

2015

# Behavioral Operations Management in Federal Governance

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# Walden University

College of Management and Technology

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2015

Abstract

Behavioral Operations Management in Federal Governance

by

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MA, Webster University, 1979

BS, University of Arizona, 1976

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Applied Management and Decision Science

Walden University

November 2015

## Abstract

The environmental uncertainty of federal politics and acquisition outsourcing in competitive markets requires an adaptive decision-analysis structure. Practitioners oriented toward exclusively static methods face severe challenges in understanding qualitative aspects of organizational governance. The purpose of this grounded theory study was to examine and understand behavioral relationship attributes within intuitive, choice, judgment, or preference decision-making processes. The problem addressed in this study was the detrimental effects of organizational citizenship behavior (OCB), compulsory citizenship behavior (CCB), and social exchange theory (SET) on the acquisition management relationship. The OCB, CCB, SET dictates that sound business development, relationship acumen, emotional intelligence and perceptiveness transcend pure numerical quantification. Exhibition of relationship-based attributes influence and drive long-term contractual relationships and the sustainability of business organizations. The data collected included historical data and survey responses. Approximately 34,000 acquisition professionals comprised the population-sampling frame. The study sample consisted of 378 survey responses that yielded 294 qualifying respondents with 94 disqualifications that produced a 78% response rate. The Carnegie-Mellon behavioral survey guidelines underpinned questionnaire construction and affirmation of themes. Strauss and Corbin grounded theory and theme generation addressed behavioral decision making under the additive model that inform the development of an organizational social operations and business framework that accounts for intuitive judgment. The study may contribute to positive social change by orienting managers toward behavioral decision making, ensuring responsiveness to the public and federal governance.

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## Dedication

This dissertation is dedicated to Arthur Mobley, Jr. and Johnnie Mae Brundidge-Mobley, my loving parents, and to my wife and sons, who eternally inspire self-confidence, perseverance, and a love of family under which life becomes a pleasure to travel.

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## Chapter 1: Introduction to the Study

The General Services Administration (GSA), an independent federal agency, manages and maintains 180 separate database repositories. These freestanding database repositories have been running on different platforms. Executive management demands reliable data from the database repositories that span Congressional operations. Database design is contingent on human input and rational intuitiveness. The absence of a behaviorally oriented decision-analysis process and structural framework can cause conflict in isolated database repositories. The environmental uncertainty of federal politics, acquisition, and outsourcing requires an adaptive decision analysis structure that is intuitive and functional.

According to Mobley (2011), traditional rigid, hierarchical organizational structures do not allow creativity, but rather promote a stifling environment where innovation is not valued. I have found that corporate governance loses talent quickly and consistently but fails to understand the behavioral causes. Organizations such as this take action only when the critical work demands actions to ensure the survival of the company (Mobley, 2011). Sustainable operational governance must equate to an intervention or change that reorients the organization to its original mission or redirects the company forward as new potential competitive markets dictate change.

Government, corporate, or community-based entities seek actionable operation processes that are sustainable, are competitive, and obtain financial goals. The grounded theory approach arguments of (Bendoly, Croson, Goncaloes, & Schultz, 2010; Creswell, 2009; Hatch, & Zilber, 2012) is based on innate human characteristics, whether story

telling, or inclusion of the community as a whole in a trial-and-error fashion, to arrive at a profitable and sustainable direction. According to Mobley (2011), research listing decisive action equates to creating an independent rather than dependent community, agency, or corporate entity that is able to generate means of survival rather than dependency upon sustenance provided outside the internal organization or community.

Preference, choice, and intuitive decision making through an inclusive organizational framework are new to most leaders yet emergent in application as elements of an intervention for changing corporate direction or focus away from a linear problem-solving process toward an iterative process (Bushe, 2007). Intuitive judgment, preference, and choice are not indicative of a haphazard approach to organization or visionless leadership mired in traditional problem-oriented facilitation. Intuitive decision-making application and its behaviorally oriented derivatives do not discount or ignore problems encountered by organizational leaders but affirmatively recognize them, seeking an approach that favors focusing on collective group strength, rather than what has not worked (Kelm, 2005).

In this study, I discuss and investigate how preference potentially leads to conflict between the power of intuitive inclusiveness to transform organizational culture and the practice of dictating change through traditional regulatory authority bound by position. Regulatory power by position directly challenges the emergent and transformative power of systemic inclusion. Preference, choice, and intuitive decision making explicitly draw attention because deficit vocabularies constructed to exclude behaviorally oriented

preference, choice, and judgment attributes of strategic decision making remain in the hands of a few (Ludema, 2001).

Proponents of empirical research that is predominately quantitative tend to discount qualitative inquiry as weak and not in tune with organizational reality or the rationality of logical choice, contending that preference and choice decision making is contrary to an organization's focus on profitability or business strategy, favoring consensus to decisive action (Dixon, 1998). The common misunderstanding that quantitative researchers have regarding qualitative-style decision making involves transformative philosophic features that mitigate sacrificing behavioral rationality. Regulatory power by position maintains a problem-state orientation that disassociates the most important innovative corporate assets. Disenfranchisement of the organization's social community, in preventing it from engaging in actual participatory involvement or survival, limits its views on sustainability, creativity, and innovation.

Moorhead and Griffin (2010), Bendoly and Cotteleer (2008), and Bendoly, Croson, Goncaloes, and Schultz (2010) argued that public governance, organizational change, and leadership field research needs a formulated combination of behavioral operations management (BOM) and information analysis within an interdisciplinary approach. Practitioners oriented toward exclusive quantitative methods face severe challenges in understanding qualitative organizational governance. Processes that influence decision-making and that contradict conventional thought on rationality stem from an innate, intrinsic attribute that binds many organizational designs (Spector, Bauer,

& Fox, 2010). The interdisciplinary organizational approach I explore in this study ties social-change decision making to behavioral-attribute recognition.

### **Background**

The mission of the Federal Acquisition Service (FAS) is to provide a competitive supply chain system and presidential transitional service, as well as to act as an active alternative market competitor to all federal agencies. This mission places GSA/FAS in a unique position to leverage behavioral operations management-relevant literature on topics ranging from the political business cycle (PBC) phenomenon through emerging behavioral operations management. The cause and effect FAS sought was an adaptive process of decision making inclusive of the essential elements of decision-making (Aczel, 2009; Aczel & Sounderpandian, 2006, p. 721).

The operational environment that federal acquisition systems use to engage business operations indicates an awakening in operations management that acknowledges an underlying BOM thought process. I explore the functional dynamics deficit within the human interface of the acquisition relationship process framed by GSA's acquisition organizational structure, which incorporates the impact of organizational citizenship behavior (OCB) and social exchange theory (SET) on revenue generation (Bearden, Murphy, & Rapoport, 2007; Stangl & Thonemann, 2014). The PBC phenomenon drives GSA's need for adaptive operations management (OM) processes that harness behavioral attributes of successful acquisition professional staff within a dynamic OCB/SET environment.

Mobley (2011) asserted that the process of construction is slow, arduous, and deliberate. Thus, it demands that leadership develop a strong understanding of individual and multicultural interpretations within an organization rather than adopting the traditional linear-problem-state methodology that government organizations use to advance operational policy on competitive leadership. It is here that modern generative creativity and innovative thought confront restrictive causes and effects of organizational rationality as leaders insist that organizational processes stay within predetermined boundaries.

Traditional governing processes seek justification for all employee actions, thus establishing an environment of caution working against creativity and innovation, indicating reluctance to imagine or realize possibilities (Hatch & Yanow, 2008). Under the status quo style of management, multiple improvement techniques have been attempted over the last 30 years, such as total quality management (TQM), continuous quality improvement (CQI), management by objective (MBO), and other derivatives poised on similar foundations. Remarkably, the majority of these techniques focus on management, supervisors, and other assorted levels of leadership in a structure of high top-down implementation and installation.

Mobley (2012) asserted that traditional managers and status quo operation management ignore inclusive decision-making processes within the governing structure. According to Mobley, such managers cannot weather fast-paced IT change or make sound and prudent judgments unless collaborative total organizational assets come to play in market strategy development. Policy, speed, culture, and organizational

innovation and responsiveness have allowed Europe, Asia, and Japan to leverage away western economic supremacy until the east owned more of the west than realized, with China still in creative evolution. Public service and its civil servants often suffer demeaning discourse within political forums, with unknowing public constituencies indoctrinated with negative narratives promulgating derogatory metaphors designed to interrupt human intuitive judgment.

### **Problem Statement**

The problem that I addressed in this study was the detrimental effects of OCB, CCB, and SET on the contractor-and-acquisition manager relationship. Institutional behavior guides expected performance but fails to consider particular behavioral preferences behind an individual or organizational system deviation (Bachrach & Bendoly, 2011; Bendoly et al., 2010; Gino & Pisano, 2007). Intuitive judgment, preference, choice, and relationship trust drive conforming behavioral attributes in the OCB/CCB/SET government framework.

The words *transformation*, *social change*, *organizational culture change*, and *profitability* bring to mind a corporate dedication to next year's business planning process after successful acknowledgment of the current year's progress toward the realization of bottom-line forecasts. Narrative positioning of this sort completely stuns most informed public participants, who suddenly realize that this is not a private corporate stockholders' meeting or introductory report, but a federal government assimilation of best practices that is appreciative in approach, yet profit minded and accountable to the public. A freestanding governmental agency that is entirely self-sufficient, generates revenue, and

has enough cash flow to sustain all employees is not readily spoken of aloud in political-economic circles (Mobley, 2011).

### **Purpose of the Study**

The purpose of this grounded theory study was to examine and understand the relationship attributes of intuitive, choice, judgment, or preference decision-making processes. The research addressed the detrimental effects of organizational citizenship behavior (OCB), compulsory citizenship behavior (CCB), and social exchange theory (SET) on the contract and acquisition relationship (Augier & Teece, 2006; Bendoly & Cotteleer, 2008; Howard, 2013). The uncharted attributes were the underlying intervening process of strategic decision-making, preference, and choice that conflicts with the organizational triad I explored (Spector, Bauer, & Fox, 2010).

The technical review grading process used for proposals submitted by potential contractors is consistent in demonstrating definitive quantitative scoring. The qualitative assessment of the OCB/SET process required for relationship development lacked sufficient framing, design, or tacit recognition of existing cause and effect. The organization's acknowledgment and incorporation of OCB training and development as well as a succession plan increased the organizational perspective of positive social change toward effective use of these behavioral attributes.

### **Research Questions and Hypotheses**

#### **Research Questions**

In this study, I used five research questions informed by the theory addressed in the literature analysis. The study was guided by a mixed methodology with a primarily

qualitative focus. My quantification of assessed behavioral attributes and examination relied on, and used an ongoing qualification programming methodology developed by Bana e Costa et al. (2000). Measuring Attractiveness by Categorical Based Evaluation Technique (M-MACBETH), a decision support and analysis application, is under continual refinement, basing its effectiveness upon the additive value model (Bana e Costa et al., 2000, p. 1).

The research questions were as follows:

1. What is the determining factor that specialists use to determine continuance or termination of contractual services on performing agreements that are meeting or exceeding contract specifications?
2. What is the OCB framework design in federal contract analysis?
3. What is the behaviorally oriented assessment process?
4. If task interdependence equals contractor performance, and subsequent payment (DV) according to contract and performance is satisfactory, what determines (IV) termination when need or cost is not a factor?
5. Why do the GSA incentive performance measures antagonize specialist/contractor relationships?

### **Hypotheses**

Within the mixed methods approach of this study, the quantitative research questions led to the hypotheses stated below.

- H<sub>0</sub><sup>4</sup>: There is no behavioral relationship attribute between contract specialist task interdependence and contractor performance in determining contract termination when cost is not a factor.
- H<sub>1</sub><sup>4</sup>: There is a positive relationship exhibited when nontraditional behavioral attributes are in the performance of task-related contractual decisive action to terminate or not to terminate a contract when cost is not a factor.
- H<sub>0</sub><sup>5</sup>: GSA individual incentive performance measures have no cause or effect relationship with behavioral attributes exhibited during contract relationships on termination decision making when cost is not a factor.
- H<sub>1</sub><sup>5</sup>: There is a discernible correlation, positive or negative, when nonrational task-interdependent behavioral attributes are in conflict (IV) with individualized performance measures and contractor performance are satisfactory, (DV) the cost is not a factor in the decision to terminate contracts.

### **Theoretical Foundation**

The theoretical platform that formed the basis of this research was OCB (Bachrach et al., 2006; Vigoda-Gadot, 2008), which may be used to frame, illustrate, and examine the organizational conflict behavioral attributes in collective/individualistic regulatory systems. This environmental examination was similar in process and procedure to GSA and FAS task requirements (Mantel et al., 2006). The GSA/FAS super supply-chain environment depends upon human capacity elements' (i.e., contract specialists') adherence to systemic task requirements. The employment of functional

analysis (behavioral attributes) placed contract specialists' decision making, negotiation acumen, and best value attainment goals up front in federal contractual relationships reflective of SET (Narasimhan, Nair, Griffith, Arlbjorn, & Bendoly, 2009).

The theoretical base that my BOM research expanded extends current theory, analysis, and models of behavioral decision-making. The models purposely excluded BOM attributes from prospective data (Tamura, 2007) application and applied prospect theory to public sector behavioral decision processes. The literature points out a contrasting paradox that finds (Tamura, 2007) nonadditive quantitative approach acknowledging decision-making actions that violated OCB-CCB-SET. The knowledge gained through my research reflects the additive model's impact on behavioral elements that contribute to an altered decision-making process en route to theory development. Chapter 2 contains further contextual analysis and investigation into supporting theoretical literature.

### **Nature of the Study**

#### **Mixed Method, Primarily Qualitative**

In this research, I employed an interview-type survey and used existing data to ascertain the current business decision model and operational direction of the organization. The organizational, hierarchical, and management structure presented natural subgroups by education, grade level, experience, and function, making strategic, tactical, and functional random relationships available for description. FAS decision making, analysis, and implementation procedure presented an opportunity to implement an internal descriptive case study of the BOM framework decision process.

The data unit (contract specialist), behavioral attributes under analysis suggested an impact on overall strategic management objective attainment gave rise to a new organizational framework based on BOM. A sequential study process highlighted behavioral attributes' cause-and-effect relationships with the contractual relationship dynamics. In Chapter 3, I explain the theoretical basis for a mixed methods approach and assessment of behavior exhibited by acquisition professionals during daily SET/OCB in managing more than 4,000 multimillion dollar contracts over five states (Arkansas, Louisiana, Oklahoma, New Mexico and Texas) that make up GSAs Region 7.

### **Definition of Terms**

*Appreciative inquiry (AI)*: An organizational framework-based behavioral process grounded in positive social change that builds a constructive union between individuals or collective parties that is sustainable over time (Bushe, 2012, 2013; Cooperrider & Whitney, 1995, p. 3; Howard, 2013; Priest et al., 2013; Whitney & Trosten-Bloom, 2010).

*Compulsory citizenship behavior (CCB)*: A behavioral attribute that requires extrarole behavior by the employee to conform and comply with actions that are the opposite of OCB as defined (Spector, Bauer, & Fox, 2010; Vigoda-Gadot, 2007, pp. 380-382; Vigoda-Gadot & Meiri, 2008).

*Information systems (IS)*: A combination of qualitative and quantitative decision processes within a work system framework that infuses behavioral attributes to form a knowledgeable organizational framework (Alter, 2008, p. 449; Bendoly, 2013; Howard, 2013).

*Measuring Attractiveness by Categorical Based Evaluation Technique (M-MACBETH)*: A qualitative multicriteria decision-analysis-programming tool that measures attractiveness through a categorically based evaluation technique that captures qualified behavioral choice decisions (Bana e Costa et al., 2000, 2008, p.1).

*Narrative position (NP)*: A behavioral perspective and process attribute that informs individual and group voice within an organizational framework and that lends meaning to prescribe actionable performance (Hatch, 1996, p. 362; Hatch & Zilber, 2012).

*Organizational citizenship behavior (OCB)*: Behavior voluntarily exhibited and executed by organizational participants that ensures positive perceptions of performance to task-interdependent actions (Bachrach et al., 2006, p. 1286; Gou & Zhou, 2013; Nielsen, Bachrach, Sundstrom, & Halfhill, 2012).

*Political business cycles (PBC)*: Opportunistic or partisan manipulation of economic business cycles that prompts nonrational decision-making to ensure re-election and poor wage contract negotiation under ambiguous levels of uncertainty (Abrams & Iossifov, 2005, p. 3).

*Social exchange theory (SET)*: Indicates that individuals and corporate groups interact due to expectation of a reward from this interaction (Nair, Narasimhan, & Bendoly, 2011; Narasimhan et al., 2009).

### **Assumptions**

This study verified through systemic human resource capital management criteria that all staff members working in acquisition and procurement service met or exceeded

recommendations stipulated under the Cohen-Clinger Act of 1983. Regulations task all persons employable or currently engaging in contractual operations within the federal service to obtain at minimum 24 hours of business, law, or procurement education. Defense Acquisition University (DAU) contract administration training or a higher education degree demonstrating intellectual ability, capacity, and functional proficiency to conduct government business constitutes acceptable evidence of competence. All survey participants and respondents who completed this survey met these basic assumptions.

### **Scope and Delimitations**

The population of interest in this research consisted of 12,000 acquisition professionals in GSA Regions 1-11, including Washington, DC. GSA is an active revenue-generating unit that is in competition to provide supportive services to all federal agencies. The coverage area included the Continental United States and encompassed global support of organizational operations. The inclusion of the National Contract Management Association (NCMA) served to ensure the representation of its 22,000 acquisition and contract managers who have active contractual relationships with the federal government and private industry. The total sample frame population was significant to ensure random sample stratification of survey response.

Secondary data available from prior years' workforce analysis were instrumental to the exploration of contract administration and relationship development, performance metric archives, contract awards, performance reviews, agency logistical review, and support reports. Stratified random sampling across salary-grade categories provided

natural subgroupings consistent with national managerial hierarchical structures. For example, mid-level to executive-grade levels encompass GS: 7-9, GS: 11-13 and GS: 14-15, allowing simple random samples from each stratum, and these subsamples formed the completely stratified sample. The environmental system is globally situated yet operates in a semiclosed system that enables general applicability of findings in practice, catalyzing external and internal positive social change.

### **Limitations**

Study restrictions pertained to varied regional models of leadership, management style, gender composition in leadership positions, and gender composition that impacts and guides OCB/SET interpretation and execution within local markets (Bachrach, Powell, Bendoly, & Richey, 2006; Nair et al., 2011; Narasimhan, Nair, Griffith, Arlbjorn, & Bendoly, 2009). For example, GSA has two major functional areas: (a) Public Building Service (PBS) and (b) Federal Acquisition Service (FAS). PBS controls and oversees all federal real property contracts and construction, and FAS procures and maintains all other logistical supply chain operations provisioning other federal agency organizations.

The current financial improprieties within PBS, Region 9, and western region have necessitated reorganization, affecting access to study resources. Gender stereotyping is touching the research environment in the form of misplaced public statements such as “things like this would not happen if women were in charge” and “men behave differently when women are around.” Empirical studies and practice within psychology and behavioral health acknowledge that gender differences in communication (Li, Liang, & Crant, 2010; Lin, 2008) have a direct cause-and-effect relationship with social

exchange theoretic processes, which became a significant factor throughout this study. My personal biases as an internal program analyst with direct observational access to and use of sensitive conversations indicate the need for a retrospective-prospective review in performing functional duties.

### **Significance of Study**

BOM consideration inside federal procurement operations receives little notice compared to production operations management (POM) or natural science environment. In this study, I illustrate through survey responses behavioral attributes that contribute to bridging the gap between behavioral economics, PBC, and the effects OCB impute to GSA under its independent agency status. The empirical research literature indicated that recognition of cognitive decision-making attributes and preference behavior has a causal effect on performance in the following areas:

1. Determining a best-value procurement policy.
2. The individual cognitive behavior of procurement professionals.
3. Attributes common to intuitive behavior (Bendoly et al., 2013).

The cumulative effect was positive organizational social change that reflects fiduciary responsibility entrusted by the general population. The intended affect is a perceived improvement of social service accountability.

### **Significance of Practice**

Attributive decision-making processes that infuse relationship-forged values keep the operational environment synchronized with customers' perceived needs. The inclusion of behavioral attributes injects appreciative inquiry methods and provides

evolutionary causal effects upon an organization framework. Research literature presented in Chapter 2 illustrates that organizations of any size that use behaviorally oriented managerial practice enhance their sustainability and environmental business responsiveness. The incorporation of an intrinsic relationship-mediated decision-making process sets the stage for evolving administrative practices and policy development under political budgetary cycles.

The shift that the OCB-CCB-SET triad implied changed federal governance alignment with current philosophical understanding surrounding public, business, and corporate governance. The evidence is in current corporate entities such as Google and Amazon, as well as numerous minority- and women-owned businesses emerging onto today's entrepreneurial market. Goal and objective attainment involve multiple avenues of approach, in contrast with linear mechanisms that rely on practices and processes of quantitative exclusion at the expense of profitable sustainability.

