gaming leaders of the casino communicated an economic impact report,

which depicted scholarships and a children's learning center as direct recipients of tribal

gaming revenues (press release eight, 1/18/2013). Debenport (2012) conducted a study

that determined literacy does aid in cultural knowledge and privileges among the tribal

members. Moreover, organizational leaders have found it increasingly necessary to adapt

effective leadership styles and CSR for the greater good of the community (Du et al.,

2013).

IIQ1 answered he uses the collaboration skill to communicate with subordinates

on a daily basis from any department, answering any questions and letting the

subordinates know they are valued employees. Tribal gaming leaders provide their

subordinate members with a collaborative blog that reveals the history of the organization

since inception, allowing team members a recollection of where the organization began

and reflect upon the current day (internal communication, 5/15/2015). Leadership

empowerment can aid in the direction of the subordinates, aiding in work performance

and employee goal orientation at high levels (Humborstad et al., 2013). Leaders may

find different skills sets may be useful as in different settings of the organization (Zigarmi et al., 2011).

P2 answered the casino collaborates with local hospitality community partners to aid in social progress. The leadership mission is to develop community partnerships (press release eight, 1/18/2013, press release nine, 12/19/2013, press release 11, 8/2010; internal communication 5/15/2015, and mission statement). Organizational leaders who correlate innovation and development of community interaction with collaboration may achieve and maintain a competitive advantage (Pearce et al., 2012). Furthermore, leaders may find strategies to improve society through partnerships, as posited by Walters and Anagnostopoulos (2012).

Communication. The fourth major theme in this study is communication. Ethnography of communication is defined as the methodology that reflects the knowledge and meanings within a cultural group, which can aid in the interpretation of the communicative phenomenon (Zhu & Bargiela-Chiappini, 2013). The individual answers and corporate documents exhibited the communication efforts in various aspects of the daily casino operations.

Individual responses toward communication as a leader strategy was present in five (63%) of the interview and focus group questions. Eight (62%) gaming leaders suggested that communication is a strategy the casino uses toward sustainability. A situated cultural learning approach was created in effort to adopt cross-cultural management education base of skills, strategies, and beliefs that could be used by tribal

gaming leaders to introduce and describe their culture to employees of different tribes or non-tribal members in effort to improve the knowledge (Zhu & Bargiela-Chiappini, 2013). Table 1 and Table 6 indicate the fourth major theme tribal gaming leaders used toward sustainability.

Table 6

Frequency of Fourth Major Theme

Theme	*n*	% of frequency of occurrence
Communication	48	10.15%

Note. n = frequency

IIQ4 answered that the leaders provide a daily communicated briefing to subordinates in regards to recycling, customer service, and all pertinent information that will improve efficiency throughout their day. A tribal gaming leader provides the employees with a blog which represents the last seven years of business, celebrating the events that happened on that particular date since its inception (internal communication, 5/15/2015). Business should be responsive to the needs of their stakeholders in ethically, philanthropically, and societal lenses (Abugre, 2014). CSR affected the organizational profitability positively, and reduced organizational risk, but a strong leadership style played significant role (Blazovich et al., 2013).

IIQ2 answered employee perspectives are valued; there is a top down, bottom up approach to communication at the casino. Tribal gaming leaders are committed to

communicating their goals as corporate citizens and providing sustainability (mission statement). Low and Ang (2013) found top down and bottom up approach in organizational humanism, goals, and objectives are successful as they determined specific issues related to the effects on the workforce because of failures and corruption. A bottom up approach will ensure good communication, encouraging good corporate governance and CSR, as posited by Abugre (2014). CSR warrants competencies and leadership skills to implement the goal of improving social responsibilities in for-profit companies (El Ghoul et al., 2011).