### **Significance to Theory**

The evolutionary contribution behavioral attributes bring to prior theory does not negate today's platform or inquisition, but forces recognition, need, and the requirement to extend boundaries that capture tacit knowledge. Appreciative inquiry and behavioral attribute incorporation through organizational framework design have moved forward. The baseline OCB-CCB-SET ontology requires expanded theoretical meaning, understanding, and ultimate application in an extremely innovative and technologically driven business environment.

### **Significance for Social Change**

Technological, environmental, and organizational business components that are subject to OCB-CCB-SET triangular influence are not isolated to the laboratory exclusively. The opposite is evident, in that social media's instant dissemination of information has ramifications that enable continued observational critique, review, and comment. Organizational social change's impact on business operations gains immediate feedback to decision-making processes and the resultant actionable production of services and products.

The political business cycle's social and organizational impact under technologically innovative methods mitigates previous time-to-market public reactions. The rationality of decision making expands its bounds, becoming an inclusive nonsufficing environmental construction. The study's scope involved closing a gap concerning behavioral attribute recognition and improving acquisition and procurement organizational framework design and use.

### **Summary and Transition**

BOM is growing at an embryonic rate, meaning that multiple combinations of previous theoretical viewpoints on organizational behavior, development, and prescribed participant performance or OCB are changing daily. Chapter 1 has provided an introduction to this research analysis concerning the FAS process of contract administration that focused on qualitative behavioral attributes that have an economic and socially oriented impact. Supportive references have provided substance to my

exploratory-grounded theory study, in that previous empirical studies indicated the need for exploration of this study's topic.

Chapter 2 provides an orientation to, review of, and discussion of the literature surrounding the BOM evolutionary perspective in operations management and decision analysis, as well as OCB's causal effect on SET in the acquisition relationship creation, development, nurturing, and termination life cycle processes. Chapter 3 covers exploratory research methodologies. Chapter 4 contains data gathered from existing information, surveys, and interviews of acquisition professionals who manage an average of 100-200 active contracts per data unit. Chapter 5 addresses the significance, applicability, and generalizability of the study results.

## Chapter 2: Literature Review

Research into the antecedents to behavioral decision making within an uncertain political environment produced an interesting literature review on federal processes. In reviewing the literature, I sought information on the behavioral attributes that guide the performance and action of acquisition professionals. The empirical research literature indicates that within a constructive framework of organizational citizenship behavior (OCB), rational decision-making behavior would not change.

### **Literature Search Strategy**

The strategies employed throughout the discovery, review, and design stages of my study were predicated upon current and emergent decision science and organizational development research. I used multiple library resource databases available through university affiliates, local libraries, secondary adjunct professorship opportunities, and Walden University to support my research activities. The professional and applied behavioral health science arena provided immense access to reference material via keyword information system processing.

I used the following keywords to isolate specific works within the behavioral context, organization development, and citizenship theory literature: *behavioral choice*, *decision-making*, *organizational decision*, *multi-criteria decision making*, *organizational behavior*, *corporate citizenship*, *intuitive judgment*, *generative metaphor*, *appreciative inquiry*, and *social exchange theory*. Recombination of keywords relevant to each subject area gave rise to efficient use of the databases EBSCO, JSTOR, LEXIS-NEXUS, and ProQuest. Topic-specific journal resources gave chronological and iterative research

viewpoints. The following resources were particularly informative: *Journal of Applied Behavioral Science*, *Journal of Supply Chain Management*, *Journal of Production and Operations Management*, *Journal of Operations Management*, and the Behavioral Operations Second Annual Behavioral Operations Management Conference.

### **Theoretical Foundation and Literature Review**

Longitudinal OCB-related research oriented to BOM indicates that perceived organizational and technological misfit (Bendoly & Cotteleer, 2008, p. 5; Vigoda-Gadot & Meiri, 2008) encourages adaptive behavior. Regulatory frameworks have demonstrated where individual adjustments combined with SET catalyzed behavioral decision that open the opportunity that supplanted optimal acquisition policy (Bachrach et al., 2006; Nair et al., 2011; Narasimhan et al., 2009; Vigoda-Gadot, 2008). Prior research indicates that the collective and individual relationships prescribed by OCB should outweigh the nonrational decision criteria in the keep-or-terminate scenario (Fitzgerald, Oliver, & Hoxsey, 2010).

The literature review illustrates that behavioral attributes not captured by quantitative methodologies mitigate decision-making processes at the social exchange, narrative, appreciative, and physiological levels (Bendoly, 2011; Cooperrider et al., 1995; Fitzgerald, Oliver, & Hoxsey, 2010; Hatch, 1996). Prior empirical research into sustainable and innovative process has indicated recognition of the impact of dynamic capacity, human capacity, and tacit knowledge on inclusive decision-making processes (Bushe, 2012, 2013; Whitney & Trosten-Bloom, 2010). Ashford and Patkar (2001) argued that behavioral attributes and inclusiveness was in play that drove an optimal

decision-making process when incorporated early in policy formulation. From a historical, conceptual view through a positive social change lens, this movement toward sustainable methods was a forerunner of the OCB/SET in use by business organizations.

According to recent comparative analysis (Mobley, 2011) of strategic decision-making procedure (SDMP), organizational leadership SDMP has been a function of (a) IS recognition of environmental dynamics, (b) exercise of available options, and (c) the wisdom to forge multiple viewpoints toward attainment of sustainable revenue streams, product market, and customer support. This seems like a very smooth, straight course of action to pursue from a rationality point of view, but the question arises: Why are the procedure and process fraught with difficulty in coming to concrete, decisive action within an organization, team, or group?

To answer this question, it is necessary to look at fundamental socialization processes within U.S. culture that openly seek the assignment of individual fault and blame, as well as the administration of adverse consequences for failed procedural inquiry. The practice of faultfinding is a technique in use by leaders and organizations suffering innovation draughts, problems in training and retaining Quadrant 4 assets, and ineffective toxic team decision processes (Frisch, 2008). Historical research provides steady empirical analysis of the decision process, rational thought procedure, and innate cognitive ability limitations, but it does so with a closed-system observational window. Frisch (2008) argues that organizational decision teams' use of rational processes under closed systems is punitive and divisive, causing impasses to constructive SDMP. This

places an organization's decision-making approach in an infinite loop of wasted effort in which the following occur:

1. Analytical results are generalized inappropriately.
2. Social capacity aspects are discounted.
3. The decision relies upon predictable empirical quantification to support a limited social application to larger populations of strategic significance.

In Figure 1, the red section illustrates the current state of government and business: Nonappreciative management processes prevent intuitive decision-making processes from forging a sustainable organizational framework. The green appreciative process illustrates the literature review course and direction and updating. OCB-CCB-SET processes must incorporate preference, choice, intuitive decision-making, and behavioral attributes to mitigate organizational distrust.

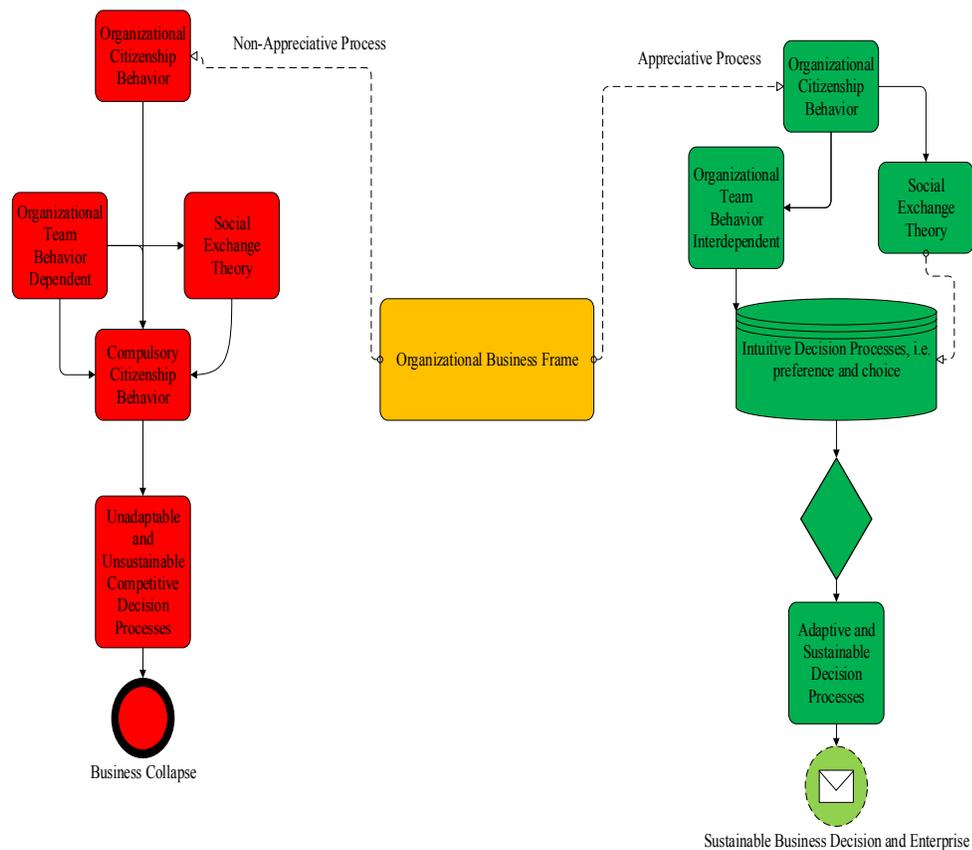


Figure 1. Organizational evolution toward appreciative framework.

Executive management now finds frustration, descent, and toxic emotional procedural SDMP at play, which forces advocacy-oriented decision analysis against more profitable functional inquiry. Conversely, frontline management now finds toxic emotional forces that advocate interdependent-oriented decision analysis to maintain acquisition relationships. Bounded rationality's property of *satisficing*, an anomaly displayed when aggregate data become overwhelming, transforms highly active individuals into a collective that opts out of the decision-making process and forces top management toward poor quality decisions (Frisch, 2008).

These poor quality decisions are an artifact of broken SDMP procedures that allow advocacy and lobbying for individual preferential actions rather than one based on business goals, strategy and long-term sustainability profitable for the entire IS. The littoral review indicates self-interest, and organizations blame and failure culture fosters erratic behavioral responses to an appreciative inquiry process. Organizations that cling to static non-evolving decision analysis processes will continue to lose competitive position to the least technologically positioned business strategist capable of decisive action, and time implementation. The ineffectiveness of a delegated team structure to produce salient alternative decision for C-Level contemplation places the onus back onto the top level hierarchy creating a no win scenario for any action decisively rendered, (Frisch, 2008). C-Level designates are forced to endure adverse accountability consequences' for the decision, emotional fallout because of the decision, and circular patterns of passive aggressive advocacy strategies. The negative process attributes are rectifiable only by open acknowledgment, reduction of blame and faultfinding and instituting a systemic rewards system based on achieving business goals as envisioned by the overall organization IS.

The emergence of SDMP behavioral style leadership processes signals the significance of human interactive social cognitive prowess and creative innovation possibilities. Analytics introduction into SDMP competitive environments calls for increase collaborative interaction. What makes SDMP so significant is the emergence of assistive analytics that mitigates information overload or adds to our satisficing modality in a much different context than previously assessed. The literature suggests and informs

that given no restrictions of time informational assessment and categorizations of choice options, human cognition capabilities will rise to the occasion sorting maximum available alternatives.

Time and speed replace boundedness application and alters the concept of satisficing behavior as we currently understand, including our perceived human cognitive limitations. Cognition and the relative speed of light computations the human mind is capable of producing is now demonstrated through human creativity via the development of artificial intelligence, interactive skin-based biomechanical computer interfaces, and increased mechanical data processing computation. Managements evolving role is moving from passive stewardship to a highly integrated catalyst for information system attainment of market share and sustainability.

Environmental dynamism and computer mediated strategic analysis is changing the way business, plans and construct behavioral approaches to consumers increased levels of product choice. Inclusive of emergent models discussed, each inherently comprises the use of technology as a constructive means in aggregate information and data analysis that enhances and expands the amount of choice options placed under consideration. Expansion of choice options increases the value placed upon the organizations perceived need for an adaptable process and procedure of strategic analysis and decision-making authority. Decentralized decision-making in context of team, group or multi-level task force design resembles the ensemble view that focuses on the interaction between people and technology towards strategic accomplishment, (Melville, Kraemer, & Gurbaxani, 2004). The business valuation of technological assets is an

important facet of the decision-making process, in that a concerted conscious deliberation must occur when interjecting computational decision analysis tools into social capacity dominated WSM (Alter, S.2008; Melville, Kraemer, & Gurbaxani, 2004). The review of the literature cautions management that preconceived valuations of technology's ability to enhance our SDMP requires specific organizational validation and process assessment by those charged with implementation.

Theoretical conflicts in effect operationally place executive strategist squarely at odds with major turning points in organizational strategic decision analysis. As a revenue-generating entity GSA seeks to increase service delivery to federal agencies revenue management RM that insist the current 0.75% contractual, service fee rates are too high, reflecting PBC arguments' (Abram & Iossifov, 2005). The PBC phenomenon, proposed troop withdrawal and congressional targeting of federal agencies for sequestration process forces a metamorphic state that alters expected behavior under OCB state of mind (Vigoda-Gadot & Meiri, 2008).

The exception to the current issues of governance was the Federal Acquisition Service business operations that generate Fortune 500 levels of revenue estimated at (4), four billion dollars. GSAs' operational management framework and leadership subjectively antagonized the acquisition and contractor relationship. This approach directly affected frontline level procurement relationships with contractors participating in a profitable social exchange environment (Podsakoff, Blume, Whiting, & Podsakoff, 2009).

Vigoda-Gadot and Meiri (2008) and Vigoda-Gadot (2007) argued OCB has a darker side that forcibly enslaves contravening perceptions surrounding organizational OCB frameworks. Concurrent relationships with contractors adequately performing become subject to a reversal of social exchange theory premises in the form of strict minimum contract performance criteria, such as \$25,000 sales minimum. In contrast, performance feedback has empirically demonstrated a causal effect on behavioral attributes seeking approval and acceptance (Bendoly, Swink, & Simpson, 2013) and (Bendoly 2012; Bachrach et al., 2001).

Despite fluctuating PBC constant pull on revenue generation activity, what are the behavioral attributes that strengthen optimal operations policy? This research problem purpose and scope were to close the gap in the available literature and extend potential theory underlying positive organizational social change that have an extended cause and effect upon communities at large. The research provided multiple methodological approaches in bringing discernible framework recognition to behavioral attributes.

Mobley (2011) research of GSA observed that organizational evolution is a social attribute and a dependent variable continuously moving forward. Empirical, scientific and quantifiable research once dominated all forms of preferred behavioral, organizational, or social occurrence in isolation from the very organism from which observations made. What seems non-rational or non-linear in business approach, especially in items of faith, human adaptation or community behavioral change that is not quantifiable, continue to receive a critical review from the traditionalist. Our review of the literature on BOM, appreciative inquiry, narrative position and metaphorical application of socially

constructed and collective generative theory will continue to receive a critical review. This research into the organizational development and resultant dynamic social change sought illumination of alternative executive, managerial and leadership forms. Forms prove useful for competitive business, community or government social change environments that seek the leveraging of economic and competitive advantage. AI, GM, and NP form our theorist and theory basis for overcoming organizational boundedness or more commonly known as bounded rationality. Reflection and synthesis of our scholarly literature suggest careful placement of narrative illustrations will catalyze imaginative innovation. Upon the freeing of creativity, and implementation of adaptive information systems, management can respond proactively to change agencies ensuring competitiveness and its decision-making process. Organizational cognitive sensory deprivation or loss of competitive advantage is avertable by management recognizing its hidden dynamic resources: human resources cognitively connected to the success of the business, willing to catalyze their adaptive creativity, and facilitating imaginative approaches to higher achievement or just survivability.

The investment of time, energy, and emotional connection OCB-CCB-SET demands cannot and does not operate in a vacuum nor void cognitive emotions surrounding SDMP and BOM interactive real-time interplay. The review of the literature provisions a multitude of empirical definitions throughout OD, OM, and OR that rationalizes the importance cognitive decision theory. Its' antecedence to operational behavioral impact upon the exchange process opts for traditional explanatory rationality conveyance to illustrate a dynamic mental process (Kim, 2012). Kim (2012) argues

explores, expands traditional viewpoint and gives a cultural reference to emotions, its cognitive-emotional impact, and influence in an environmental context.

Emotions as a behavioral, operational attribute are central to the acquisition decision to terminate or keep dynamic and relative to relationship development. The emotional component of cognitive decision making in the SDMP causes contentious debate: on cognitive rationality, intuitiveness, preference, and mapping of definitive cause and effect that cognitive effect takes upon seeming rational processes. Liturgical history attempts sound separation of higher order and lower order decision-making processes by quantifying them as non-rational. Decisions based on recent analysis finds that cognitive effect exposition mitigates some higher order rationality (Kim, 2012).

The triad under consideration and research has core functionality rooted in emotional, cognitive effect and mental processes that require conscious submission to interdependent subjectivity OCB-CCB-SET roles. Operations research, and organizational development convergence with AI, NP, and GM is not by chance, but an evolutionary understanding that behavioral, cognitive effect have increased decisive impact upon cognitive decision-making processes. The contention of rationality in decision-making under uncertainty is beginning to infuse qualitative methods from cognitive decision theory in an attempt to justify the lower order thought affect and the over-riding effect. Kim (2012) suggests that inclusive recognition of behavioral effect intrinsically enhances SDMP through healthy relationship development, exchange affirmation and predictability of contractual performance.

The ability of the individual corporate asset to engage market forces while building SET expectations informs participants on the OCB relationship required for long-term sustainability and subsequent market competitiveness. Despite the appearance of rationality based business interchange, behavioral decision theory suggests that cognitive decisions are more subjective in their process (Kim, 2012). AI, NP, and GM are extensions of cognitive process that empowers BOM attributes to push past conceptual blockades under *satisficing* or viewpoints on *limited human cognitive capacity* that posits the OCB-CCB-SET contextual environment.

CCB impact upon cognitive decision-making draws power from cognitive effects inferential environmental effect, whereby, SET is destabilized and shifts interdependent profitable and sustainable contractual relationships through a change in affect rather than under economic threat. The destabilization pushes the decision-maker (contract specialist) into a corrosive cognitive effect presentation in search of mediating SDMP. Problematic to destabilizing environmental control is organizational framework design that allows or disallows interdependent team decision-making processes reliance upon the cognitive effect to discern consensus.

The literature seems to suggest that teams comprised of active cognitive affect decision-makers are functionally more complex thus leaning towards an analytical type of decision process. The contradiction in the literature also suggest that lower order emotional decisions are faster than that of the higher order affective emotions, thereby seek mitigation or in management science terms, supervisory review (Kim, 2012). This viewpoint also encompasses a misunderstood concept on *satisficing* that is subsequently

clarified by (Simon, 1997) later works and interpretative analysis that indicated deeper philosophical analysis. These later work acknowledges the impact that behavioral attributes play on decisive actions and require more than brief rationality perspectives. Liturgical movement towards recent vernacular depicting OCB-CCB-SET architecture points to a prevalent trust relationship at the performance level of development and execution. Trust as a major salient relationship determination does not conjure recent corporate epitomes of excellence but rather the opposite on a vast scale (Clapham, Meyer, Caldwell, & Proctor, 2014). OCB-CCB-SET is contingent upon inherent trust relationship from internal and external environmental forces that varies in cognitive decision-making application regardless of size, revenue, or business prowess. Technological application to business and business use of informative business analysis shrinks evaluative decision and resultant actionable cause and effect. Thereby, emotional decisions can have an enhanced cognitive effect with mitigating technological support circumvention. Kim (2012) supposition that small business is at a deficit in the analytical assessment or lack competitiveness with larger entities that provision services or products are subject to a future and further investigation.

Clapham et al. (2014) analysis on OCB-CCB-SET economic sustenance profoundly affects the entire corporate structure aspect of trust, and ethical SDMP and is readily evident in the loss of talent or the ability to attract innovative assets. Acknowledgment that successful organizations value interdependent decision process underlays the organizations reliance upon trust relationship both internally and external to its framework design. Diversity plays an important aspect in organizations application of

multiple complex cultural perceptions of trust to the OCB-CCB-SET equation and its perceived fairness and justifiable apportionment within the context of the triad. The perceived trustworthiness of GSA acquisition and procurement process is not immune to these forces exposed through the literature but reiterate the complexity and nuance interdependent exchange risk places upon contractual trust, relationship building, and innovation.

The organizational context that prevails prominently under OCB-CCB-SET and accentuated in liturgical review (Clapham et al. 2014, p. 59-61; Kim, 2012; Nooraie, 2012) is the deep levels of organizational and individual trust reciprocated to ensure long-term interactional justice and benefactor enumeration including compensatory well-being. The unit of analysis central in each empirical research review illustrated presupposed and inferential behavioral attributes that brought forth perceptions of procedural, distributive, and interactional reverence towards stakeholders. BOM unit of analysis attributes needed to elicit favorable individual and organizational trust that mitigate risk tolerance expressed by dependent parties to engage in mutually exclusive interdependent contractual relationships is situated upon six characteristic interpersonal qualities of OCB-CCB-SET.

The literature continues to reveal support for an acute implementation of cognitive decision-based action that firmly utilize OCB-CCB-SET attributes as a mediating focal point and acknowledges its subjectivity, p. 62. Technological influences measurement and assessment of effective SDMP embraces subjectivity as a third element of multiple performance reviews mechanism (Papadakis & Thanos, 2010) recognizes that

judgment and preference are inescapable in human cognitive processes. Indicative of research on SDMP outside of western-based assessment strategy formulations, (Musso & Francioni, 2012) focuses on consultant qualities and use relationship development, skill, intuition, and language experience to discern successful behavioral attributes employable in organizational SDMP context. GSA global footprint and (Units of Analysis), takes increasingly uncharted steps in the use and implementation of culturally appropriate OCB-CCB-SET acquisition and procurement positions.

The liturgical authors' consternation that is evident in review appears fixated on humanity's lack of cognitive speed versus adaptive ability. Adaptive ability or the lack from that point forward provides the low hanging fruit to cast individual, team or organizational blame if failure to achieve is manifested that initiates associative fractures to cognitive decision-making and active base. The unit of analysis cognitive, emotional, preference, and intuitive attributes upon SDMP conflicts with traditional central role activity preferred in top-down hierarchical frameworks, but emerge in decentralization of central role activity that is constructed upon relational OCB-CCB-SET that builds organizational trust (Li, Liang, & Crant, 2010; Nooraie, 2012).

The assessment of an organizations intuitive adaptability versus bounded rationality, (Wachtel & Dexter, 2010) SDMP was evidenced and arguably demonstrated in a healthcare operating room context. The context delimited real world distractions and optimized the probability of not making behaviorally incorrect judgment error. The cognitive, emotional, intuitive and preference behavior moved against the notion of rationality under the newsvendor paradigm. The authors in this particular organizational

context choose to ignore the sociological OCB-CCB-SET aspects in favor of psychological viewpoints in an attempt to quantify their trial results. This attempt to rationalize cognitive behavior inadvertently supported qualitative issues of trustworthiness application in SDMP.

The literature during the last 20 years illustrate radical paradigm shifts that witnessed periods of a business and scientific uncertainty fueled by the speed of technological change that levelled the field in qualitative and quantitative analysis. OR, ODD, and OM technical implementation in statistics and cognitive science behavioral approach forged ahead and away from pure linear observation solely dependent upon numerical depiction (Dulcic, Pavlic, & Silic, 2012). Decision Support Systems (DSS) use and acceptance in managerial science and information system design propels cognitive decision making under OCB-CCB-SET framing to a new level and redefines the term satisficing given the vast amount of data processed under DSS.

The remainder of the section brought expanded available behavioral literature, 2000-Present, providing a grounded basis to the research problem and subsequent theory development on future behavioral operations and associative attributes. Appreciative Inquiry, Narrative Positioning, and Intuitive Judgment were the genesis of behavioral attribute discovery that unbind quantitative optimal theories of rationality. Bushe (2013); Cooperrider et al. (1995); Fitzgerald, Oliver, and Hoxsey (2010), Howard (2013), Whitney and Trosten-Bloom (2010) arguments were the opening to the organizational establishment of frameworks designed to infuse tacit know-how, Behavioral Attributes into relationship decision-making scenarios. Operations Management, Production

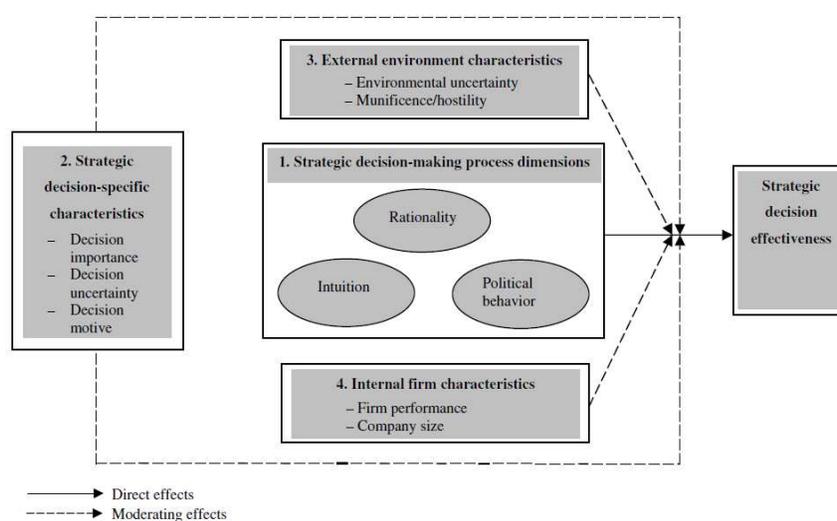
Operations Management, and associated keyword searches into Behavioral Operations Management provisioned the literature search and review connecting prior social science scholarly data retrieval.

### **Contextual Behavior: Appreciative or Intuitive**

Whitney and Trosten-Bloom (2010); Cooperrider, Whitney and Stavros (2008); Stavros, Cooperrider, and Kelly, (2003) argued that organizational structure and framework determines behavioral attribute demonstration. Appreciative Inquiry is at the base of an inclusive generative process that sought the best that is available from its human capital without minimizing contributive efforts that operationalize the concept of (Simon, 1997), use of the term “all”. Assessing multiple alternatives in decision-making processes under the AI premise and process operates to mitigate satisficing causal effects on choice behavior, (Kalantari, 2010). Empirically speaking the concept of cognitive inability begins to fall as, “all” brings multiple prospective approaches to the decision-making process, procedure, and ultimately choice behavior.

The literature research provisioned numerous examples of success under organizational AI framework construct without directly attributing the tacit behavior that underlies it. Bushe (2013); Fitzgerald, Oliver, and Hoxsey (2010); Howard (2013); Whitney and Trosten-Bloom (2010), Ashford and Patkar (2001) argued support with the convergence of culture and technology in rural India where successful sustainability efforts maintain programmatic efforts whereas technology alone failed. The behavioral reward AI and IJ solidifies are the standardization of an operational decision analysis format based on shared goals, and reward incentives similar to those under OCB

framework. Elbanna and Child (2007, p. 563), Elbanna, Child, and Dayan (2013), and Jones (1999, p. 397) have argued that organizational and individual rationality transforms the decision-making process through positive or negative behavioral attributes. The available research acknowledges these integral behavioral characteristics as significant determinants of framework development where, intent, action, reactions to human choice behavior is in play (Bendoly, Donohue, & Schultz, 2006).



*Figure 2.* Integrative model of the rationality of strategic decision-making process. From “The Influence of Decision, Environmental and Firm Characteristics on the Rationality of Strategic Decision-Making,” by S. Elbanna & J. Child, 2007, *Journal of Management Studies*, 44(4), 565

The context surrounding an implementation of a decisive action is dependent upon environmental conditions unique to the business and intelligence gathering efforts provided by executive leadership and its social architecture. Operational analysis of that data within the business environment is not entirely rational as originally contemplated, nor, is it devoid of intuitive judgment by its constituent components, (Mobley, 2012).

Mobley (2012), recently investigated comparative analysis on OCB strategic decision making to cognitive computing (Modha, Ananthanarayanan, Esser, Ndirango, Sherbondy, & Singh, 2011) where biological studies under environmental dynamism continually demonstrates amazing adaptation to outside stimuli and cellular adaptation. The cells ability to functionally receive information and cognitively direct or redirect messages correctly defies rationality, simply because the cell functions from its unit level central activity process, *nuclei* rather than the brain. New organizational structures must function in a similar fashion allowing lower level structures or business units the capability to work with toxicity and strategic decision-making procedures to achieve business goals, p. 23.

Alter (2008) emphasize support BOM contention that structure and architecture influences and depend upon work system model (WSM) internal lower level decision-making processes for competitive advantage. OCB-CCB-SET suggests behavioral attributes are integral to sustainable IS relationships and productive decisions within the WSM participants, information, and technologies level of analysis for frontline operations. This acknowledgment of IS BOM uses increased effectiveness at the process interaction level, product development and technological services that ultimately proceeds to customers private or public.

The WSM argument is inclusive in vision, and scope that demands strategic functional decisions at lower level becomes an integrative model process that serves to mitigate and traverse the OCB-CCB-SET triad. The life cycle of WSM encompasses and acknowledges that constructive conflict behaviorally oriented to decisive action must

include AI in the process to generate innovative discourse and ideation. BOM use with human and machine cognitive decision support have pushed conventional management to relinquish its once primary *central activity* a non-hierarchical organization structure that does not depend solely on an action from the C-Level boardroom.

Ericson (2010), analysis of sense making decision processes supports intuitive, preference, and choice behavioral operations. Governmental and traditional oriented management structures inexcusably validate emotionless decisive processes in favor of quantitatively oriented managerial styles. BOM negates this predisposition towards a deeper intuitive and preferential choice attribute that incorporates emotion to the central activity of decision-making.

The empirical research to date have always alluded to the existence of non-quantitative decision making, choice and preference as non-rational, yet cannot understand the rational profitability organizations gain by incorporation into operations management, (Alter, 2008; Ericson 2010). The federal acquisition and procurement WSM and environmental life cycle conditions incur repetitive emotion-laden contractual determination processes (Alter, 2008; Maitlis & Ozcelik, 2004) propagating OCB-CCB-SET conflicts management and supervisory staff are ill equipped to handle in today's workforce environment. Technology proliferation business wide and consequently via social media exponentially fast forwards require recognition of new skill sets previous organizational structures did not need.

According to Mobley (2011, p 13-14), research indicated that during the late 1980's and into the early 1990's technological advances moved past current educational

business acumen to a level unprecedented outside the military, and scientific-technological utilization. The Federal Government Internal Revenue Service (IRS, 1997), (Skandia, 1998), and emerging nations such as India (Ashford & Patkar, 2001) received massive infusions of industrial technology seeking to upgrade and keep pace with these changes.

These entities needed a non-traditional, non-problematic methodology, appreciative in approach, and that is culturally aware. This action, cognitive and technological, allowed business, government organizational development leaders, and leadership, viable BOM alternatives in using dynamic capabilities effectively and intuitive enough to harness AI. Skandia's' inclusive and interactive leadership alignment with AI had a definite cause and effect upon organizational *bounded rationality* that moved away from satisficing acquiescence into motivated innovation.

BOM operational concepts under AI allowed Skandia to use terms, such as, innovative regrouping, and other culturally appropriate and agreed upon linguistic, and metaphorical assignments in capturing functional intellectual know-how hidden within the Swedish financial entity. Scandia's' willingness to use AI lifted and transformed organizational direction, and focused innovative development reactions to the market, fostering a path to regaining its financial position within its industry. The organization understood the need for change in business process approach and skill set requirements for sustainability, thereby Skandia's' commitment to valuing staff input was included in the strategic business plan.

Skandia's transformation included participation by redundant intellectual capital whose participation assisted in assessing where and how affected employees may fit and contribute to organizational profitable sustainability. Where non-compatible skill sets failed to generate placement, alternate placement with competitive organizations where their current skill would contribute, (Skandia, 1998, p.11) continued working. Skandia is present within the United States, *American Skandia*, which is a pure case study in cultural application of (Swedish), organizational development in competitive environments; founded upon an operational policy predicated on intuitive employee competency and global perspective, (Skandia, 1998, p.11).

India provides another excellent example of technology and AI design having positive causal effects on India's vast human innovative capital resource. Modern corporate and traditional management concepts focused on comfortable profit, minimum wage scaling, and dependence upon technology as the organization sole innovation process encountered bounded rationality. Business concerns over attentive focus upon Mumbai ignored the lack of necessary network infrastructure or supportive elements outside of Mumbai. The possibility of expanding business to other parts of India sustaining organizational development, growth, and profitability did not manifest itself despite the influence of technology. Local community action projects based upon AI heliotropic concepts did awaken alternative positive actions to which local communities could use (Ashford & Patkar, 2001) attests to AI long-term positive effect. Ashford et al. (2001), application for sustainable development, narrative position and appreciative

inquiry organizational development processes, underlines International Institute for Sustainable Development, (IISD) use of AI.

The attributes innate, sustainable and intrinsically manifested in AI operations management, and BOM leadership foreshadowed needed changes. Lian and Tui (2012), argued that quantified classical, traditional interpretations of today's organizational format did not adequately envision use hierarchical management processes effectively.

Evolutionary terms, transactional, transformative, inspirational and participative label styles of leadership and management proceeded forward with traditional management structures without attesting behavioral origination that called for social change. Philosophical posture and approach to managements' leadership style use in Malaysian business operations reflects influential AI orientation and onus upon management to elicit required innovation from lower level assets. OCB-CCB-SET is at the center of this empirical view but articulates a transformational and transactional frame of reference.

Assigning contextual descriptors, transformational style leadership and decision-making is synonymous with classical OCB meaning or use, whereas, transactional style leadership and decision-making are equivalent to CCB-SET (Lian & Tui, 2012). The contextual difference mitigates through thorough understanding and application of OCB origination, subsequent empirical research annotation under (Podsakoff, Blume, Whiting, & Podsakoff, 2009). Use of AI toward Malaysian business cultural norm accounted for survey responses that predominantly reflected Chinese ethnicity: gender qualified by 46% male and 54% female with supervisory positions 64% male, (Lian & Tui, 2012, p 70).

Technological resources on a broad scale have commoditized competitive workforce development, and skill attainment, thereby reducing access to global talent and new markets. Devasagayam (2013) argues that globalization has a profound causal effect upon globally positioned corporate assets having increasing variance upon OCB-CCB-SET parameters. Projecting a rationally bounded viewpoint base on (Lian & Tui, 2012; Devasagayam, 2013) analytical research, maintaining a standard BOM application meaning to OCB-CCB-SET under globally ethical and cultural difference's becomes an immediate managerial skill set high in demand.

Devasagayam (2013) approach tempers with an appreciative acknowledgment that virtual and diverse teams globally dispersed continue subjection to local social culture, work customs and ethics toward work. Ashford and Patkar (2001) work and AI use sets and appropriate baseline for establish an AI organizational framework functionally adaptive to management's needs and competitive advantage that supports organizational social change. Crucial information exchange processed timely under the social, corporate culture brings forward the best of individual behavioral attributes sought under a progressive BOM structure that systematically account for OCB-CCB-SET requirements.

OCB empirical research and study, (Devasagayam, 2013) substantiates recognition that attribution theory itself underscores the essence of BOM efficacy, installation, and the requirement for dynamic adaptability of governmental managerial infrastructure. Successful attribution behaviors was found to inspire confidence and willingness that most successful socio-cultural corporate structural aspects use as stable

values worthy of repetition in practice. The communicative process of management is articulated differently from a perspective viewpoint, (Devasagayam, 2014; Lian & Tui, 2012), but points to the essential elements of informational inclusive of social exchange theory between superior and subordinates irrespective of corporate or governmental environment.

To date, research remains elusive in highlighting specific versus global attributes used for decisive action relative to OCB-CCB-SET organizational structure.

Devasagayam (2014) accentuates classic OCB tenets relative to software development acknowledging its efficacy but only hints at AI as the operative and solidifying process enabling distributive team cohesion. Socio-cultural recognition and organizational incorporation of localized working IS, WSM appreciatively constructed allows respective BOM OCB research emphasis, (Alter, 2008; Bendoly, 2013; Devasagayam, 2014; Lian & Tui, 2012).

This research adds to the body of literature movement to isolating the innate process of frontline decision-making by first line actuaries charged with executing governmental or corporate business plan strategy. GSA continues to increase competitive advantage on federal government business plan concurrently negotiating PBC and rational public business cycle (RPBC). Empirical research conducted substantiates that an increase in manipulative fiscal and administrative policy deviation during predetermined election cycle, (Aidt, Veiga, & Veiga, 2010) that facilitates toxic OCB-CCB-SET interaction.

Given the cultural, political, and revenue generation practices demonstrated through European and American federal processes manipulative administrative strategy, curtails fiscal policy, at the expense of agency business plan. Contraction and expansion of federal agency architecture at the expense of traditional business operations is reflective of opportunistic RPBC timed to coincide with US midterm electoral processes. GSA supports whoever wins an election regardless of the party despite individual allegiances' but receives punishment in its business strategy through a non-adaptive managerial structure.

The PBC environment under which GSA and this research operation moved is cognizant of management theories historical experimental use and implementation of government structures for approving or disproving viable concepts. Vigoda-Gadot, (2007) and Vigoda-Gadot and Meiri (2008), argued for the proposition that policy and mission voluntarily expose organizational framework IS components to both sides of OCB that causes intended adversarial economic discourse in SET. The relationship behavior required of the contractor and acquisition specialist is pitted against required performance assessment based OCB. The problem of discerning conflict mitigation strategy between social exchange theory, and organization citizenship behavior attributes is at the center of performance reviews and communicated through the survey.

The darker side of OCB argued is compulsory citizenship behavior CCB that manifests under GSAs' contrition oriented reorganization and management consolidation of GSA financial leadership. Applied evidentiary field observation supporting empirical literature research was a GSAs current request for information requiring contractual and

financial audit reviews as signs of behavioral acceptance. The centralization of fiscal authority and oversight of regional financial staff units imposed compliance with CCB (Stangl & Thonemann, 2014; Taylor 2013; Vigoda-Gadot, 2007, p. 378).

This phenomenon supported the need to pursue the research problem given leadership election to enhance PBC influence on SET at the executive level that removed GSA as intermediaries on marginal or selected performing service contracts. The impact upon revenue-generating data units, (acquisition specialist) placed current OCB, CCB, and SET process into tumultuous complex organizational dynamics and process constraints that upheld concepts of abusive CCB. The Federal Reserve economic effect upon federal governance during an election year was influential on operations exponentially causing dysfunctional decision process and choice preferences (Abram & Iossifov, 2005; Narasimhan et al., 2009) and (Nair, Narasimhan, & Bendoly, 2011).

Narasimhan et al. (2009) argued the behavioral consequences of healthy buyer-supplier relationships set against management's revenue design lacked full understanding of social exchange theory play in acquisition policy, p. 2. The acquisition environmental triad: OCB-SET-CCB was working within the social context of formal communication structures, and revenue management mandate that sought equilibrium is contradictory to the controlling process of performance and rewards. Nadiri and Tanova (2010) and Smith et al. (2009) argued that leadership is inadequately recognizing this inter-exchange forces dysfunctional performance and high turnover rates.

GSAs' implementation and execution of early retirement options manifested under PBC, gave rise to managers that knowingly and openly seek to exhibit domination

and prowess through the appraisal process (Vigoda-Gadot, 2007, p. 378). The corrosiveness of CCB indicates that systemically management inflicts a pre-planned policy-induced behavior. This signals reactive individual decision processes relative to upward mobility and perceived threatened opportunity, thus causing decision-making dysfunction. The research questions I explored brought forward and answered the impact the triad of OCB-CCB-SET plays in acquisition-contractor relationships.

Narasimhan et al. (2009) argued that demand management formulation added another layer of complexity to the acquisition specialist and contractor relationship. Organizational frameworks oriented on equilibrium pushes the contractual process to adjust its lock-in position as the government begins to shrink expenditures or possibly seek alternative avenues, p. 4. The OCB-SET-CCB triad is the empirical culprit now, but the PBC process surrounding electoral and economic processes has a profound observable cause and effect on GSAs' business operations management.

Empirical research review into BOM shows a convergence of separate theories that have impact markers from social media technologies to classic psychological and management science that shortened the knowledge acquisition period. Despite the speed of accessibility, collective and group behavioral dynamics plays an essential framework throughout the operations management behavioral literature (Podsakoff, Blume, Whiting, & Podsakoff, 2009). This was an important variable in the global application of the proposed triad as collective, and group dynamics incorporated the positive social change into business policy construction.

### **Individual Collective and Operations Attributes**

Collective, Individual, and OM decision process documented research were heavily leveraged in OCB, and SET indicating hybrid frameworks are in existence that rely upon innate political skill and rewards systems that arise during the individual appraisal period (Bachrach, Powell, Bendoly, & Richey, 2006; Bachrach et.al., 2001; Smith, Plowman, Duchon, & Quinn, 2009;). Bendoly (2011) argued management could take proactive steps in understanding BOM through the revenue management process and human stress reactions under uncertainty that applies to the GSAs operational environment. Research in this area identifies and argued physiological indicators of behavioral attribute significant to task performance or avoidance but stops short on the interactive measures communicated during relationship development.

GSA is unique in its role as an independent federal agency such that strategic leadership flexibility in maintaining revenue-generation lifelines transcends politics and policy but is cognizant of PBC coagulating effect. The energy expended in understanding variance and deviation to perceived rationality, its usefulness, and appropriateness to environmental requirements (Mantel, Tatikonda, & Liao 2006) continue reliance upon intuitive judgment (Bendoly & Cotteleer, 2008). BOM rise and empirical applicability in today's social media emphasizes the sparse repertoire business organization leadership can utilize to create and maintain competitive advantage and its relevance to the research question.