P6 replied his communication skills are used during educational board meetings in the community in an effort to enhance the criminal justice and law enforcement programs, ensuring the safety of the guests and local communities. Gaming leaders that are willing to communicate and collaborate with other leaders can achieve maximal results to daily issues (press release 11, 8/2010). Leaders may find strategies to improve society through partnerships (Walters & Anagnostopoulos, 2012). SLT characteristics consist of effective leaders who are effective exhibit SLT characteristics such as the ability to retain, diagnose, communicate, and adapt in many scenarios (Hersey & Blanchard, 1972).

Minor Theme

Motivation and innovation. The first minor theme identified in this study is motivation and innovation. Innovation can aid in community interaction, innovation, and collaboration (Pearce et al., 2012). Moreover, leadership implements the vision and

mission for the organization with motivation and inspiration (Littrell, 2013). The

individual answers and corporate documents demonstrated the motivation and innovation

efforts in the tribal gaming casino.

Table 7

Frequency of First Minor Theme

Theme	*n*	% of frequency of occurrence
Motivation/Innovation	43	9.09%

Note. *n* = frequency

Twelve (92%) gaming leaders reported motivation and innovation are a leadership

skill that is used at the tribal gaming casino. P2 answered there is motivation toward

subordinate employees to bring in new and innovative ideas toward sustainability. The

soaps and lotions are recycled by a collaborative partner and given to the homeless

shelters (IIQ7, personal communication, May 14, 2015). Dincer and Dincer (2012) used

diffusion of innovation theory in an attempt to view common patterns and knowledge

sharing among the participants provided the effectiveness of perception and practice of

CSR among companies for social impact (Dincer & Dincer, 2012). Organizational

leaders must use communication to market the organizational efforts towards innovative

CSR measures, as noted by Dincer and Dincer (2013). As Table 2 and Table 7 indicate,

the frequency of the occurrence of the first minor theme assures the strategies the leaders

used toward sustainability.

P3 individual answered the tribal gaming leaders are motivated to use gaming revenues toward an innovation such as the arts, education, environment, veterans, and to *live in harmony with the earth*. Motivation and innovation towards evident in the native décor to attract customers for entertainment at their location (press release one, 7/5/2008; press release six, 11/1/2008; IIQ7). Tribal gaming leaders portray a particular motivation and innovation toward the environment with the agricultural programs, philanthropic opportunities, the social, environmental and economic influence in multiple states with gaming revenues (press release three, 2/11/2014, press release four, 4/21/2014; press release eight, 1/18/2013; press release nine, 12/19/2013; internal communication, 5/15/2015; and mission statement). Ethnography of communication is used to further the balance of emic and etic; emic knowledge can increase the knowledge base of cultural practices and serve as the heart to improve the discoveries of cultures (Zhu & Bargiela-Chiappini, 2013). In addition, the future of CSR may include additional principals such as scalability, circularity, globalism, responsiveness, and creativity (Forte, 2013).

IIQ1 replied the use of innovation allows him to motivate the employees in *pre-shift games* and instill a positive output for improved customer service. Leaders are encouraged to find innovative ways to interact with internal and external guests to develop a memorable impression (press release 11, 8/2010). Leaders can use SLT to identify the correct style of leadership with each decision that made; leaders should base the style used on a situational approach (Burian et al., 2013). Organizational leaders that promote performance support by encouraging customer service skills among staff with

quality of life measures may encourage customers to make better purchasing and sustainable decisions (Coulson-Thomas, 2013).

Emotional intelligence. The second minor theme in this study is emotional intelligence. Organizational leaders must maintain complexity, collaborate for organizational change, and engage in emotional intelligence (Metcalf & Benn, 2013). The individual answers and corporate documents exhibited the emotional intelligence efforts in the tribal gaming casino.

Individual responses toward emotional intelligence as a leader strategy was present in four (50%) of the interview and focus group questions. Seven (53%) gaming leaders suggested that emotional intelligence is a leader skill used in the tribal gaming casino. Leadership emergence and effectiveness are known leader traits, which can attribute effective and expected qualities into his or her leadership (Judge et al., 2009).