Dekas, Bauer, Welle, Kurkosi, and Sullivan (2013) OCB analytical research argue that previous empirical research tenets are in need of an overhaul given the speed of

change, technological advances and the increase in the way work was accomplished. The acknowledgment requires the use of traditional meaning of OCB from a *Google* worldview perspective that defines current social media use, business communication and economic business strategy development. The trend expressed is cognizant in the need for an updated taxonomy for adequate behavioral description of citizenship behavior in a technological atmosphere. Specifically this study is parallel to this investigation in so much as qualitative grounded theory employment against Google's vast corporate base of knowledge workers.

Google's well-known competitive advantage lives upon use, deployment and execution of technological advances and socially immediate communication. OCB in its traditional sense demonstrates an evolution in the private business world a need to maintain competitive advantage from a qualitative perspective that engages classical OCB parentally to ascertain what social, operational behaviors are present relative to standard taxonomy. The absence of qualitative instrumentation designed to capture and quantify behavioral attribution in an operational context supports the use of environmentally accurate survey and multiple coding events that enabled descriptive statistical processes. A comparative analysis of the federal government and private OCB investigation added to the literature. In this grounded analysis, a new taxonomy development evolved in contrast to discovery of behavioral attributes of decision-making relative to the constraints of OCB-CCB-SET

Dekas et al. (2013) recognize that an updated linguistic platform to prior empirical research gave new relevance for OCB within a technological driven work

environment setting new baselines of agreed citizenship social behavior. Google's vision of an evolutionary working social organization is unwittingly modernizing classical OCB with an AI approach that is amenable to an expanding millennial based workforce. The distribution of millennial teams across the enterprise coupled with middle tier baby boomer experience, unknowingly forces central activity down into a qualified behavioral environment well suited to handle PBC, or RPBC and spontaneous obstacles to goal attainment (Aidt et al., 2010).

Reflection upon the course of empirical research delivers a distinct organizational infrastructure that harnessed the then state of the art knowledge on OCB, its management and how workers internalize then exhibit appropriately. The contrast in governance from private to a public servant is an ability to adjust personal and socially acceptable environmental behavior enables OCB-CCB-SET effectiveness. BOM is shaped by the environmental adaptability of leadership to disperse central decision-making activity downward (Lian & Tui, 2012), and outward to distributed assets (Devasagayam, 2014).

Thereby, implementing agency business strategy under public trust, and governmental policy (Vigoda-Gadot & Beerli, 2012) public service ethos appears devoid of bottom-line motivation. The contradictory application of OCB-CCB-SET forces a reversal of trust from Public to Servant towards Servant to Public (Vigoda-Gadot, Zalmanovitch, & Belonogov, 2012). The public agency perceives the need for innovation and accountability in governmental fiduciary responsibility (Vigoda-Gadot & Beerli, 2012) while traversing PBC, and RPBC leadership fighting (Aidt et al., 2010).

The literature provided insight unique to PBC and governance from a Eurocentric and American viewpoint in that Portuguese financial sustenance to municipalities transforms the OCB-CCB-SET formulation downward (Lian & Tui, 2012). The literatures suggest that American PBC-RPBC interactive catalytic process reverse, meaning multilayered financial opportunistic distortion occurs upward via contribution into the national arena (Aidt et al., 2010; Heckelman & Berument, 1998). The OCB-CCB-SET triad manifests tremendous financial growth, and influence from the CCB upon the open citizenry and directly affects federal OCB-CCB-SET activity from top to bottom organizational hierarchy.

The literature is concrete and compelling in the argued need to further empirical analysis, experimentation, and field observation to qualify human functional attribute analysis from a behavioral viewpoint. Mantel et al. (2006, p. 824) argued that over-reliance on task oriented economic models obscures the need to develop human-centric operations models that captures behavioral attributes from a global perspective. The empirical process that emerged from the exploratory research use methodologies from behavioral quality terms and was articulated under, economic, physiological, and behavioral experiments (Bendoly, 2011; Narasimhan et al., 2009; Vigoda-Gadot, 2007; Mantel et al., 2006) to redefine applicable associative implications in framework development, role delineation by organizational assets, and movement toward a collective AI style structure.

Traversing the literature, discourse and evolution of empirical themes multiple and distinctive organizational transformations occurred. Transformative viewpoints,

perception and valuations allowed OCB to refocus corporate direction by tacit knowledge “know-how” inclusion into the mainstream productive consciousness (Hatch, 2010). AI as an adaptive inclusive corporate development strategy is well suited in the OCB-SET component of our triad to achieve innovation, creativity and maintain industry position while minimizing caustic effects of CCB.

Appreciative Inquiry functioning in the governmental environment is not a question of competitive theories, but the realization that BOM attributes and operations research process must be dynamic. Leadership skill and assurances forging organizationally transformative human capacity elements cannot have competing OCB-CCB-SET policy or procedures that restrict SDMP. Federal government provision of acquisition and procurement services is dependent upon viable brand recognition internally and external to its constituency (Hatch, 2010).

Bushe (2012, 2013) argues an organization or community-based entity that continually depends on outdated problem-oriented management resolution processes cannot survive. Organizational framework in supply-chain environment distributed globally need interactive relationships that enable vital competitive tacit relationships (Griffith, Harvey, & Lusch, 2006; Jordan & Thatchenkery, 2011) commonly use trust and SET to advance a long-term position. This literature review investigative research and observation SDMP involved opening OCB-SET-CCB mechanisms to appreciative avenues of dialog that reward innovation and positive social change.

Industrial innovation, technological insurgency and manufacturing capacity all force change away from traditional to emergent social and organizational contextual

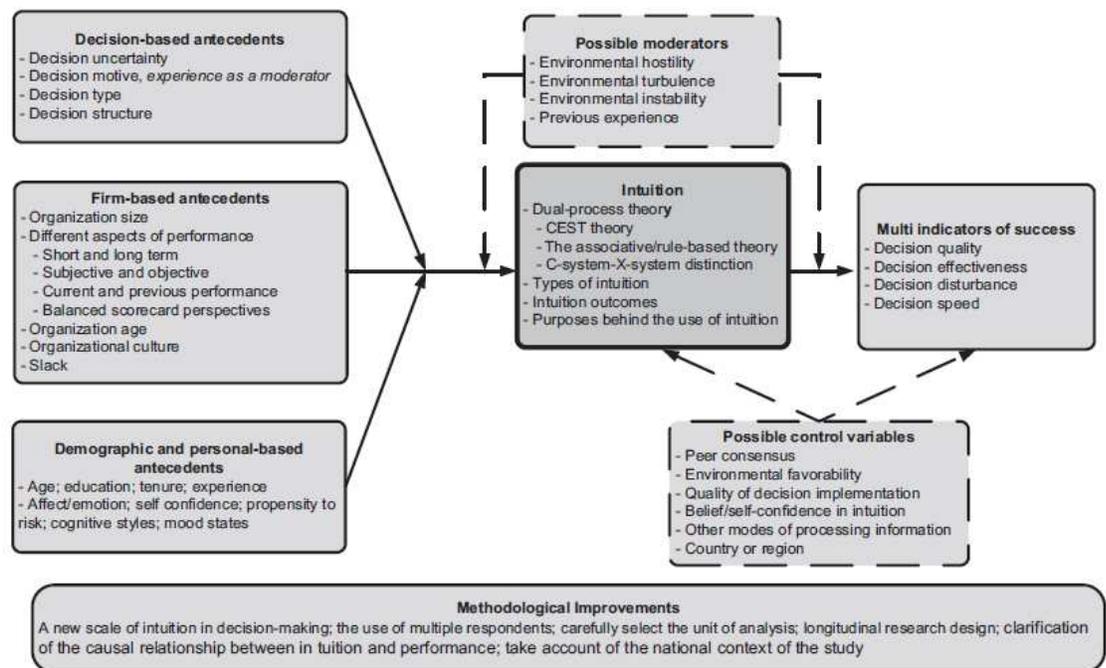
metamorphosis, but who or what determines or writes the enduring story of business for those who live inside. It is not management according to and is not an exclusive enterprise relegated to only the gifted. Organizational insight by leaderships' will to survive and technology accelerated working environments forces more than trendy catch phrases to actualize realistic human relationships in a business' strategic or competitive innovation imagination. Perspectives designed to catalyze intellectual capital, increase imaginative possibilities for futuristic strategic planning reflects ideas contemplated and proposed under *SOAR* process (Bushe, 2012; Stavros, Cooperrider & Kelly, 2003; Stavros & Meda, 2003; Whitney & Trosten-Bloom, 2010).

Throughout OCB-CCB-SET taxonomy delineation and growth (Elbanna & Child, 2007) SDMP review into social constructivist thought, evolved under technological and environmental uncertainty to revise initial views in Figure 2 to reinstating increased human elements, Figure 3. The expansion of intuitive judgments and associative behavioral SDMP has a decisive cause and effect that alters OCB-CCB-SET relationships in play with organization framework design. Elbanna, Child, and Dayan (2013) argument for expansion was essential to creating pathways for innovative human capacity processing back to the forefront of adaptability and imaginative, successful narrative creation for the business. *SOAR* appears available for future organization design and framework use. Intuitive in judgment and oriented toward strategic planning, *SOAR* centers upon moving away from technology alone as a sole source of efficiency in organizational SDMP.

Dynamic interpersonal and organizational intervention for sustainability drives AI procedurally making this process:

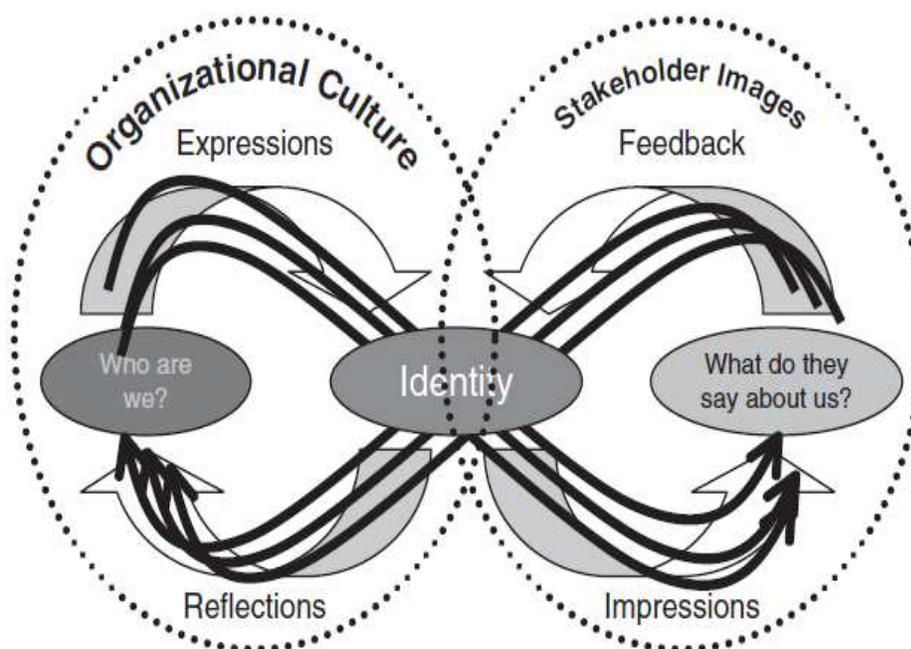
1. Renewable at the speed of thought,
2. Authorizing social change in and outside the organization,
3. Makes change active in proposal, and,
4. The organization becomes transformative, agile, and competitive.

Leadership's embrace of AI as an inclusive methodology emanates from grassroots foundations releases management from its bounded rationality that predicated upon outdated paradigms of social construction.



*Figure 3. Model of antecedents and consequences of intuition in strategic decision-making. From "A Model of Antecedents and Consequences of Intuition in Strategic Decision Making: Evidence From Egypt," by S. Elbanna, J. Child, & M. Dayan, 2013, Long Range Planning, 46, 149-176*

Elbanna, Child, and Dayan (2013) graphically depict salient BOM decision-making components quantitatively ignored. Affect/emotion, intuition types, and cognitive behavior deploy under AI as having efficacy in the SDMP that engages less demonstrative relationship participants in the acquisition OCB-CCB-SET triad. Hatch, and Schultz (2010, 2002), Hatch and Zilber (2012) set the stage for defining and understanding how the identity of the organization set the framing of product presentation.



*Figure 4.* Organizational identities and cultural development. From “The Dynamics of Organizational Identity,” by J. Hatch 2010, 2002, *Human Relations*, 55, 989

The Balanced Scorecard is standard industry-wide and recognizable universally as metric centric. Elbanna et al (2013) model revision depicts balance scorecard antecedent behavior upon behavioral attribute exposition similar to GSA current organizational

framework. SWOT analysis use traditionally dominates SDMP, but devalues attributes behavioral in scope. AI organizational framework development incorporates strengths, opportunities, aspirations and results, SOAR (Bushe, 2012, 2013; Cooperrider & Kelly, 2003; Howard, 2013).

According to (Mobley, 2011) governmental acquisition processes tangentially exemplified vague attempts toward AI. The framework that is necessary to arouse generative OCB creativity and innovation conflicts with traditional balanced scorecard execution that causes conflict with relationship development and SET. The balanced scorecard approach and framework support in acquisition planning, execution and strategic business development culminates in an incentivized performance planning process catalyzing CCB attributes.

Management science literature, scholar-practitioners, and C-level leaders recognize OCB-CCB-SET determines the course an industry, community, or nation may take. Appreciative inquiry releases the 4-D cycle of creativity and along with adjustments to traditional quantitative management indices harness behavioral attributes that sustain innovation (Bushe, 2013, 2012; Stavros, Cooperrider & Kelly, 2003; Whitney & Trosten-Bloom, 2010). The literature suggests that an overlay of processes encompassing SOAR, OCB-CCB-SET, and AI tenets provides continuing adaptable organizational governing framework.

SOAR genetic and behavioral overlay of principles and methodology (Bushe, 2013, 2012) present challenges to organizational leadership, strategic planners and business development specialist to act as tactical AI executive officers. AI officers poised

as active conduits for innovative thought not circumvented or stifled by organizational inertia, but continue to evolve as illustrated in Figure 7. Information systems in relation to and placed in context of SOAR, AI and 4-D Cycle framework are human element centric and devoid of technology as central to organizational innovation, inspiration and determinative of the businesses success.

SOAR transcends traditional thoughts on the organizational structure by providing linkage to and from our 4-D Cycle appreciative inquiry process into an operational schema. Each referential source domain from which communication occur, a synthesis and connective understanding of primary meaning to reference objects and subsequent secondary connection teaches individuals and result in organizational learning, growth and innovation (Cornelissen & Kafouros, 2008). Appreciative Inquiry and its formative siblings stage a comparative platform for organizational change observable in a multitude of organization realms. Social change within a community or business entity requires imagination, creativity and vision that may emanate from any level on the spectrum. Will SOAR, OCB-CCB-SET and AI be an effective management practice given emergence of Twitter, Face Book and other social media impacting business or community organizational structure and decision-making processes that harnesses behavioral and SDMP attributes.

Elbanna et al. (2013) viewpoints see the emergent social change and understand the power that gears to ensure innovation and growth of sustainable relationships beneficial to and for organizations constructive social revitalization toward competitive survival. Figure 7 illustrates Hatch's contention that listener and teller of information

bring form and substance to creative generation of ideas and understanding, both internal and external to organizational social construction and ultimately movement into a competitive organizational position. Jordan and Thatchenkery (2011) argument that the global organizational leadership case study review provides a prospective design for long-term visionary and creation direction through AI use in the OCB-CCB-SET decision-making process.

The literature suggests that complementary and supportive organization decision-making methodology use a combined statistical approach and qualified mixture that captures BOM attributional affect. Figure 7 potentially harnesses multisensory attributes to decision-making by the strategic application of relationship building factors at critical AI processes. Multisensory SDMP cause and effect that elicits cognitive decision modalities are rapid and reflect the performance of dual information processing, risk analysis and cognitive effect implication to OCB-CCB-SET.

The leadership style consciously implemented in an organization structural framework directly impacts productivity, goal achievement, global identification and bottom line return on investment in an attempt to enhance competitive advantage (Gentry, 2014). The organizational leadership style is an outward depiction and intended business strategy designed to increase desired competitive changes that occur environmentally (Carter, Armenakis, Field, & Mossholder, 2012). There is growing evidence and correlation in reviewing the literature that several styles continuously evolve, fuse, and form new variations upon primary platforms such as Transformational and transactional fusion into an intellectual style. The Creativity exhibited in

organizational servant leadership is another evolutionary example of style fusion (Walumbwa, Hartnell, & Oke, 2010).

Transformational leadership gains draw and solidify effectiveness through recognizing that relationship, connectedness and job satisfaction motivates intensive performance over longer periods than that of compensation alone. Collective movement not only but also rewards creativity, an individuals' contribution, but also ensures equity in the risk-reward equation that accomplishes tasks, but recognizes interdependent factors to competitive advantage. Technology, organizational citizenship behavior, and social exchange on a distributive global scale heavily invested in underwriting individual performance tend to stagnate rapidly in fast-moving competitive environments. Developing nations that use communal staging to accomplish goals and objectives continue to exhibit AI oriented OCB-CCB-SET attributes to perform entrepreneurial decision-making processes.

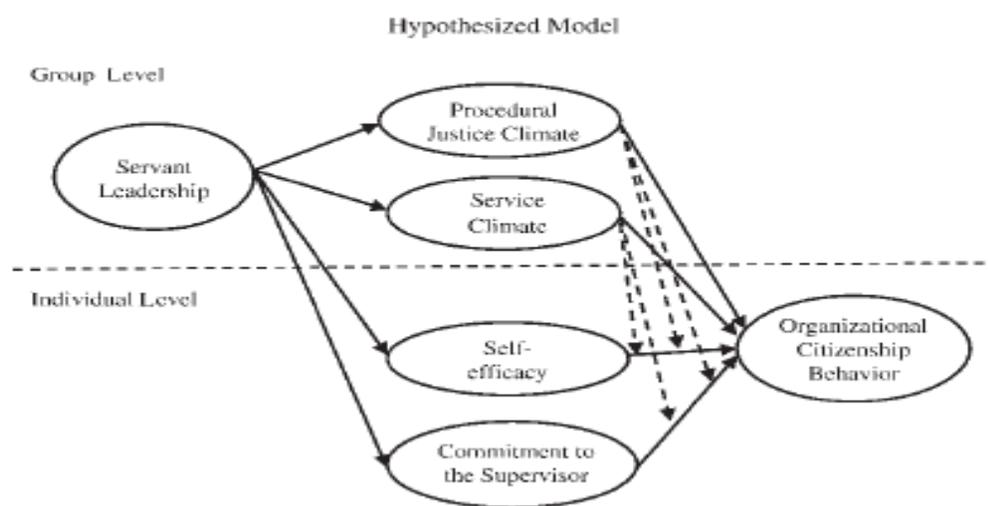
The unit of analysis (Contract Specialist) must forge an entrepreneurial focus throughout the SDMP and contractual development process. The environment calls for extensive OCB-CCB-SET characteristics that enhance multiple services, procurement, and supply-chain movement that is cross-cultural and globally connected. SDMP under conditions amenable to AI infusion extends the OCB innovation, creativity that mitigates CCB without expenses against SET. GSA economic viability is not contingent upon appropriated federal allocations to sustain business strategy, recruitment, change, and growth. The literature provides historical, empirical, and evolutionary organization framework depictions that resisted qualitative attributes into SDMP.

The federal government's current full court press into employee engagement surveys, social media, and blog technology continues to ignore needed framework reorganization that adapts appreciatively. The literature illustrates that CCB managerial components reward structure, and incentive places constraints on and into interdependent SDMP. Knowing when and where aspirations to succeed outweighs the need for procedural control under CCB empowers the unit of analysis as depicted in Figure 7, to continually exercise entrepreneurial decision-making that preserves profitable long-term procurement OCB-SET.

Comparative analysis of the literature reveals a narrative dichotomy between American and European organizational government framework. Interdependent task orientation frequently appears on the European side of the isle that openly values AI and behavioral attribute decision-making (Hatch, 2010). The preponderance for a winner takes all in American organization design appears to preclude access to alternative profitable pathways unless cognitive decision-making affect under SOAR takes hold.

The relationship that imputes to public service OCB throughout the literature was the fiduciary trust responsibility toward citizen well-being. Equity and procedural justice were illustrated a direct cause and effect upon cognitive decision-making, performance attributes, and relationship building (Walumbwa, Hartnell, & Oke, 2010). Transformative in style the semantic title servant leadership serves as an integral agent to organizational redesign. This particular style appropriately catalyzes SOAR perspective as team participants' interdependent, growth, development, and profitability is central to high group achievement. OCB-CCB-SET actuation traverses all levels and directions in

organizational frame design that directs individual and team environmental compliance. Behavioral attitudes thereby encounter cross-sectional relationship mediation to goal attainment, loyalty and fiduciary responsibility, Figure 5.