Table 8

Frequency of Second Minor Theme

Theme	n	% of frequency of occurrence
Emotional intelligence	36	7.61%

Note. n = frequency

IIQ1 answered that self-respect and leading by example aided his leadership skills aims to work with the subordinate employees for the maximum success. Leaders have the opportunity for upward mobility of employment based on specific qualities and

experience; the same is true for subordinates (press release two, 2/10/2011). Moreover, the leaders expressed their capabilities and willingness to become good community citizens (press release eight, 1/18/2013; mission statement). Leaders may have an increased intellectual stimulation, which is used to strategize the organizational operations effectively (Maulding et al., 2012). Morover, Maulding et al. (2012) found motivation was a factor resulting in a strong correlation of emotional intelligence and resilience in leadership success vision is incomprehensible as the future, rather the participants of the survey reported engagement is valued by the stakeholders.

IIQ7 answered the goal is to develop hiring skills and to keep the employees happy during their employment and prevent other issues from arising. Leaders have incorporated the agricultural program, permanent employment, and customer service to enhance to lives of the subordinate and associate members (press release three, 2/11/2014; press release eight, 1/18/2013; press release 11, 8/2010; IIQ4, and mission statement). Sensemaking allows the ongoing development to aid organizational leaders to comprehend how approaches and inspiration affects complex issues (Metcalf & Benn, 2013). Burian et al. (2013) argued that leaders should remain malleable, be willing and adjust to changes as necessary.

IIQ6 commented that upward mobility is encouraged throughout the organization and the casino hires from within the current subordinate pool. Leadership promotions are designed to meet the needs of the organization, are based on industry experience, and social acceptance within the organization (press release two, 2/10/2011). Organizational

sustainability that includes talent management strategies can encourage current subordinates to provide provision or encourage new skills (Coulson-Thomas, 2013). SLT supports the belief that different situations require different leadership styles (Hersey & Blanchard, 1969).

Resilience. The third minor theme in this study is resilience. Bande, Fernández-Ferri, Varel, and Jaramillo (2015) posited resilience is an emotional intelligence that is apparent in the workplace, and with increased emotional skills employees will have decreased *work-related stress*. The individual answers and corporate documents demonstrated the motivation and innovation efforts in the tribal gaming casino. Individual responses toward resilience as a leader strategy was present in all (100%) of the interview and focus group questions. Ten (77%) gaming leaders conveyed resilience as a leadership skill that is used at the tribal gaming casino. As Table 2 and Table 9 indicate, the third minor theme that emerged from the data analysis is a leadership skill used in the tribal gaming industry.

Table 9

Frequency of Third Minor Theme

Theme	*n*	% of frequency of occurrence
Resilience	33	6.98%

Note. n = frequency

P5 reported he provides structure to the subordinates during good and bad times. Tribal gaming leaders have experience the opportunities and obstacles their communities have experienced given a grand opening, concerts, celebrations, and also acts of nature (internal communication, 5/15/2015). Leadership, resilience, and emotional intelligence behaviors were studied to determine the emotional and resilience of school administrators (Maulding et al., 2012). Furthermore, Maulding et al. (2012) determined an organizational leader's success and resilience may improve with effective communication. SLT supports the belief that different situations require different leadership styles (Hersey & Blanchard, 1969).

IIQ4 answered in the leadership role, her duty is to take a *negative situation* and put it into a *positive situation* to keep the subordinates motivated. The tribal gaming leaders were preparing a celebration when *The Tornado* interrupted; however, one year later leaders were aiding in the community rebuilding process and won a humanitarian service award (internal communication, 5/15/2015). Leadership empowerment can aid in the direction of the subordinates, aiding in work performance and employee goal orientation at high levels (Humborstad et al., 2013). Leaders may find different skills sets may be useful as in different settings of the organization (Zigarmi et al., 2011).

IIQ7 replied that gaming revenues have allowed the tribal gaming leaders to support society, such as single mothers, families having issues through a relief fund. Tribal gaming leaders have a *genuine concern* for subordinate and associate members, they promote charitable giving, and committed concert ticket sale proceeds toward a

community relief and rebuilding effort (press release two, 2/10/2011; press release eight, 1/18/2013; and mission statement). CSR warrants competencies and leadership skills to implement the goal of improving social responsibilities in for-profit companies (El Ghoul et al., 2011). Organizational leaders must act upon to the essential components to adapt the sustainability tools to survive the long-term future (Ameer & Othman, 2012).

Philanthropic opportunity. The fourth minor theme in this study is philanthropic opportunity. The individual answers and corporate documents revealed the philanthropic efforts by tribal gaming leaders in the gaming industry. CSR is a collective process toward philanthropy that can become a part of the overall business value (Fontaine, 2013). Moreover, Greenspan et. al. (2013) posited the motivating behaviors of the research participants may introduce motivators for other individuals to participate in environmental philanthropy based on their values and sociodemographic factors. Individual responses toward philanthropic opportunity as a leader strategy was present in all (50%) of the interview and focus group questions. Eight (62%) gaming leaders identified philanthropic opportunities as a leadership skill that is used at the tribal gaming casino. Table 2 and Table 10 are indicative of the fourth minor theme that emerged from the data analysis regarding the tribal gaming leader strategies used toward CSR.

P5 answered the casino gaming leaders offer an annual food drive, donating pallets of food in several local communities. Moreover, this philanthropic opportunity allows them to *share special moments* with the recipients of the social progress (P5, personal communication, April 29, 2015). The tribal leadership board agreed to donate

pallets of canned goods to encourage contributions to the food banks (press release 14, 12/7/2012). P1, a tribal member, answered with a reflection in time when the tribes did not have enough money to pay their bills. Gaming revenues have a significant influence on toward healthcare, environmental services, education, and generational needs (press release eight, 1/18/2013, press release 15, 5/1/2015).

Table 10

Frequency of Fourth Minor Theme

Theme	*n*	% of frequency of occurrence
Philanthropic opportunity	24	5.07%

Note. n = frequency

P3 answered that an added business value of the cattle company on the property has allowed the tribal leaders to give away beef to the Title 6 program, aiding in CSR. The tribal gaming leaders offer beef as a part of the tribal food program and may donate or use the eggs from the chickens they plan to add to the agricultural program (press release three, 2/11/2014; press release four, 4/21/2014). Leadership in developing economies noted week spots, which included corruption, lack of commitment, and the allocation of money to promote CSR (Abugre, 2014). Non-profit organizations, NGO and leaders work through collaborative efforts and education to improve basic living conditions, which continue to divide in a time of climate destabilization (Pearce et al., 2012).

IIQ1 has volunteered personal time toward the tribal gaming philanthropic

opportunities. Tribal gaming leaders organized a tree planting event as a part of a community rebuilding process, allowing employees to voluntarily plant trees (internal communication, 5/15/2015). Environmental philanthropy motivations and geographic locations as well as volunteerism and charitable contributions were discovered in a study by Greenspan et al. (2012). The researchers posited the behaviors of the respondents may introduce motivators for other individuals to participate in environmental philanthropy (Greenspan et al., 2012). The leader can best use SLT by choosing from different leadership styles: directing, supporting, coaching, and delegating (Johansen, 1990). The respondents' values and sociodemographic factors were the motivating factors in environmental philanthropy (Greenspan et al., 2012).

Serendipitous Theme

A serendipitous theme emerged in the focus group and individual interview sessions. Three participants explained their perception of CSR. Leaders that lack clarity of CSR allow the efforts to be taken out of context, which inadvertently creates a weak distribution among contrasting interests (Guthey & Morsing, 2014).

The mission statement for the tribal gaming organization clearly represents social progress, environmental protection, and economic growth. Brammer et al. (2012) evaluated if and how corporations accept CSR efforts and its effectiveness; in a perspective-based article. Organizational leaders who support CSR may encourage additional environmental training to augment the organizational sustainable efforts (Ji et al., 2014).