*Figure 5.* Individual and group behavioral OCB SET. From “Servant Leadership, Procedural Justice Climate, Servant Climate, Employee Attitudes, and Organizational Citizen Behavior: A Cross-Level Investigation,” by Walumbwa et al. 2010, *Journal of Applied Psychology*, 517-529

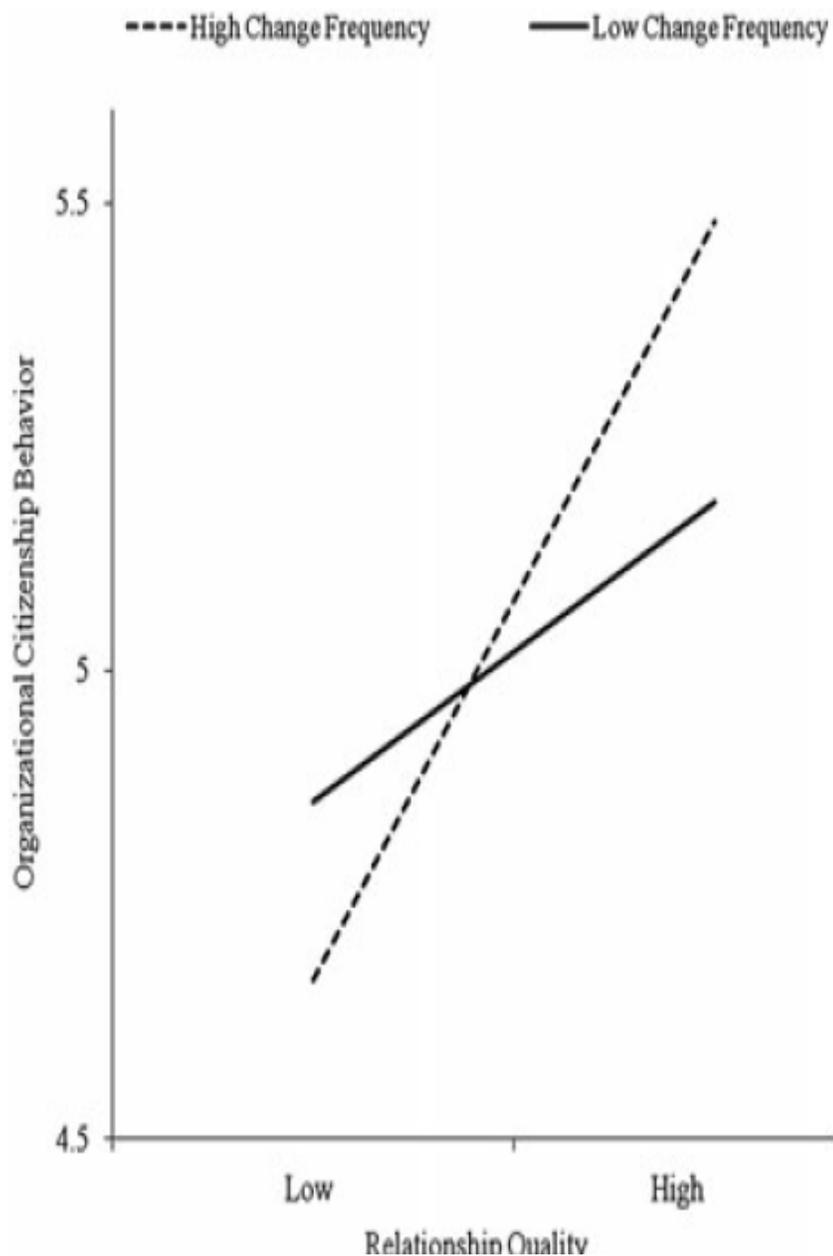
Walumbwa et al. (2010) argues that intuitive servant leadership behavioral attributes complement those exhibited through active transformation styled organization construction. Stronger relationships and role support emanates forming an increase in supervisor/employee trust, and skill development. SOAR compatibility with servant leaders and transformative framing liturgically appear ideal for innovation, creativity, adaptability and sustainability under uncertainty. Inferential analysis continues to assert that CCB curtailment increases interdependent OCB that directly enhances multiple facets of SET internally and externally.

Carter et al. (2012) empirical research supports servant leadership OCB-CCB-SET to the transformative incremental change process. The transformative processes are those that significantly portray a contiguous proximity to PBC, RPBC, and GSAs' global supply-chain procurement environment. An OCB-CCB-SET environment that endures radical leadership shifts, and agency reorganizations with turbulent business paradigm shifts. Figure 6 illustrates that frequent incremental relationship modification has direct impacts upon the triad and subsequent unit of analysis.

The literature holds that AI framework ideology coupled with SOAR advantages BOM across organizational levels that serve to mitigate market fluctuation, financial uncertainty, and taps innovative skill adaptability. Voon et al (2011, p.25) research empirically argues that four components common to public service ethos: (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) typically enhance employee performance, job satisfaction, and OCB relationship strengthens SET amongst internal and external relationships especially with cross-level supervisory chains. Recruitment and retention is a beneficiary as the organizational perception as a good choice of employment ensures talent and skill set attainment.

The merging process between OCB-CCB-SET requirements and an adaptive organization framework alters current concepts on performance-based metrics that draws upon behavioral attributes must flatten SDMP. Distributive SDMP combined with intuitive interdependent team process illustrated in this review guides future development in sustainable business operations. Federal governance four to eight year leadership

changes under PBC must move to an adaptive supportive structure economically driven and cognitively decisive.



*Figure 6. Moderating effects of change frequency on OCB. From “Transformational Leadership, relationship quality, and employee performance during continuous incremental organizational change,” by Carter et al 2012, *Journal of Organizational Behavior*, 1-17.*

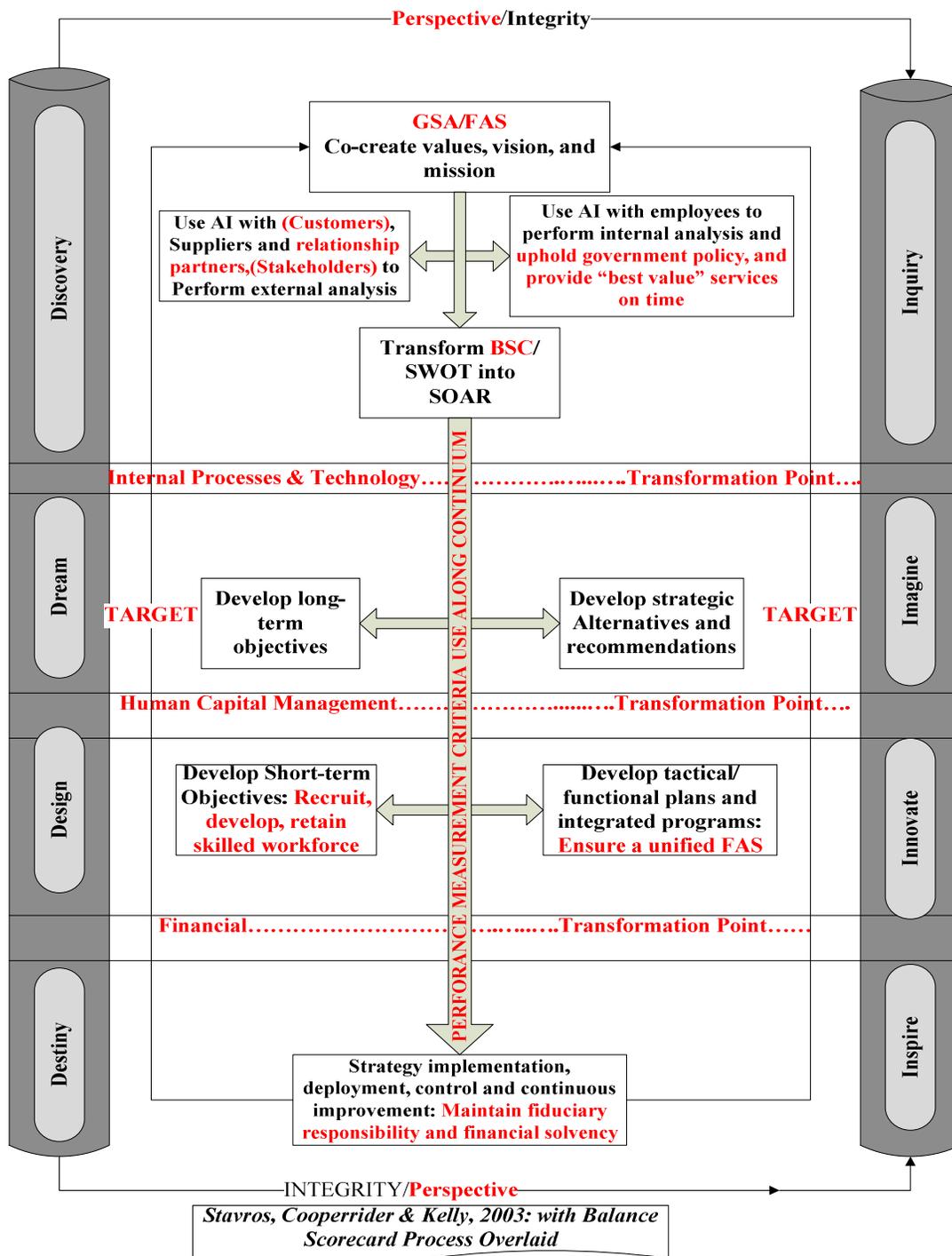


Figure 7. SOAR, 4-D, AI, overlay. Adapted from “Strategic Inquiry Appreciative Intent: Inspiration to SOAR, A New Framework for Strategic Planning,” by J. Stavros, D. Cooperrider, L. Kelly 2003, AI Practitioner, 1-21.

## Summary and Conclusions

Chapter 2 provided a summary of the current empirical literature that was supportive to qualify behavioral decision processes having causal implications on the proposed triad and OCB prescribed strategy development within acquisition environments. Environmental significance was common to all experimental settings orient toward task relevance and execution. Davis, Katok, and Santamaria (2014) economic supply and demand processes drives most if not all empirical literature, except recent physiological investigation. Bendoly (2011), and Mantel et al. (2006), attempt to infuse qualified intuitive decision behavior.

The field research investigative environment was unique being a federal governing entity that operates as an independent Fortune 500 type going concern that generates at minimum four billion dollars towards positive social change processes. The available research evidences quantitative and qualitative research methodologies, but primarily quantitative in presenting task execution in relation to the policy. The research problem approach here was mainly qualitative given the environment of federal governance stance on creating a positive social change and impact through service delivery.

The convergence of nonprofit government business activity acting as a stimulating competitor within a profit-oriented environment places tremendous stress on GSAs' human capital decision-making process. GSAs' leadership must balance acquisition lock-in relationships based linear behavioral rationality, with attributes not yet captured, but qualified empirically. The research study now moves forward to Chapter 3,

delineating the methodology to ascertain those behavioral characteristics unique to acquisition personnel in relationship development and decision-making.

### Chapter 3: Research Method

The purpose of this grounded theory study was to examine and address the development and use of relationship attributes within intuitive, choice, judgment, and preference decision-making processes. In this study, I describe the impact of the interplay of OCB, CCB, and SET on the contractor-and-acquisition specialist relationship. The literature review that drove survey development and use established that the existence of the OCB-CCB-SET triad in an organizational framework reformulates behavior. Discovery and understanding the behavioral attribute that redirects expected procedural performance towards nonrational behavioral attribute execution was the primary artifact sought. GSA must restructure the current balanced scorecard framework and direct performance incentives with rewards based on effective attribution in contract relationships.

Figure 8 illustrates the literature review, analysis, synthesis, and research methodology routing for conducting the research. OCB-CCB-SET combined with historical secondary data provisioned the development of a Likert-type scale survey and supported result application to the questions under investigation. Survey administration support through M-MACBETH value tree development captured sampling data, survey results that followed the prescribed software program criterion, and system logic designated for qualitative research inquiry.

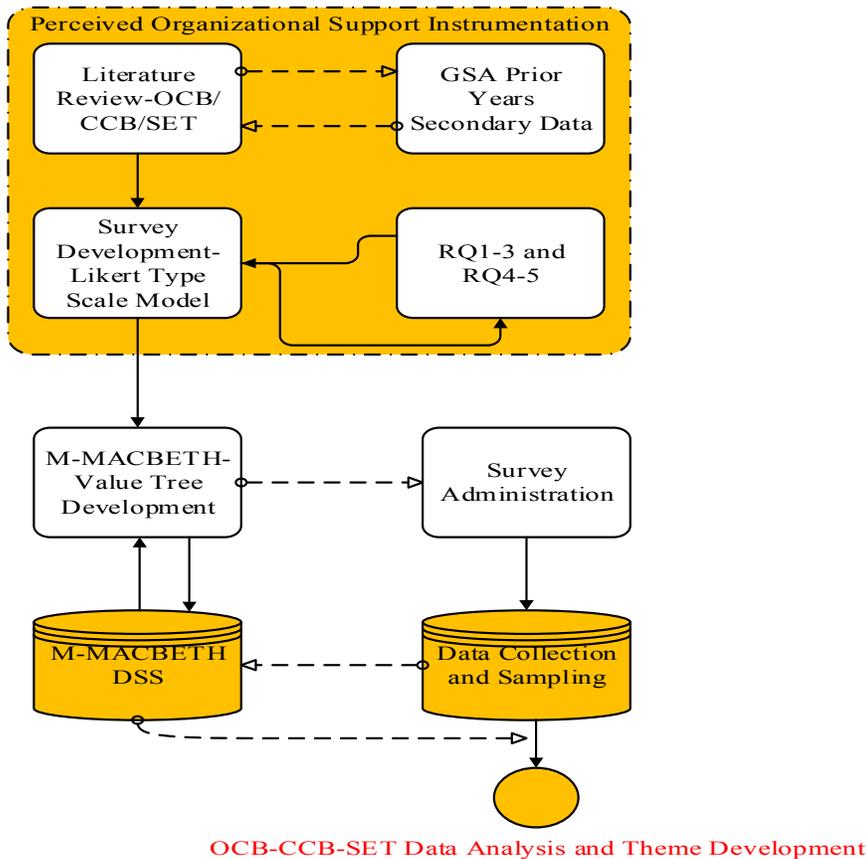


Figure 8. Research methodology and process.

RQ 1-3 focused on ascertaining the qualified and uncharted attributes that acquisition personnel use in relation to decision and choice determination. RQ 4-5 involved the use of M-MACBETH computer-based preference and choice programming applications to ascertain the reliability and validity of data generalization. Existing business plan analysis, demand management reviews, performance management reviews (PMR), survey interviews, and individual performance review assessments informed this research.

In the remaining sections of this study, I address the design of the investigation, rationale for traversing the study's environmental setting, data analysis (including the

sampling process), and procedures (e.g., Creswell, 2009; Singleton & Straits, 2010). Studies by Yilmaz (2013), Trochim and Donnelly (2007), and Leedy and Ormrod (2010) were instrumental in informing the qualitative and quantitative presentation of findings. The process of dissemination and human rights protection guidance provisioned by the IRB protocols ensured that appropriate organizational and individual consent authorizations were obtained.

### **Research Design and Rationale**

As I designed this study, I used Singleton and Straits (2010) and Creswell (2009) as resources for the research basis, design, approach, and process. I used these studies to frame a mixed method study that was primarily qualitative. The survey responses for RQ 1-3 provide a better understanding of decision-making attributes that guided acquisition, procurement, and contractor performance variations. RQ 4-5 used decision support programming and data analysis to ensure the strength of generalization and the applicability of the research to the environmental GSA framework.

GSA's current organizational structure and OM configuration were ideal for mixed or sequential methodology research and field observation participatory investigation (Singleton & Straits, 2010, p. 354; Trochim, Marcus, Masse, Moser, & Weld, 2008). The current branch operations management role that I perform is that of program analyst, allowing me to gain insight into behavioral variances of contractual relationships under discussion and actionable processes related to RQ 1-5. The branch operations role with FAS is a trusted administrative data manager, a specialist resource to

each of the 11 individual regional headquarter units and subdepartmental functional areas.

The naturally embedded role within branch operations was an operational conduit in procurement, training and education, and sales solicitation to internal federal customers, which recently extended to states and municipalities. Singleton and Straits (2010) argued that limitations in context to field observation, participants, and trust relationship forged by the researcher would mitigate these limitations. This approach was used to mitigate limitations associated with understanding environmental jargon and market nuances (Sayer, 2003; Yilmaz, 2013), as well as to increase validity, reliability, and subsequent generalization of findings (Trochim et al., 2008).

Building upon my established role, I found that participation in daily field observation was definitive in the grounded theory approach of this research, allowing me to capture emerging data substantiated through analysis of behavioral attribute patterns. The patterns were associated with successful acquisition/contractor interactions that affected decisions to continue or terminate service delivery on contracts when cost was not a factor and performance was satisfactory. Concurrent trust relationships that were established enhanced individual and in-group survey responses. The process included supervisory acquisition personnel with varying levels of governmental expenditure levels.

Internal decision support systems commonly in use, such as FSS-Online, facilitated the recording of transactional modifications, and options execution framed interview and survey questions with experienced acquisition personnel. Branch managers, section leads, and the supervisors' appraisal criteria provided baseline

indications of an existing behavioral assessment framework. The OCB interview question design provided a validation and reliability check of the assessment process that signaled suspected SET variations within GSA's organizational framework.

### **Role of the Researcher**

A precautionary confidentiality measure was in effect concerning the depth of operational research inquiry in order to preserve perceived span of authority, use of position, and confidential information. Specifically, the naturally embedded chain of command was as follows: program analyst (researcher), branch chief for operations, deputy director, director, and regional commissioner. Supervising acquisition officers, lead specialists, and the section chiefs were above me in the hierarchy and between operations management line of authority that have significant behavioral influence (Podsakoff, Blume, Whiting, & Podsakoff, 2009).

Support of the middle acquisition level of expertise has definitive triad implications in the context of RQ 1-5. It is important to clarify that each level has an allowable federal expenditure in this stratified population, as indicated below:

1. Basic acquisition level of \$25,000.
2. Special acquisition level of \$150,000.
3. Intermediate acquisition level of \$10,000,000.
4. Unlimited level of expenditure.

This area provided the most salient information for the research problem.

The literature review methodologies argued the importance of pre-information of the survey environment to mitigate anxiety, mistrust, misunderstanding, or alienation,

perceptions that may come from active participation (Singleton & Straits, 2010; Creswell, 2009). This research used the NCMA communication and training website, Survey Monkey, and GSA executive meeting to disseminate survey research intention, purpose and the problem statement to gain support throughout the multiple levels of supervisory leadership. Acceptance of the role of the Program Analyst, Researcher as trusted partner, was required to this field observation

### **Methodology**

Administrations conscious action to research alternate decision-making processes indicates a fundamental shift in a grounded theory and structure construction that relies on an integral behavioral human options (Duffy & Lilly, 2013; Bendoly, Bharadwaj, & Bharadwaj, 2012). GSA Business strategy and execution systemically requires that departmental acquisition, procurement, and contract professionals use the concept of conflicting OCB-CCB-SET triad (Vigoda-Gadot, 2008). The result mitigates profit generation by independent non-appropriated congressional, federal agency operations, which by charter operate as a freestanding business process. The systemic dysfunction allows the real benefit to revert to Treasury controls to support financial shortfalls from other federal agencies.

The Federal Acquisition Service business strategy and process face challenges that affect the retention of market share, determination of business volume, and perceived value added from its external and internal customer. The managerial theory and future state construction is dependent on leaderships' intuitive judgment, and behavioral characteristics are facilitating a revenue production structure that is appreciative of

decision-making that is not C-Level created. The research data analysis conducted shows the direction a behaviorally oriented organization that generates profitable interaction should consider.

The technical review process used for request proposals submitted by potential contractors is consistently high demonstrating definitive quantitative scoring. The qualitative assessment of OCB/SET aftercare process required of contract and relationship development lacked sufficient framing, design or tacit recognition. Organizations acknowledgment and incorporation of training and development, plus succession planning increased organizational positive social change for efficient utilization of these behavioral characteristics.

### **Research Question**

The literature review gave historical, current and confirmatory data that OCB-CCB-SET triad carries multiple ramifications independent upon the organizational environment of deployment or global setting. The commonality of human interaction, information sharing, socialization either professional or community base commands an appreciate focus that leads to increased productivity. Application of theoretical literature empirical analysis to GSA and FAS propagated the research questions that have a basis in observable PBC-RPBC causal effect on business strategy to maintain revenue-generation under declining wartime activity.

The annual period is covering 1990 to present produced an aggravated and cyclic break in a traditional military industrialized economy that frequently ceased operations in ten-year increments. The last 24 years provided an unprecedented acquisition and

procurement environment for GSA that allowed retirement and hiring cycles to prosper and achievement of fortune five hundred statuses in revenue generation that sustained three presidential cycles reflective of PBC-RPBC literature analysis. Economic necessity prompts a radical social change to business development and customer interaction in the quest to maintain revenue-generation, and shift to an increasing engagement of small business.

The federal acquisition and procurement environment change from supportive action without regard for cost in times of conflict to concerted business planning strategy pushes leadership to consider alternate forms of structure (Dekas et al., 2013). The research questions under consideration drove the development of behaviorally oriented survey questions that focused on individual and group decision-making processes at the unit level. GSA moved to telework and alternate work schedules that approximate distributed work team configuration that short-circuited traditional communication between the units of analysis OCB-CCB-SET relationships.

The shift from traditional central activity in contract management, relationship building, and decision-making on performing instruments dynamically altered BOM leader role attribution and interactions that propagated the research questions and hypothesis:

RQ1- What is the determining factor specialist use to determine continuance or termination of contractual services on performing agreements that are meeting or exceeding contract specification?

H<sub>0</sub><sup>4</sup>: There is no behavioral relationship attribute between contract specialist task interdependence and contractor performance in determining contract termination when cost is not a factor.

RQ2- What is the OCB framework design in federal contract analysis?

RQ3- What is the behavioral oriented assessment process?

H<sub>1</sub><sup>4</sup>: There is a positive relationship exhibited when nontraditional behavioral attributes are in the performance of task related contractual decisive action to terminate or not to terminate a contract when cost is not a factor.

RQ4- If task interdependence equals contractor performance and subsequent payment, (DV) according to contract and performance is satisfactory, what is the (IV) determining termination when need or cost is not a factor?

RQ5- Why do the GSA incentive performance measures antagonize specialist/contractor relationships?

H<sub>0</sub><sup>5</sup>: GSA individual incentives performance measures have no cause or effect on behavioral attributes exhibited during contract relationships on termination decision-making when cost is not a factor.

H<sub>1</sub><sup>5</sup>: There is a discernible correlation, positive or negative when non-rational task interdependent behavioral attributes are in conflict, (IV) with individualized performance measures and contractor performance are satisfactory, (DV) the cost is not a factor in the decision to terminate contracts.

The unit of analysis expenditure ranges from \$25,000 to Unlimited. OCB-CCB-SET contractor performances allow incremental five-year option renewal contingent on

competitive price point and intrinsic relationship attribute developed during contract negotiations and performance reviews. Two major components of procurement and acquisition must incorporate global operations to forge a new competitive advantage and adaptable organization. GSA tacit knowledge strained from previous CCB, PBC, sequestration, furloughs, and departmental consolidation that restricted appreciable organizational framework modifications.

### **Population Participant Selection Logic**

The coverage area included the Continental United States and Global support personnel. Regulations task all persons employable or currently engaging in contractual operations within the federal service to obtain at minimum 24 hours of business, law or procurement education. NCMA utilizes and maintains a corresponding competency certification process for its 22,000 contracts and acquisition specialist, who can access DAU. Defense Acquisition University DAU contract administration training or a higher education degree demonstrating intellectual ability, capacity, and functional proficiency to conduct government business are acceptable evidence of competence.

Data collected from existing performance metric archives, contract award, performance reviews, and supported agency logistical analysis reports that covered a period of five years were authorized by local CIO personnel. The five-year period served as the multiple data collection source for question development and iterative coding within M-Macbeths' assistive technology. Population sampling employed stratified random sampling across salary grade categories providing natural sub-groupings consistent with national managerial hierarchical structures. GSAs' Region 7 (Arkansas,

Louisiana, Oklahoma, New Mexico and Texas), was typical of GSAs' current geographical assignment structure and provided the population of choice for efficient and effective stratified random sampling (Singleton & Straits, 2010).

The available 22,000 membership of NCMA increased survey participant response from a cross-section of the acquisition industry to a potential  $N = 34,000$ . The demographic survey questions assisted delineation of membership categorization, i.e. federal employ vs. federal contractor, etc. Drawing helped in validity and reliability verification to generalizing results.

The Regional Headquarters located in Fort Worth, Texas population consisted of over (600) personnel and the remaining 1000 contingent populating locations within Texas and regional member states. The request and use of the National Contract Management, NCMA IT network, GSA video conferencing, and telepresence technology, served to mitigate and negotiate time, space and the distance in survey delivery, interviewing and records retrieval. An appreciable return on study implementation provided reliable data for analysis, and theory generation.

### **Data Collection and Analysis**

Data existed in Region 7 Headquarters performance metric archives, contract awards, contract terminations, performance reviews and supported agency demand management review and support reports. Data collected from existing performance metric files, contract award, performance reviews, and supported agency logistical analysis reports that covered a period of five years were authorized by local CIO personnel. The use of online survey question administration through NCMA secure email

system and Survey Monkey assets ensured safe capture, and encryption of survey responses garnered. Bana e Costa, C.A., Lourenco, J. C., Chagas, M.P., and Bana e Costa, J.C. (2008) application of M-MACBETH to the national Portugal electric company, (REN) development of a multipurpose preference selection system provided constructive guidelines in approach to gathering data.

RQ4-5: Incorporates additional IT data analysis to ensure the strength of generalization and applicability of the research to the environmental GSA framework. This research and subsequent methodology proceeded under a mixed method with a primarily qualitative focus. Quantification of assessed behavioral attributes utilized an ongoing qualification programming methodology proffered under Bana e Costa, C.A. et al., (2008), to present a quantified presentation of choice and preference data.

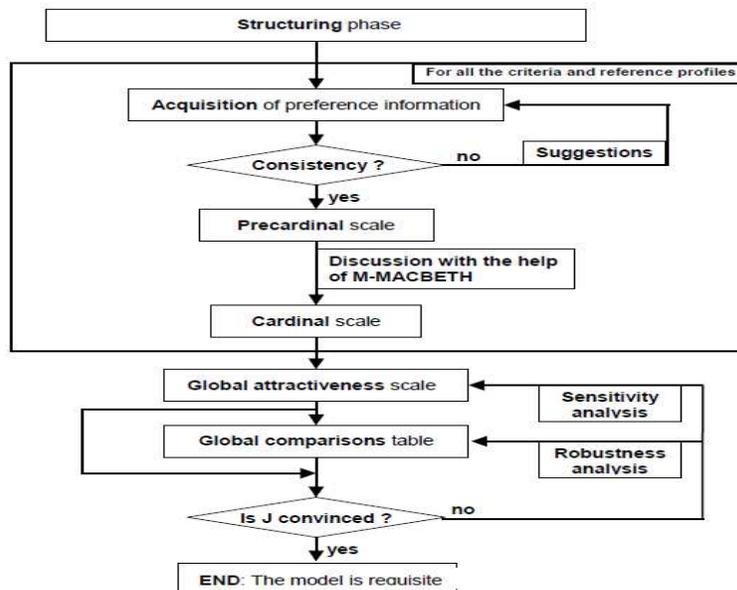


Figure 9. MACBETH qualitative decision support system approach. Adapted From “Development of Reusable Bid Evaluation Models for the Portuguese Electric Transmission Company,” by Bana e Costa et.al. 2001, 2008, 22-42.

M-MACBETH is under continual refinement and stands for: (Measuring Attractiveness by Categorical Based Evaluation Technique) basing computation effectiveness upon the additive value model (Bana e Costa et al., 2008, p.1). The operational manual for M-MACBETH is available for access and downloads at <http://www.m-macbeth.com/en/m-home.html> as a PDF for further information and description. The combinational effect of this mixed methodology added sum and substance to qualitative empirical research-oriented behavioral analysis. The underlying mathematical and statistical formulation depicted in Figure 10 is the base additive model construct that allowed technological computation in support of intuitive, preference and choice decision-making. The time and recurring iterative questioning process leads participants to weight and prioritize judgments rather than complete reliance on mathematical results. The viewpoint of cautious reliance upon pure quantitative assessment of valid and reliable research data is an offering through (Aczel, 2008; Aczel & Sounderpandian, 2006, p. 720-21).

We emphasize the use of decision analysis as an aid in corporate decision-making. Since quantifying the aspects of human decision-making is often difficult, acquisition personnel should remember that it is important that decision analysis should not be the only criterion for making a decision. A stockbroker's hunch may be a much better indication of the best investment than a formal mathematical analysis, which may very well miss some relevant variables, (Aczel & Sounderpandian, 2006, p. 721).

$$\sum_{i=1}^K p_i \cdot v_i(x_i) \quad \text{in which} \quad p_i = \frac{v_0([PV_i]) - v_0([L])}{v_i(H_i) - v_i(L_i)}$$

Figure 10. Additive models construct for choice attractiveness. Adapted From “Development of Reusable Bid Evaluation Models for the Portuguese Electric Transmission Company,” by Bana e Costa et.al. 2001, 2008, 22-42.

The design of MACBETH graphical user interface technology simplifies data input and analysis as depicted in the MACBETH example, Figure 11. The use of this presentation process and analysis was in accordance with academic licensing agreement paid and received on March 31, 2014 through March 31, 2015.

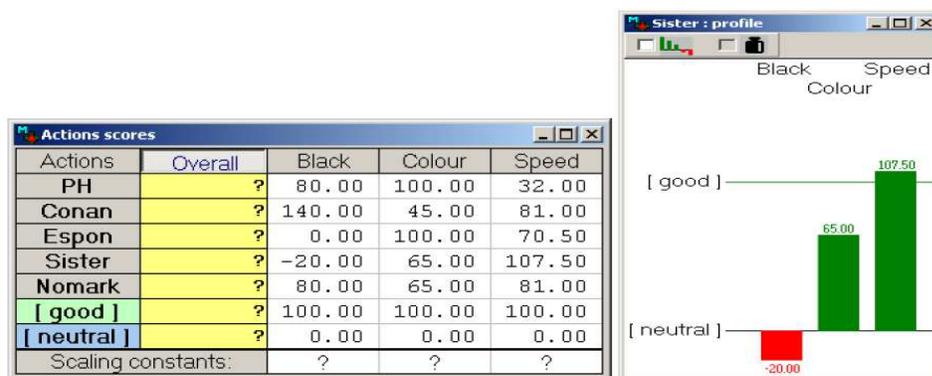


Figure 11. Judgment value model example. From “M-MACBETH Users Guide: A multicriteria decision analysis approach requiring only qualitative judgments about differences of value to help a decision maker, or decision-advising group quantify the relative attractiveness of options,” by Bana e Costa et al., 2001-2005.

The process of strategic and tactical decision-making required using procedurally sound elements that require active, deliberate, and cognitive planning. Figure 12 depicts the essential decision-making patterns to achieve the best results (Aczel & Sounderpandian, 2008). This primary process conflicts with the OCB, CCB, and SET controlling process.

- **Elements of a decision analysis**
  - ✓ Actions
    - Anything the decision-maker can do at any time
  - ✓ Chance occurrences
    - Possible outcomes (sample space)
  - ✓ Probabilities associated with chance occurrences
  - ✓ Final outcomes
    - Payoff, reward, or loss associated with action
  - ✓ Additional information
    - Allows decision-maker to reevaluate probabilities and possible rewards and losses
  - ✓ Decision
    - Course of action to take in each possible situation

*Figure 12.* Decision analysis. From “Bayesian Statistics and Decision Analysis, Elements of a decision analysis,” by A. Azcel, & J. Sounderpandian, 2006, Complete Business Statistics, PowerPoint 15-5

### **Instrumentation and Operationalization of Constructs**

Survey instrumentation focused and followed a cross-sectional design specification (Singleton & Straits, 2010, p. 272) empirical literature review preference for survey questionnaires. The assessment of intrinsic behavioral attributes in strategic decision-making processes was conducive to Likert-type scale development and use of perceived organizational support type instrumentation. Survey development emphasizing open-ended structured and unstructured responses allowed the expression of shared experiences and meaning.

Unstructured open interview survey questions comprised the majority of research-oriented questions. Singleton and Straits (2010, p. 266) argued this approach allows maximum flexibility in instrument construction, delivery and qualification of behavioral attributes. The instrumentation employed triangulation methodologies, (Creswell, 2009, p. 202) to ensure reliability and validity of data obtained from survey response and pre-existing data. Triangulation and constant comparison allow the

generalization and application of a shared theoretical basis for developing a behavioral decision-making framework that exist in acquisition relationships. RQ1-5 allowed the establishment of a dynamic, sustainable behaviorally oriented structure. Accessing sensitive information and value-laden behavior decision attribute having personal and social impacts requires pre-conceived ethical and legal guards.

The mixed methodology research design and grounded theory approach was appropriate for the federal acquisition environment that continues to have heavy reactive responses to PBC stimuli and governmental social change advocates. The 22,000+-sample frame population governs activities by multiple sets of federal acquisition regulation (FAR) and (DFAR). The Department of Defense administers procurement activities by the defense federal acquisition regulation DFAR. The behavioral design and response methodology mitigated supervisory, managerial, social or other demographic influence through anonymous survey response capabilities maintaining the OCB-SET component of the triad at the expense of CCB (Mantel et al. 2006; Vigoda-Gadot, 2008; Yi, Gong, & Lee, 2012).

The value tree constructive used multiple stratification sample points that ensured bounded rationality, BR cross-sectional responses by standard demographics: age, income, education, experience or gender. Cross tabulation of respondents' answers to a core, behavioral attribute questions allowed the capturing of perceive organizational trust to make decisions under uncertainty (Smith, Plowman, Duchon, & Quinn, 2009). The data collected on the judgment, decision, and intuitive preference decision-making processes used data from fiscal year 2006 through 2011, and historical archived

performance reviews, PMR, business survey data, and lessons learned contract quality review.

### **Process Procedure and Methodology Assurance**

Ethical investigation processes underlying the study design and plan received concerted study through an independent study from the institutional review board, IRB whose charter provides extensive protocol assessment of potential research activities. Protective review procedures used measures that ensured non-violation of participant rights, undue stress, and privacy protections. Assurances of participant consent attainment used an introductory letter with an open anonymous survey invitation with an implied consent upon entering the study process that explained the purpose and intent of the research. Participants' that desired to inquire or receive additional clarifying information received directions to contact Walden University through the research committee.

### **Political Business Cycle and Acquisition Business Strategy**

The research study operational conditions demonstrated that it services more than quantified buying and selling of merchandise. When the level of uncertainty creates opportunistic decision processes (Abrams & Iossifov, 2005, p.3) economic stability cycles commonly known as political business cycles, PBC develop. Federal supply and demand channels of opportunity ebbed and flowed under wartime conditions from 1990 to presents is consistent with the historic ten-year cyclic boom or bust economic growth in the US.

Under conditions of wartime logistical supply chain operations, behavioral intuitiveness, judgment, and decision-making support the research hypothesis that:

H<sub>0</sub><sup>4</sup>: There is no behavioral relationship attribute between contract specialist task interdependence and contractor performance in determining contract termination when cost is not a factor.

The level of uncertainty for an acquisition contractor relationship during 1990 to present was dependent upon PBC and SET (Abrams & Iossifov, 2005; Narasimham et al., 2009). Two distinct periods from 1991 to 2000 and 2001 to present contributed to the radical social change in organizational policy. The causal effect had a profound causal effect on OCB-SET-CCB through furlough actions and a hiring freeze during the 1990s to the most recent budgetary sequestration, furloughs, retirement buyout actions and termination of contract agreements known as *Off Ramping*.

The acquisition policy environmental survival process employed CCB for all procurement profession contact specialist to implement *Off Ramping* of marginal contractual offers that directly affect the hypothesis that:

H<sub>1</sub><sup>5</sup>: There is a discernible correlation, positive or negative when non-rational task interdependent behavioral attributes are in conflict, (IV) with individualized performance measures and contractor performance are satisfactory, (DV) the cost is not a factor in the decision to terminate contracts.

The relevance of PBC upon acquisition procurement strategy and the OCB-CCB-SET triad is evidence in the current acquisition policy decision to accentuate the development of operations around an industry approach called Demand Management or

Category Management. Category Management is a general process outside of the Federal Acquisition working environment and is a future comparative research project that is outside the confines of this study. However, leadership behavioral decision-making processes have started to filter down into the frontline operations area that directly affects prescribed OCB CCB acquisition relationship development.

### **Data Analysis Plan**

Environmental immersion within the research frame of observation provided direct data interpretation and the causal effect upon acquisition frontline staff. The survey data responses garnered from those responsible for intimate contract performance assessment and decision-making processes was consistently reflective of social change to the OCB-SET-CCB triad (Bendoly 2012; Bendoly, Donohue, & Schultz, 2006). The behavioral actions and relationships were forged during wartime partnerships' did enter into a transformative OCB-SET-CCB caustic mode that current OR requirements imposed demonstrated having a direct cause and effect (Carter, Armenakis, Field, & Mossholder, 2012; Mantel et al. 2006; Vigoda-Gadot, 2008).

The data themes, and theory reviewed in Chapter 2 are pertinent for constructing a new internal functional organization that values decision-making and analysis of shared goals (Whitney & Trosten-Bloom, 2010). The survey data generated from the sample frame environment strained under sequestration mandate that precluded proactive managerial techniques, to develop comprehensive skills assessments requisite to sustaining a revenue-generating construction (Bendoly, 2011). The data response supported real social and behavioral change in the operation structure, management

framework, vendor relationships and decision making that appears dysfunctional (Abram & Iossifov, 2005; Narasimhan et al., 2009; Oppenheimer & Roberto, 2002).

The study contained a mixed methodology that was primarily qualitative that requires organizing data down to arguable discussion (Creswell, 2009). Observation and interpretation of preexisting engagement surveys, PMR review and interactive behavioral attributes that open an avenue for theory development grounded the research (Leedy & Ormrod 2010; Trochim & Donnelly, 2007). Field research access was a collateral benefit ensuring content analysis and consistency of policy actions between OCB-SET-CCB behaviors.

### **Sample Frame Demographics and Descriptive Statistics**

The sample frame consisted of 32,000+ professionals involved in procurement, acquisition, and contracting activity on all federal platforms. The sample frame was significantly large enough to generate 373 responses from the sample frame to show a 95% confidence level prior to analyzing the data response for qualifying criteria implementation and discrimination. I used Survey Monkey resources that hosted and secured survey participant responses and given access to study and correlation tools that allowed stratified random sampling across age, gender, income, regional location and career experience. A cross-tabulation of key behavioral responses established the five decision-making themes that comprise the value tree construction within M-MACBETH qualitative decision support programming, Figure 13.

The study yielded  $N = 373$  and analyzed for those with at least 3-5 years' experience in Federal, State Municipal or Quasi-governmental entities that engaged

contracting processes for national services or goods. The general access portal for study consent and participation involved NCMA website participation that began in November 2013 through February 2014. This period provided the mitigation of sequestration, retirement buyouts, and furlough actions imposed on the sample frame community that significantly affected OCB-SET-CCB decision-making.

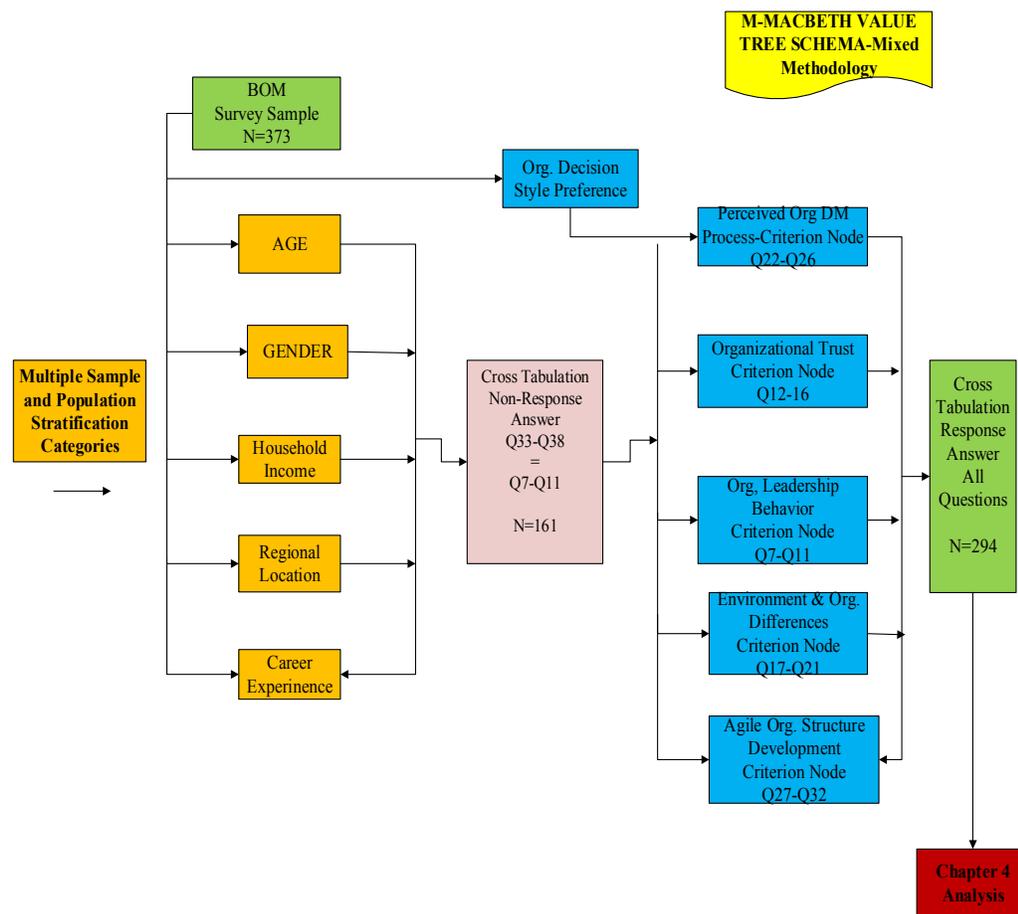


Figure 13. M-MACBETH survey value tree analysis construct.