Summary

The major and minor themes that emerged were a clear indication of the strategies tribal gaming leaders used toward corporate social responsibility. The research findings were consistent with the descriptive case study, which provides a method tribal gaming leaders use toward CSR. SLT remains different from other leadership theories because the levels of leader behaviors are varied and based on *Initiating Structure* and *Consideration* (Hersey & Blanchard, 1969). The results of the research contribute a deeper understanding of the role leaders make in everyday decisions and CSR for future generations. This descriptive case study has contributed to a body of knowledge relating to tribal gaming, situational leadership, and corporate social responsibility. Though leaders experience challenges understanding the tri-dimensional CSR business model, their involvement could lead to successful techniques to mitigate environmental management, issues management, and stakeholder management (Forte, 2013). Moreover, the lack of leader skills may create challenges for the overall contribution of sustainability of the organization.

Applications to Professional Practice

Leaders recognize the possible advantages of CSR given the uncertain future (Karlsson, 2014). The tribal gaming casino in this study has aided in CSR over the past seven years with the use of the eight leader strategies identified in this study. The findings from this study are relative to SLT and indicated that organizational leaders require strategies toward CSR (Torugsa et al., 2013). Social progress, environmental

protection, and economic growth can signify organizational leaders' obligations to the stakeholders; however, complexity is required to think through the broad concepts of CSR (Metcalf & Benn, 2013).

The leaders explained the importance their agricultural program in relation to business value and CSR. Human capital remained important as the leaders described their perceptions of providing employment, green practices, and developing a product that can be used in many areas of their organization. Leaders may cultivate guidance to improve knowledge and best practices among the organization (Albertini, 2013). Leaders may adopt the strategic vision practice by increasing their efficiency and financial performance while making a significant impact on the surrounding communities. Proactive CSR practices and strategies may spark competitive gains and financial performance over rival competitors (Endrikat et al., 2014). The tribal gaming leaders collaborate with multiple community partners. Some of the leaders posited their abilities to collaborate on community boards, events, subordinates, and local charitable events. Organizational leaders encourage CSR involvement through corporate credibility to promote consumer activism (Pérez & Rodríguez del Bosque, 2013).

Communication was depicted by the leaders as an additional concept. Leaders must have a working knowledge of CSR to express the importance of CSR to stakeholders (Guthey & Morsing, 2014). The tribal gaming organization uses communication to provide education, efficiency, and customer service. Moreover, leaders of multicultural organizations can improve the learning approach with a

sensitivity to culture (Zhu & Bargiela-Chiappini, 2013). The four major concepts can be utilized by organizations in a real world setting.

Leaders depicted motivation and innovation as strategies used toward CSR. A top-down, bottom-up approach is utilized to enhance the services they provide. Additionally, their motivation and innovation strategies were directed toward other identified key concepts. Organizational leaders may use sustainable strategies as an ethical practice to meet the needs of the stakeholders with an understanding to promote environmental and community needs currently and in the future (Ji et al., 2012). Tribal gaming leaders acknowledged emotional intelligence as a common leader strategy used in their organization. Leading by example, willingness, and upward employment mobility are essential strategies that are used within the organization. Moreover, organizational leaders must assume the responsibilities for the products they create and distribute to societies to maintain CSR efforts (Aragon-Correa et al., 2013).

Resiliency was a skill identified by the organizational leaders. Many of the leaders identified organizational structure, societal support and preparedness as a factor of the organization. Empowering leaders can have a positive impact on the organization (Humborstad, Neerstad, & Dysik, 2013). Philanthropic opportunity was a concept the leaders identified as skill used in the tribal gaming organization. Organizational leaders identified donations of time, money, and benefits of their philanthropic opportunity. Leaders are compelled to implement operational changes based on existing trends and projected trajectories (French & Holden, 2012). Furthermore, leaders encourage

conservation and improve economic development connections in a sustainability lens (Brookshire & Kaza, 2013).

A serendipitous concept was raised regarding the definition of CSR. The organizational leaders defined the value of CSR as it related to their organization. Corporate ethos may be accomplished and controlled as culture that may be communicated in society and among subordinates (Lazano, 2012). Strand (2011) discovered the culture of CSR as it pertained to different leadership styles. Organizations may use this research to guide them toward sustainability when determining their long term organizational goals and success. As organizational leaders continue to enhance skills and strategies, the result of this research study may encourage the development of a solid foundation for a clear understanding and the benefits for the long term future.

Implications for Social Change

Organizational leaders must advance to an active, sustainable vision strategy, apply clean technologies, and engage stakeholders in an effort to construct and preserve sustainable organizations (Merchandani & Ikerd, 2008). The use of these skills and strategies affect social change with good leader strategies and methods of CSR practices to support key strategic mechanisms (Coulson-Thomas, 2013). Leaders may describe their environmental attitude as corporate environmentalism, which has a helpful influence on CSR efforts (Ji et al., 2012).

The purpose of this qualitative, descriptive case study was to explore what strategies leaders use to ensure CSR practices in the tribal gaming industry. Forte (2013)

found self-motivation for improved impact on the organizational CSR process. The evolution and progress made toward sustainability proves commitment and encouragement for future generations (Lee et al., 2013). Moreover, Gobble (2012) discovered leaders responding to a 2011 survey reported sustainability would remain in the organizations forecasting.

Customer perceptions and beliefs or organizations are of high importance (Pérez & Rodríguez del Bosque, 2013). Moreover, Pérez & Rodríguez del Bosque (2013) posited the importance of the functional and symbolic measures of CSR as they relate to customer perception and CSR initiatives. Organizational leaders develop CSR practices, which improve the work environment and benefit society above the legal requirement (Brammer et al., 2012). Leaders may find the operational approach to CSR to include changes that can improve the environment, whereas the strategic approach may reduce costs (Ji et al., 2012). Organizational and governmental leaders may guide society in the path of sustainability and degrowth while choices still remain (Karlsson, 2013). Researchers could use the findings of the case study to aid in the organizational strategy to forecasting, and aid in the overall business value.

Recommendations for Action

Organizational leaders can take proactive measures toward corporate social responsibility with good leader strategies. Empowering leaders can have a positive impact on the organization (Humborstad et al., 2013). Existing and future organizations should consider the recommendations from this research. Three recommended steps

toward CSR are identified from the study: (a) organizational leaders should consider incorporating CSR in the mission and vision of the organization, (b) demonstrate organizational ethos, (c) communicate and collaborate CSR efforts with society.

The first recommendation from this research is for organizational leaders to incorporate CSR in the mission and vision of the organization. Individuals frequently mentioned the business value and mission of the organization. Leaders execute the decisive plan for the successful fulfillment of the mission and vision, for the organization (Littrell, 2013). Organizational leaders must commit to the value driven approach for the successful implementation of CSR (Abugre, 2014).

The second recommendation is to demonstrate organizational ethos. Individuals provided their definition of CSR and how it related to the organization. Organizational leaders are responsible for the education and interactions among subordinates (Lozano, 2012). Ji et al. (2012) discovered the employee training does affect CSR performance. Organizational leaders could use this research to promote CSR education among subordinates within their organization.

The third recommendation is for leaders to communicate and collaborate their CSR efforts with society. Organizational leaders define sustainability in different ways (Forte, 2013). The evolution and progress made toward sustainability proves commitment and encouragement for future generations (Lee et al., 2013). Therefore, the communication and collaboration of CSR may encourage additional organizations to participate.

The study may impact social change by aiding organizational leaders to increase sustainability through understanding CSR and the impact leadership has on organizational success. I will disseminate the findings of the study through scholarly journals, business journals, and writing a white paper for the organization as well as present at seminars and conferences.