The Figure 13 information depicts an analysis, interpretive, and distillation of survey data, historical secondary data and field observation of preference, choice, and AI decision-making. The data construct aligned to the decision support framework required

under the additive model prescription of M-MACBETH that emphasizes sustainable and repeatable processes of validating selection decision, (Bana e Costa C.A., De Corte, Jean-Marie, & Vansnick, Jean-Claude, 2008). The qualification question initiated stratification of respondents' linked to a minimum of 3-5 five years' experience in the federal acquisition, procurement or contract implementation.

The upper left information green box depicts the significant number of respondents that consented and involved the survey instrument from an aggregate state without regard to the qualifying question. M-MACBETH value tree construction demands designation of criterion nodes and non-criterion node identification for measuring the consistency of preferences and validating decision processes. The test nodes cannot become parent node to other criterion nodes but can change to analyze significant demographic information, thereby non-criterion information nodes perform as roots for the value tree.

The yellow containers beneath the sample frame respondents indicate five areas of stratification available for a mixed methodology consideration in the relationship to the themes that evolved from the literature. The base preference node stemmed from the blue mid-section information block and designated as non-criterion establishes a comparative axis for five-preference decision style that developed from the study. The theme categories: Perceived organizational DM, organizational trust, organizational leadership behavior, environmental & organizational differences, and agile structural development comprise the total value tree construction.

Applications of short name identifiers inside M-MACBETH for theme response study are:

1. (OgDM-P) perceived organizational decision-making process,
2. (OgTrust-DM) organizational Trust,
3. (OgLdrBh-Dm) organizational leadership behavior,
4. (EnvOrgD-DM) environmental and organizational differences, and
5. The final area designed as (AorgSDev-DM) agile organizational structure development.

The Likert Scale type response coding: (extremely low, low, average, moderate, intense, very high, extremely high) and theme category unit used M-Macbeths' additive model programming assurances that constant comparative association of study judgments, preference and choice formed interpretive matrices (Creswell, 2009; Leedy & Ormrod 2010; Trochim & Donnelly, 2007). The cross-tabulation Lavender Box captures data from  $N = 161$  respondents that only answered Q7-Q11 and Q33-Q38 theme oriented survey questions (Aczel 2008; Aczel & Sounderpandian, 2006).

The sample frame provided suitable candidates for inclusion based on an initial qualification criterion that narrowed the scope to those having a minimum of 3-5 years of national experience. The respondents not indicating the minimum standard continued qualification through annotation of contract type, dollar amount managed and government type involved in federal contracting. This process insured industry information and coverage of respondents operating in the federal acquisition, and procurement arena redirected support.

The total data sample yield  $N = 294$  answers and disqualification of 94 to the pertinent behavioral survey questions. Historical survey data, PMR, and employee engagement survey provided additionally qualitative information. The PBC partisan budgetary conflict, furloughs, retirement buyouts and pending reorganization of Executive Level agency structure flavored supplemental comments (Abrams & Iossifov, 2005; Narasimham et al., 2009).

The process describes the route taken to mitigate bias from survey respondents and those selectively choosing a non-responsive state to the questionnaire, (Aczel 2008; Aczel & Sounderpandian, 2006). The natural age breakdown categories provided convenient stratification processing over household income, gender, and regional area that provided a workable random sampling percentage allocation. The stratified distribution served a useful purpose that ensures capture of information on the geographic location and gender representation.

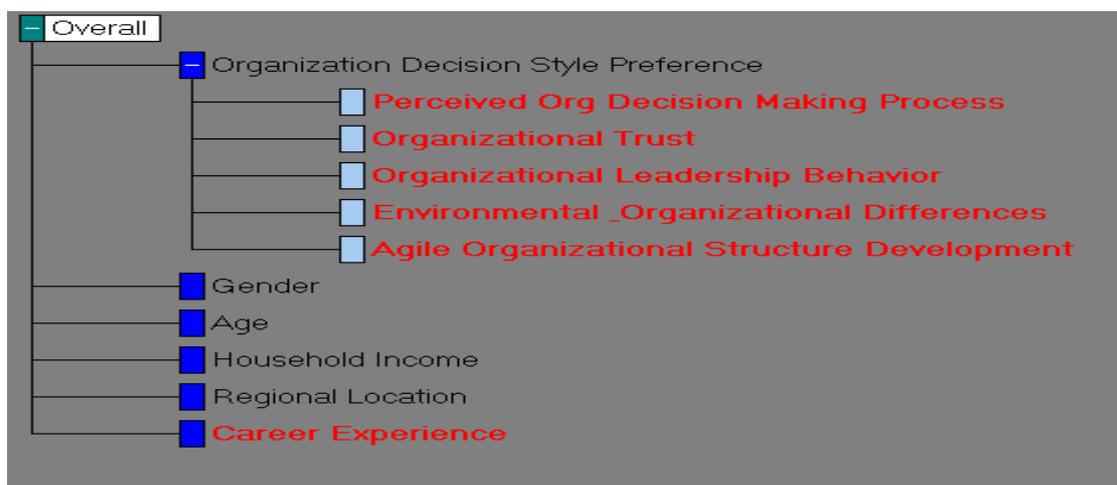
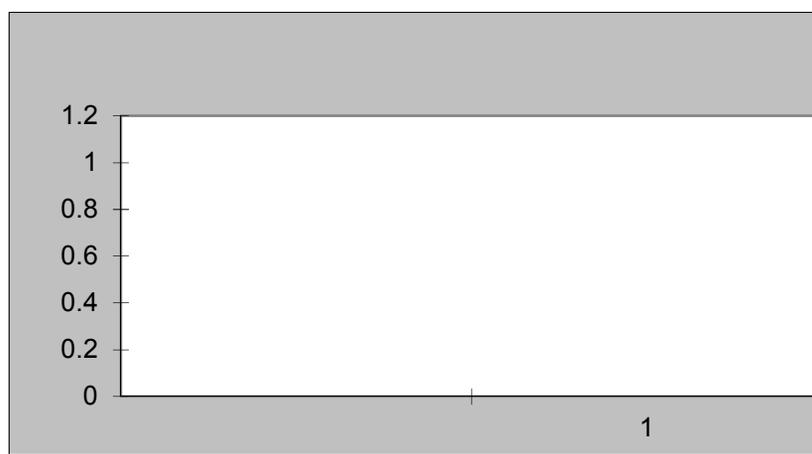


Figure 14. BOM value trees theme structure build for M-MACBETH.

The respondent sample of  $N = 294$  resulted in a seventy-eight percent 78% effective return on an anonymous survey solicitation that captured data from a unique and narrow occupational venue. Forty-four 44% of the respondents had 0-5 years of experience, fifteen percent 15% had 5-10 years of experience, fourteen percent 14% had 10-15 years of experience, nine percent 9% had 15-20 years of experience and seventeen percent 17.60% garnered 20+ years on the job experience, Figure 15.



*Figure 15.* Years of federal associated experience of respondents.

Hatch and Schultz (2002), Hatch and Yanow (2008) and (Elbanna, Child, & Dayan, 2013) illustrate sensitivity to the perception of environmental constraints that affect the OCB-SET-CCB triad and the strategic decision arena. The age category percentage used in Figure 16 aided in randomization of five strata:  $N$  zero,  $N = 62$ ,  $N = 62$ ,  $N = 85$  and  $N = 85$  to produce a primary statistic that mitigated researcher and non-response bias was instrumental to quantification of data. The measure of central tendency for  $N = 294$  population sample was calculated using the five age category strata that produced a Mean of 58.8, Median of 62, and Mode of 62. The measure of dispersion

equaled 34.82 for the population sample size that demonstrated relative Kurtosis of 2.296 for  $N = 294$  (Aczel, 2008; Aczel & Sounderpandian, 2006).

The known population sampling distribution of the sample mean  $\sigma$  indicated that the group normally distributed with an  $X\text{-bar } \sigma$  of 2.03074 with symmetrical intervals, Figure 17. The minimum depicted by the theorem equals 55.56%, and the minimum prediction by Empirical Rule demonstrated 86.64%, Figure 18. The primary quantitative analysis of sample size, sample proportion and randomization sets the stage for analyzing the qualitative responses produced pursuant to each theme and research question.

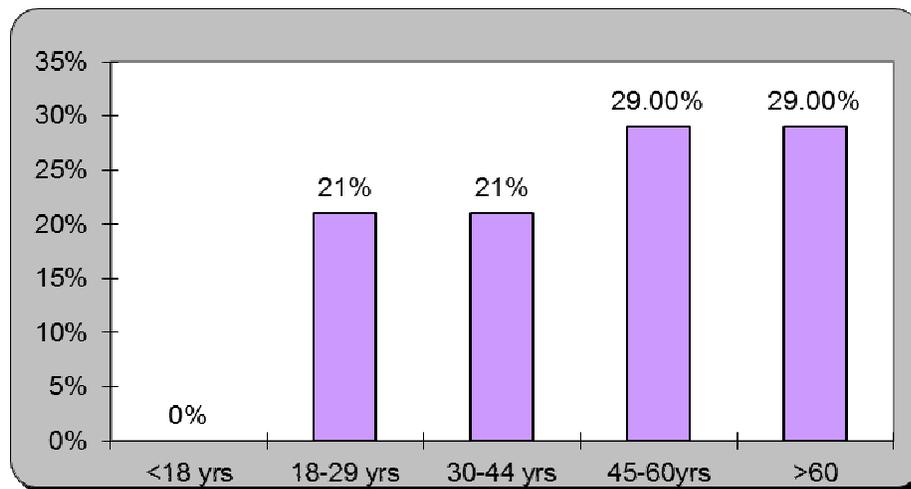


Figure 16.  $N = 294$  age demographic of survey respondents.

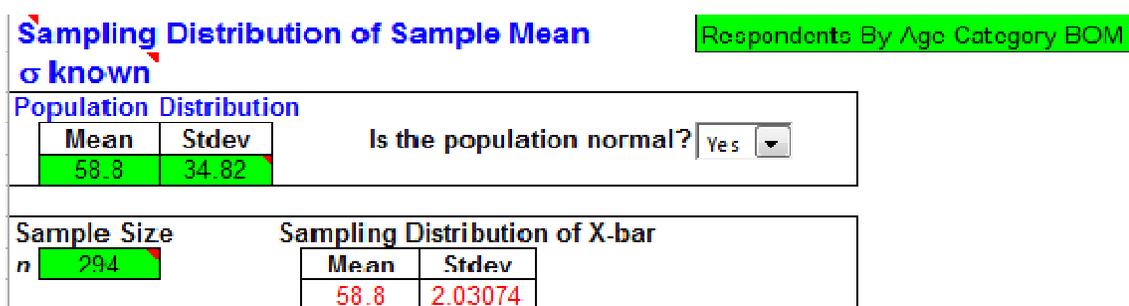


Figure 17. Known sampling distribution randomized.

Chebyshev's Theorem observation	
Data points within	1.5 Std. Devns from mean
	4 out of 5
	which is 80.00%
	Minimum predicted by Chebyshev's Theorem 55.56%
	Minimum predicted by Empirical Rule 86.64%

Figure 18. Chebyshev's theorem and empirical rule.

## Issues of Trustworthiness

### Credibility

The study participants' response reliability should balance with analysis and review of prior years' performance management reviews that served as a method of triangulation and validation of decision-making processes. The unit of analysis was subject to random audit as a member check on compliance and maintenance of contractual instrumentation and contractor accountability and assessment of the acquisition relationship. Observation and handling of file request during the audit and research allowed prolonged unobtrusive contact with the research environment to observe the peer review, and acquisition team OCB-CCB-SET process.

**Transferability**

Data analysis should respond, correlate and uphold standard decision-making processes in multiple situations irrelevant to age, warrant acquisition level, seniority and accentuate the purchasing relationship. Performance reviews and contract record audits from prior years concluding analysis should support the validity of team decision-making processes. Multiple Criteria Decision Support Programming application to data should validate methods.

**Dependability**

Extending the study capability and multiple criteria decision support programming upon the data should corroborate reliability and triangulation of supportive prior year analysis against survey response for consistency, error mitigation, and bias. Audit trail data analysis of the acquisition and procurement team responsible for contractual decision-making processes should consistently reflect study results and dependability. OCB-CCB-SET relationships should reflect in individual performance and team reviews consistent to study results.

**Confirmability**

M-MACBETH qualitative ordinal, cardinal, and attractiveness additive model process should confirm the consistency of response to survey questions and prior year analysis. Judgment, sensitivity, rankings, scoring, and differences profiles should confirm data quality and quantify the strength of the OCB-CCB-SET triad cause and effect on decision-making choice and preferences directly relating the research questions. Weighting processes should add to reflexivity and power of decision-making judgments'

reported from the survey data relative to theme category generation, and table of performances.

### **Ethical Procedures and Protection of Human Participants**

The validity of this research revolves around the ethical application of informed consent that was appreciatively applied with sound tenants and intuitive to all participants voluntarily providing information to the discovery of operational attributes. All participants had the opportunity to approve or decline survey participation, and those who choose to participate had the cloak of anonymity, privacy and non-disclosure of personal information. Walden University rules of integrity and IRB ethics regulations on human subject research prevailed throughout the execution of the research as approved under IRB number 11-05-13-0065553.

Dissemination of findings was in accordance with Walden University rules and regulations on dissertation research. IRB compliance approval rulings and participating organization requesting access to summary data from research and all actions occurring concurrently upon their premises in support of this research was available upon request. Identifying information secured via anonymous survey participation for this report as previously stated.

### **Summary**

The methodology in Chapter 3 drew from the literature application processes that catalyzed current environmental operations in acquisition and procurement guiding GSA/FAS. Executive level visibility, PBC, Congressional budget curtailment, and

furloughs action directly affected initial participant response to survey administration that required an additional two months for significant survey response return. The government shut down reflected the PBC causal effect and perception towards federal employment through survey response and comments in addition to the behavioral content of the survey. The survey and M-MACBETH value tree construction mitigated environmental constraints to participation ensuring sample frame coverage and data accumulation. The sample frame, demographics, and sample distribution confirmation of randomness, plus normality set the stage for data analysis in the next section. Chapter 4 captures the behavioral attributes exhibited by acquisition and procurement professionals subject to OCB-CCB-SET triad effects on behaviorally establish contractual relationships.

## Chapter 4: Results

### **Introduction**

The purpose of the grounded theory study was to discover, develop, and leverage the impact that acquisition experts attribute to intuitive, decision, judgment, and preference decision-making processes. These results move toward charting decision-making attributes that individuals use when determining the competitiveness of contractual offers, termination, and/or eventual acceptance (Augier & Teece, 2006; Bendoly & Cotteleur, 2008). The uncharted features are the underlying intervention process of strategic decision-making and preference that conflicts with the organizational triad considered (Podsakoff, Blume, Whiting, & Podsakoff, 2009).

Figure 19 illustrates the survey question response, behavioral focus, and relation to the study research question. The major theme categories target specific preference, choice, and intuitive processes favorable to qualitative decision-making within a dependent or interdependent context. The OCB-CCB-SET theme analysis and quantitative hypothesis testing provided a reliability check against the sampled population that provisioned the constant comparison process during the study. M-MACBETH additive model logical programming provided a constant comparison, validity, and consistency check of response data for analysis.

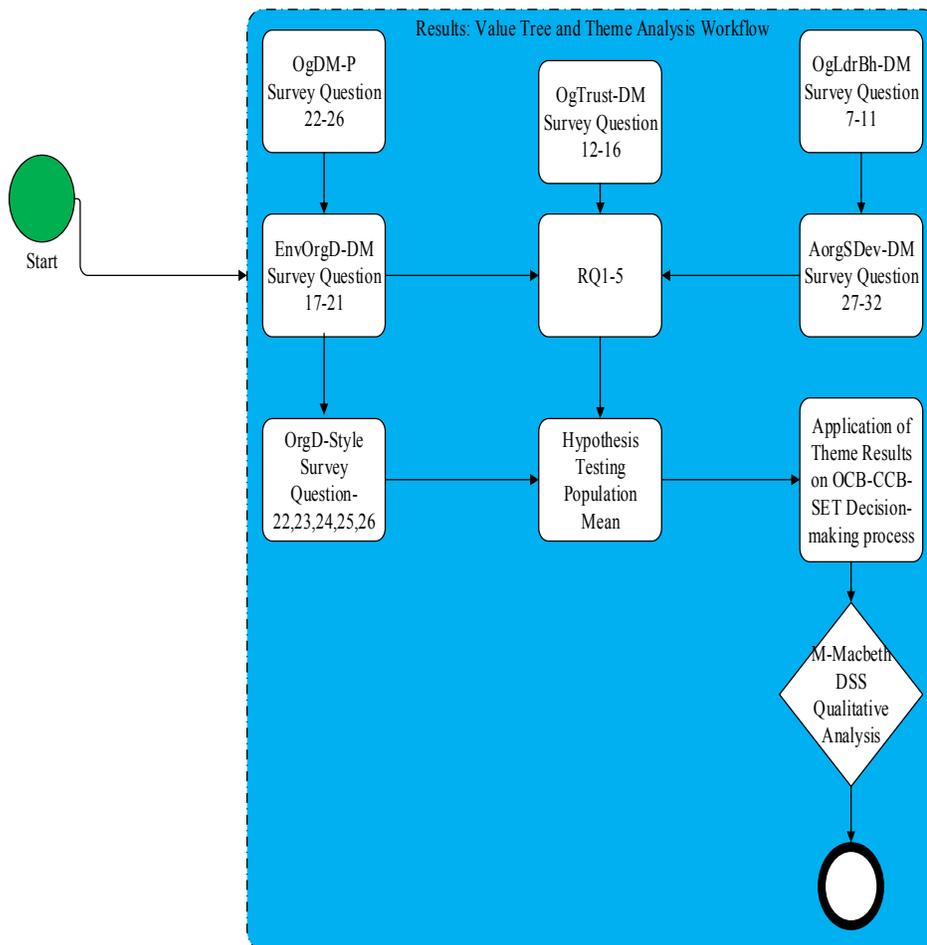


Figure 19. Results value tree theme analysis workflow.

The research methodology, administration, and respondent participation expectations did not require significant adjustment. OCB-CCB-SET themes discovered during the literature review gave rise to grouping respondent answers into a value tree design that facilitated M-MACBETH computational decision support capabilities. The process assisted my analysis, interpretation, and correlation of the data in relation to the research questions. The value tree structure within the M-MACBETH additive model process provided support in quantifying the qualified answers to the fundamental

research questions solicited through the survey questionnaire, PMR, performance appraisals, and historical data analysis.

The research questions were as follows:

1. What is the determining factor that specialists use to determine continuance or termination of contractual services in performing agreements that are meeting or exceeding contract specifications?
2. What is the OCB framework design in federal contract analysis?
3. What is the behaviorally oriented assessment process?
4. If task interdependence equals contractor performance, and subsequent payment (DV) according to the contract and performance is satisfactory, what determines (IV) termination when need or cost is not a factor?
5. Why do the GSA incentive performance measures antagonize the specialist/contractor relationship?

The data gathered and analysis conducted in Chapter 4 addressed the research questions of the study. The first portion of the third chapter set the methodology, PBC, business perspective, and strategy that guide GSA's acquisition and procurement structure. This method set the performance expectations of operational personnel interfacing with the provider component of the acquisition sphere, as illustrated in Figure 2, and updated in Figure 3 (Elbanna & Child, 2013). The following section addresses the hypothesis testing for the population mean, data theme, and descriptive response statistics, which were primarily qualitative, and reflects the stratified and purposeful sampling of federal acquisition professionals. The chapter concludes with a functional

analysis of preference, choice, and judgment constraints against the OCB-CCB-SET triad.

### **Hypothesis Testing**

The hypothesis testing conducted used  $Z$  as the test statistic because the standard deviation  $\sigma$  was known and the sample population was normally distributed, producing a  $N = 294$  that met the requirement for a minimum sample size  $N = 30$  (Aczel & Sounderpandian, 2006, p. 295). The behavioral designed survey elicited task-interdependent response, decision-making valuation, incentivized performance, and attributes related to performance. The data analysis supports the hypothesis test on the population while applying the maximum benefit to each null hypothesis.

$H_0^4$ : There is no behavioral relationship attribute between contract specialist task interdependence and contractor performance in determining contract termination when cost is not a factor.

Null Hypothesis ( $H_0^4 = 0$ )

$H_1^4$ : There is a positive relationship exhibited when nontraditional behavioral attributes are in the performance of task-related contractual decisive action to terminate or not to terminate a contract when cost is not a factor.