Recommendations for Further Study

The need exists to conduct research on the strategies leaders use toward CSR. Precarious knowledge gaps exist for researchers in an attempt to understand the micro foundations of CSR outcome measures at the organizational level (Aguinis, 2012). Given the increasing need for social progress, environmental protection, and economic growth for future generations; the development of effective strategies for CSR in nonprofit, for-profit, and public sectors could be beneficial. Leaders are compelled to implement operational changes based on existing trends and projected trajectories (French & Holden, 2012).

Consequently, researchers should conduct further studies to examine problems, delimitations, and sectors that were not covered in the study. A limitation of this study was that it was conducted in one tribal gaming casino and in the same geographic locality. Researchers could examine the differences of tribal gaming leader strategies in two or more regions. I further suggest exploring the financial savings of an organization with a developed CSR program versus the organization that is beginning a CSR program. Lee, Scandura, & Sharif (2014) posited emic and etic perspectives of leader-member

exchange theory and organizational change in two cultures for further research. I suggest the emic and etic perspectives of SLT among different tribal casinos.

Reflections

The motivation for this study was to explore the for-profit sector in a meaningful context. I have been an active member in the nonprofit sector for 25 years, serving in leadership and supportive roles. I have volunteered my time for many different organizations for over 30 years, currently as a Master Gardener.

I rediscovered my passion for researching and writing that was instilled in me during my teenaged years. My understanding of the doctoral level research has vastly changed; upon reflection, I appreciate the challenges researchers' experience, the highs and the lows of their masterpiece. Many times during the research phase, I recognized the importance of the end goal. Leadership and CSR peer reviewed articles were easy to locate; however, uncovering tribal leadership or American Indian peer reviewed articles were sparse. The findings from the tribal articles were astounding and I appreciate the importance and the value of this study. I found rich and thick data during the data collection process; there were similar perceptions among the individual interviews and focus group. Organizational leaders may begin the CSR process by reviewing the mission statement; this act could ensure organizational motivation toward sustainability, with a solid core value for future generations.

Conclusion

The purpose of this qualitative, descriptive case study was to explore what

strategies leaders use to ensure CSR practices in the tribal gaming industry. Leaders may include proficiencies and the profile of the corporate culture and their relationships with stakeholders to define the CSR strategies (Albertini, 2013). Moreover, leaders may consider strategic planning within green organizations (Ameer & Othman, 2012). Leader strategies toward CSR can be a difficult endeavor; however, could prove the success of the organization. The purpose of this study seems appropriate as all participants in the study indicated their perceptions toward sustainability as it related to the organizations mission statement.

The data analysis yielded four major themes: business value, strategic vision, collaboration, and communication. In addition, there were four minor themes: motivation and innovation, emotional intelligence, resilience, and philanthropic opportunities. A serendipitous theme was an addition to the study as three of the individuals expressed their perception and meaning of corporate social responsibility. Organizations have difficulties increasing the knowledge base of good CSR use to a community's population (Dincer & Dincer, 2013). CSR values are continually evolving because of the high volumes of multinational corporations that continually move into emerging markets and increased economic globalization (Yang et al., 2013).

There are several conclusions to this descriptive case study. The individuals in this study answered all of the open-ended interview questions during the individual interviews and focus group session. In addition to their participation, a review of company documents, including a promotional mailer, press releases, and an internal

communication document were used in the data collection process. I triangulated the

company documents collected with the answers collected through semistructured

interviews with a current literature review to support the research outcomes.

The strategies that emerged in this study may help organizational leaders in

sustainability in any sector. An important aspect of the leader strategies is the need to

account for the perceptions of the core values of the organization. The top-down bottom-

up method can be applied to a particular focus of CSR, leadership, governance, and

employee attrition (Low & Ang, 2013).

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Appendix A: Study Participant Invitation and Informed Consent

Dear

You are invited to take part in a research study that examines how leaders promote corporate social responsibility in the gaming industry. I am inviting leaders of your organization to attend. This form is part of a process called "informed consent" which will allow you to understand this study prior to deciding of whether to participate. Janie Hall, who is a doctoral student at Walden University, is conducting this study.

Background Information:

The purpose of this study is to assess the strategies used by organizational leaders to ensure corporate social responsibility.

Procedures:

If you agree to participate in the study, you will be asked to consent to a twenty-minute audio-recorded interview and a one-hour audio-recorded focus group. The one on one interview will focus on how your skills are used to ensure corporate social responsibility. The focus group will reflect on the prior interview in a group setting. None of the participants will be excluded. In addition, there will be a 15 minute member checking session, in which the researcher will confirm the validity and *meaning* of the answers. Any exclusion will only be voluntary by the participant and there will be no penalty against the participant.

Here are some sample questions:

- What community activities does your organization support?

- What community activities does your organization participate in?

- What are the benefits of gaming to your tribe?

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision if you choose to participate in the study or opt out. No organization or researcher will treat you differently if you decide to opt out of the study. If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Participating in the Study:

Participating in this type of study does not involve any risk of discomfort other than those associated with the discussion of a challenging and thought provoking topic. However, you will contribute to a body of knowledge that is used to help leader improve their decisions and skills in effort to ensure corporate social responsibility.

Debriefing:

The summary of the findings will be provided in a small presentation and all participants will be offered a one page summary of the findings by email. The briefing is voluntary and regardless of attendance, all participants will received the summary of the findings by email. The dissemination of the findings is a culmination of the answers received in the focus group, individual interviews, and the company documents.

Privacy:

Any information you provide will be kept confidential. I will not use your personal information for any purposes outside of this research project. Also I will not

include your name or anything else that could identify you or your organization in the study reports. Data will be kept secure in a locked, fire proof safe in my home. Data will be kept for a period of at least 5 years, as required by Walden University.

Contacts and Questions:

You may ask any questions you have now or in the future. You may contact the researcher by cellular phone at ▮▮▮▮▮ or email at ▮▮▮▮▮▮▮▮▮▮▮▮▮. If you want to talk privately about your rights as a participant, you can call a Research Participant Advocate team member at 1-800-925-3368 extension 3121210. The Research Participant Advocate is a Walden university representative who can discuss your concerns. Walden University's approval number for this study is __-__-__-_____ and it expires on _____. The researcher will give you a copy of this form to keep.

Payment:

There is no compensation associated with your participation.

Statement of Consent:

I have read the above information and I understand the study well enough to make a decision about my involvement. By signing below or replying to this email with the words, "I consent", I understand that I am agreeing to the terms described above.

Printed Name of Participant   _____

Date of consent   _____

Participant's Signature   _____

Researcher's Signature   _____

Appendix B: Interview Questions

The central research question of this study is, what strategies do leaders use to ensure CSR practices in the tribal gaming industry? The interview questions will allow the collection of data needed to answer the central research question.

Individual Interview Questions

1. What skills do you possess to enhance corporate social responsibility?

2. How does your corporate social responsibility influence the gaming industry?

3. What skills do you have that inspire creativity and motivation to enhance in corporate social responsibility for the long-term future?

4. What strategies have you used to inspire creativity and motivation to enhance in corporate social responsibility?

Focus Group Questions

1. How does your organization gain from leadership stakeholder values associated with your leadership style?

2. What community activities does your organization support?

3. What community activities does your organization participate in?

4. What are the benefits of gaming to your tribe?

Appendix C: CAQDAS Comparison Table

Table 11

CAQDAS Comparison Table:

	Web-based	Multiple Data Formats	Visual Coding	Hierarchy of Codes	Multimedia Format
Dedoose	✓	✓	✓	✓	✓
Ethnograph				✓	
NVivo		✓	✓	✓	

Note: There is a difference in the three *CAQDAS* in comparison to platform, format, visual coding, hierarchy of codes, and multimedia format.