Alternate Hypothesis ( $H_1^4 \neq 0$ )

$H_0^5$ : GSA individual incentives performance measures have no cause or effect on behavioral attributes exhibited during contract relationships on termination decision-making when cost is not a factor.

Null Hypothesis ( $H_0^5 = 0$ )

$H_1^5$ : There is a discernible correlation, positive or negative, when nonrational task-interdependent behavioral attributes are in conflict (IV) with individualized performance measures and contractor performance is satisfactory (DV) and the cost is not a factor in the decision to terminate contracts.

Alternate Hypothesis ( $H_1^5 \neq 0$ )

### Hypothesis Testing - Population Mean

Evidence			
Sample size	294	$n$	
Sample Mean	62	$\bar{x}$	
$\sigma$ Known; Normal Population or Sample Size $\geq 30$		Correction for Finite Population	
Population Stdev.	31.147	$\sigma$	
Test Statistic	1.7616	$z$	
		At an $\alpha$ of	5%
Null Hypothesis	$p$ -value		
$H_0: \mu = 58.8$	0.0781		
$H_0: \mu \geq 58.8$	0.9609		
$H_0: \mu \leq 58.8$	0.0391	Reject	

Figure 20. Hypothesis Testing Population Mean

The survey response analysis, supported by data in Figure 20 on  $p$ -value and significance level  $\alpha$ , provides reliability and credibility to inferential meanings and subsequently grounded theory development. The  $N = 294$  sample response size produced symmetrical two-tailed intervals and was normally distributed across the stratified random sample. The cumulative responses to targeted behavioral attributes not captured by quantitative methodologies mitigated decision-making processes expected from the OCB-CCB-SET triad.

### **Data Analysis: Survey Responses to Research Question**

The problem this study addressed focused on participants and customer providers whose business architecture was solely dependent upon sustaining federal contracting opportunities. Sustainability of a going concerns organizational business model that depend upon negotiated options and modifications to the contract instrument did indicate extensive OCB-SET-CCB relationship development. The five themes generated from the research and based on literature review encompassed:

1. (OgDM-P) perceived organizational decision-making process,
2. (OgTrust-DM) organizational Trust,
3. (OgLdrBh-Dm) organizational leadership performance,
4. (EnvOrgD-DM) environmental and organizational differences, and
- 5 The final area designed as (AorgSDev-DM) agile organizational structure development.

The section reports survey question responses annotated extremely high, very high, moderate, average, low, and extremely low as formulated in the anonymous survey questionnaire. For the survey question 6, (38%) believe that relationship development and contract performance establishment rates EH. (29.5%) believe that relationship development and contract performance establishment rates VH. (18%) understand that relationship development and contract performance establishment rates S. (4.91%) believe that a relationship development and contract performance establishment rates Mod. (2.45%) understand that the relationship development and contract performance establishment rates Avg and zero show no significance on the processor termination

factor. This indicates that a similarity exists in OCB-SET to self-monitoring OCBI organizational citizenship behavior individualized, and generalized OCB (Blakely, Andrews, & Fuller, 2003) and regional entity performance (Nielsen et al., 2012).

For the survey question, 7 (38%) believe that relationship development and successful change leadership establishment rates EH. (32%) believe that relationship development and successful change leadership establishment rates VH. (15%) understand that relationship development and successful change leadership establishment rates S. (6.03%) know that relationship development and successful change leadership establishment rates Mod. (2.59%) understand that relationship development and successful change leadership establishment rates Avg and zero indicate no significance on the process or termination factor.

For the survey question, 8 (41%) believe that the relationship development and satisfactory performance in leading people establishment rates EH. (32%) find that relationship development and successful performance in leading people establishment rates VH. (11%) understand that relationship development and satisfactory performance leading people establishment rates S. (6.09%) know that relationship development and successful performance leading people establishment rates Mod. (2.61%) understand that relationship development and successful performance leading people establishment rates Avg and zero indicate no significance on the process or termination factor

For the survey question, 9 (34%) believe that a relationship development and satisfactory performance in being results driven establishment rates EH. (29%) find that relationship development and successful performance in being results driven

establishment rates VH. (21%) understand that relationship growth and satisfactory performance being results driven establishment rates S. (7%) know that relationship development and successful performance being results driven establishment rates Mod. (3.61%) understand that relationship growth and successful performance being results driven establishment rates Avg and zero indicate no significance on the process or termination factor.

For the survey question, 10 (31%) believe that a relationship development and satisfactory performance using intuitive business acumen establishment rates EH. (29%) understand that relationship development and successful performance using intuitive business acumen establishment rates VH. (19%) know that relationship development and satisfactory performance using intuitive business establishment rates S. (12%) understand that relationship development and successful performance using intuitive business establishment rates Mod. (2.63%) understand that relationship development and successful performance using intuitive business establishment rates Avg and zero indicated that the business acumen had no importance on the process or termination factor.

For the survey question, 11 (34%) believe that a relationship development and satisfactory performance using coalition building establishment rates EH. (25%) find that relationship development and successful performance using coalition-building establishment rates VH. (21%) understand that relationship development and satisfactory performance using coalition building establishment rates S. (13%) know that relationship development and using coalition building establishment rates Mod. (2.61%) understand

that relationship development and successful performance using coalition building establishment rates and zero indicated that successful performance using coalition building had no importance on the process or termination factor.

For the survey question, 12 (11%) believe the business values their intuitive judgment and preference options requisite to relationship building and decision-making establishment rates EH. (28%) understand the business values their intuitive judgment and preference options requisite to relationship building and decision-making establishment rates VH. (24%) understand the organization intuitive judgment and preference options, necessary relationship building and establishment rates S. (18%) know the group intuitive judgment and preference options requisite relationship building and establishment rates Mod. (8%) understand the group intuitive judgment and preference options requisite relationship building and establishment rates Avg. (5%) believe the company values their intuitive judgment and preference options requisite to relationship building and decision-making establishment rates Low. (8%) Understand that the business does not value their intuitive judgment and preference decisions, and had no value in the decision-making process or termination factor.

For the survey question, 13 (11%) believe the business values their intuitive judgment and preference options requisite to communications during decision-making establishment rates EH. (28%) understand the business values their intuitive judgment and preference options requisite to communications during decision-making establishment rates VH. (24%) know the organization inherent judgment and preference options communications establishment rates S. (18%) understand the business intuitive

judgment and preference options communication's establishment rates Mod. (8%) follow the group intuitive judgment and preference options communications establishment rates Avg. (5%) believe the business values their intuitive judgment and preference options requisite to communications during decision-making establishment rates Low. (8%) Believe does not evaluate their intuitive judgment and preference decisions, and had no value in the decision-making process or termination factor rates Elw.

For the survey question, 14 (20%) believe that behavioral interactive attributes affect long-term contract sustainability when business levels are saturated establishment rates EH. (21%) understand that behavioral interactive attributes affect long-term contract sustainability when business levels are saturated establishment rates VH. (28%) understand that features affect contract when market saturate establishment rates S. (15%) believe that characteristics affected contract when market saturated establishment rates Mod. (6%) think that characteristics changed contract when market saturated establishment rates Avg. (4%) find that behavioral interactive attributes affect long-term contract sustainability when business levels are establishment rates Low. (6%) understand that behavioral interactive features do not affect long-term contract sustainability when business levels are the establishment and had no value in the decision-making process or termination factor rates Elw.

For the survey question, 15 (20%) believe that their personal experience relationship development and contract assessment skill calculate heavily in consideration of contract termination rates EH. (28%) understand that their experience relationship development and contract assessment skill calculate heavily in consideration of contract

termination rates VH. (19%) know that different experience relationship development and contract assessment skill calculate heavily consideration contract termination rates S. (14%) believe that personal experience relationship development and contract assessment skill calculate heavily consideration contract termination rates Mod. (5.45%) understand that individual experience relationship development and contract assessment skill calculate heavily consideration contract termination rates Avg. (4%) believe that their personal experience relationship development and contract assessment skill figure heavily in consideration of contract termination rates Low. (9.24%) understand that their experience relationship development and contract assessment skill had no value in the decision-making process or termination factor rates Elw.

For the survey question, 16 (11%) believe that their employee performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates EH. (21%) believe that their employee performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates VH. (25%) understand that employee appraisal systems affect contract management process when contract terminations are reasonable rates S.

Fifteen percent believe that employee appraisal system impact the contract management process when contract termination possible rates Med. (6%) believe that employee performance appraisal system impact contract management process when contract termination possible rates Avg. (11%) believe that their employee performance appraisal system has an impact on their contract management decision-making process

when contract termination is possible rates Low. (10%) believe that performance appraisal system did not affect their contract management decision-making process and had no value in the decision-making process or termination factor rates Elw.

For the survey question, 17 (13%) believe that the private sector performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates EH. (19%) understand that exclusive private sector performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates VH. (26%) understand that private sector performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates S.

Seventeen percent believe that private sector performance appraisal system has an impact on their contract management decision-making process and rates M. (10%) think that private sector performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates Avg. (2.63%) understand that exclusive private sector performance appraisal system has an impact on their contract management decision-making process when contract termination is possible rates Low. (12%) understand that exclusive private sector performance appraisal system did not affect their contract management decision-making process and had no relevance in the decision-making process or termination factor rates Elw.

For the survey question, 18, (8%) believe that governmental sector employee appraisal system has an impact on their contract management decision-making process

when contract termination is possible rates EH. (29%) understand that exclusive national sector performance system has an impact on their contract management decision-making process when contract termination is possible rates VH. (24%) understand that domestic sector appraisal system has an impact on their contract management decision-making process when contract termination is possible rates S.

Thirteen percent believe that governmental sector appraisal system has an impact on their contract management decision-making process when contract termination is possible rates M. (10%) think that political sector appraisal system has an impact on their contract management decision-making process when contract termination is possible rates Avg. (7%) understand that exclusive national sector performance system has an impact on their contract management decision-making process when contract termination is possible rates Low. (9%) know that unique national sector performance system did not affect their contract management decision-making process and had no value in the decision-making process or termination factor rates Elw.

For the survey question, 19, (8%) believe that incentivized measures have an impact on their intuitive judgment management decision-making process when contract termination is possible rates EH. (16%) believe that incentivized measures have an impact on their intuitive judgment management decision-making process when contract termination is possible rates VH. (21%) believe that incentivized measures have an impact on their intuitive judgment management decision-making process when contract termination is possible rates S.

Twenty-three percent believe that incentivized measures have an impact on their intuitive judgment management decision-making process when contract termination is possible rates M. (7%) believe that incentivized measures have an impact on their intuitive judgment management decision-making process when contract termination is possible rates Avg. (11%) believe that incentivized measures have an impact on their intuitive judgment decision-making process when contract termination is possible rates Low. (10%) believe incentivized performance measure system did not affect their contract management decision-making process and had no value in the decision-making process or termination factor rates Elw.

For the survey question, 20 (10%) believe the organization values, and rewards intuitive judgment management decision-making process when contract termination is possible rates EH. (18%) understand the business conditions, and rewards intuitive judgment management decision-making process when contract termination is possible rates VH. (21%) understand the business values, and rewards intuitive judgment decision-making process when contract termination is possible rates S.

Twenty-three percent believe the business values, and rewards intuitive judgment decision-making process when contract termination is possible rates M. (9%) think the organization values, and rewards intuitive judgment decision-making process when contract termination is possible rates Avg. (10%) understand the business values, and rewards intuitive judgment decision-making process when contract termination is possible rates Low. (10%) know the company does not value and reward intuitive

judgment management decision-making process when contract termination is possible and had no relevance in the decision-making process or termination factor rates Elw.

For survey question 21, Table 1, I illustrate that participant's perceived organizational, environment, and preference choice and decision style influences OCB-SET-CCB operational interaction with internal and external customers. The response preference characterizes the individuals and group commitment to a given operant framework. The table data conflicts with self-monitoring, functional approach and exhibition of economic revenue generation as indicated under (Blakely, Andrews, & Fuller, 2003; Fernandez-Huerta, 2008). The questions in this section helped bridge and correlate intuitive, and judgment choice responses that act as the base non-criterion node for the M-MACBETH value tree construction.

Table 1

*Perceived Organizational Decision Style and Process*

	Intuitive	Preferential	Analytical	Quantitative	Qualitative
Row 1	5.26%	7.89%	18.42%	15.78%	11.40%
	Political	Consensus	Non-Committal	Unknown	
Row 2	14.91%	5.26%	2.63%	18.42%	

For survey question, 22 (19%) believe that, during national contract evaluation performance, response and evaluation process is quantitative (Blakely et al., 2003). (17%) understand that during federal contract evaluation performance, action, and evaluation process is qualitative. (54%) understand that during national contract evaluation performance, action, and evaluation process is a combination of quantitative

and qualitative. (10%) understand that during federal contract evaluation performance, action, and evaluation process is obtuse and not clearly identifiable.

For the survey question, 23 (17%) believe that, during national contract negotiation, evaluation performance, response, and evaluation process for firm-fixed price order instruments is quantitative. (22%) understand that, during national contract negotiation, evaluation performance, action, and evaluation process for firm-fixed price order instruments is qualitative. (51%) understand that, during national contract negotiation, evaluation performance, action, and evaluation process for firm-fixed price order instruments is a combination of quantitative and qualitative. (9%) understand that during national contract negotiation, evaluation performance, the response the evaluation process for firm-fixed price order instruments is not clearly identifiable.

For the survey question, 24 (15%) believe that, during national contract negotiation, evaluation performance, response, and evaluation process for firm-fixed price order instruments is quantitative. (20%) understand that, during national contract negotiation, evaluation performance, action, and evaluation process for firm-fixed price order instruments is qualitative. (57%) understand that, during national contract negotiation, evaluation performance, action, and evaluation process for firm-fixed price order instruments is a combination of quantitative and qualitative. (8%) understand that during national contract negotiation, evaluation performance, response the evaluation process for firm-fixed price order instruments is not clearly identifiable

For the survey question, 25 (12%) believe that federal contract negotiation, evaluation performance, behavior, and decision-making in globally diverse situations that

contract acquisition process is quantitative. (16%) understand that federal contract negotiation, evaluation performance, behavior, and decision-making in globally diverse situations that contract acquisition process are qualitative. (62%) understand that federal contract negotiation, evaluation performance, behavior, and decision-making in globally diverse situations that contract acquisition process is a combination of quantitative and qualitative. (10%) understand that federal contract negotiation, evaluation performance, behavior, and decision-making in globally diverse situations that contract acquisition process is not clearly identifiable

For the survey question, 26 (20%) believe that the responsible party for acquisition, procurement and contractual oversight the emphasis is quantitatively oriented. (17%) understand that as the responsible party for acquisition, procurement and contractual oversight the decision-making emphasis is qualitative oriented. (55%) understand that as the responsible party for acquisition, procurement and contractual oversight the decision-making quality is a combination of quantitative and qualitative. (8%) understand that as the responsible party for acquisition, procurement and contractual oversight the decision-making importance is not clearly identifiable.

For the survey question, 32 (15%) believe the company values and rewards intuitive judgment management decision-making process when contract options and modifications termination are possible rates EH. (27%) understand the business conditions, and rewards intuitive judgment management decision-making process when contract options and modifications termination are reasonable rates VH. (24%)

understand the business values, and rewards intuitive judgment management decision-making process when contract options and modifications termination is possible rates S.

Sixteen percent believe the business' values and rewards intuitive judgment, decision-making process when contract termination is possible rates M. (4%) think the business rewards intuitive judgment decision-making process when contract options and modifications termination are reasonable rates Avg. (4%) understand that the company does not value and reward intuitive judgment management decision-making process when contract options and modifications termination are possible rates Low. (9%) know the company does not value, and reward intuitive judgment management decision-making process when contract options and modifications termination are possible had no relevance in the decision-making process or termination factor rates Elw.

The themes generated from survey response operationalize here for each research question to focus on isolating directive causes for OCB-SET-CCB detours or deviance. Previous empirical research study and findings comparatively illustrated valid methodology in the research and supportive reliability to resultant outcomes. The consistency in the literature represented that empowered decision-making within governmental entities OCB-SET-CCB components have positive causal effects on customer satisfaction, job retention and contract performance relationship development (Paille & Booral, 2012; Taylor, 2013).

The qualitative study I conducted for this exploratory-grounded theory research used validated and reliable qualitative bias mitigating strategies from (Creswell, 2009; Leedy & Ormrod, 2010; Singleton & Straits, 2010; Trochim et al., 2008). I used M-

MACBETH computation power to facilitate Constant Comparison, Open Coding, Axial Coding and Selective coding processes and the qualitative additive model computational decision support process for validating data response input. The M-MACBETH developmental process assures mitigation of the researchers' bias, through consistency checking, judgment and decision validation by pairwise comparison that facilitates the open coding procedures.

Weighing, Robustness and Sensitivity coding of quantitative and qualitative scales produced tables and graphics depicting weighted outcome reference display that could adjust to reflect the valid judgment and attractiveness of decision or preferential choices. The M-MACBETH weighting mechanism indicates how much difference one option was favored over another (Bana e Costa et al., 2001, 2008), and XY mapping options continue pairwise analysis between discovered themes. Cost benefits study was not a factor under consideration during this research, therefore, not included in asset efficiency.

The robustness of my theme categories legend depicts dominance compared with another theme decisional influence with a red triangle, and an optional theme that additively dominates another theme presents a green cross symbol. The Behavioral Operations Management survey data that I analyzed produced an overall additive model depiction of relational dominance and additive constraints in Figure 21. The effect that procedure and climate plays in OCB-SET-CCB relationship adherence to OgLdrBh-Dm elevates it to the top of the table for desired characteristics given that it does not depict dominance or innate additive value (Taylor, 2013), Figure 22.

	OgDM-P	OgTrust-DM	OgLdrBh-DM	EOrgD-DM	AsDev-DM	Tenure	[ all upper ]	[ all lower ]
OgDM-P	=	▲		+	+	+	+	▲
OgTrust-DM		=		+	+	+		▲
OgLdrBh-DM	+	+	=	+	+	+	+	▲
EOrgD-DM				=	+			▲
AsDev-DM					=			▲
Tenure				+	+	=		▲
[ all upper ]		+		▲	▲	▲	=	▲
[ all lower ]								=

Local information			Global information		
	ordinal	MACBETH	ordinal	MACBETH	cardinal
OgDM-P	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%
OgTrust-DM	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%
OgLdrBh-DM	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%
EOrgD-DM	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%
AsDev-DM	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%
Tenure	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		±0%

Figure 21. BOM Theme Robustness Analysis of Responses (Unordered)

The preponderance of additive model dominance attributes, (green cross) reinforced (Taylor, 2013) study that public sector acknowledgment of OCB-SET-CCB as a supportive governance element. The additive value OgLdrBh-Dm brings to the overall OgDM-P and OgTrust-DM reflects the desire to preserve the public servant ethos that is continually under reorganization constraint (Rayner, Lawton, & Williams, 2012). The process of incremental change during the data-gathering period is significant given the level of dominance OgTrust-DM and the order of preference displays while retaining organizational support under Figure 22.

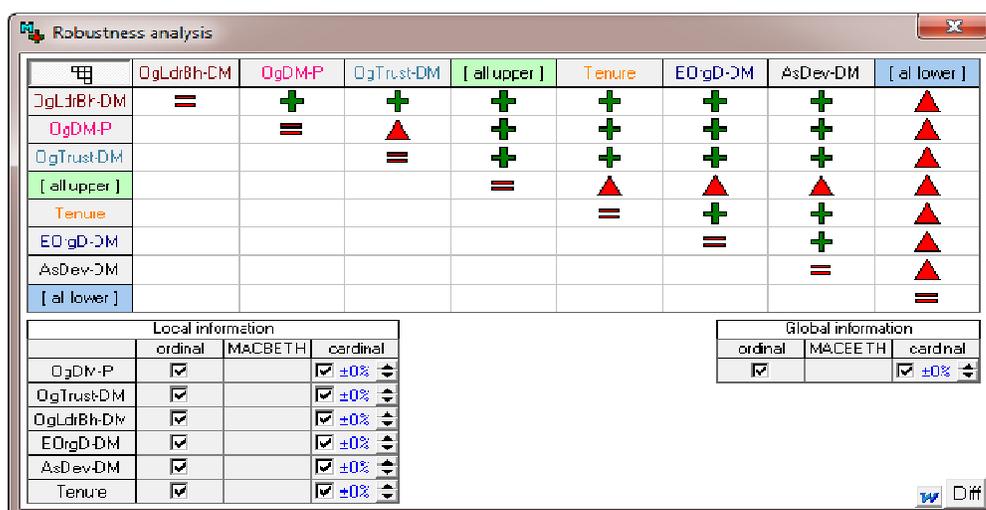


Figure 22. BOM Theme Robustness of Responses: Ordered.

## Evidence of Trustworthiness

### Credibility

The M-MACBETH additive model use allows the comparison and adjustment of ordinal and cardinal information collected from the ranked survey responses for inconsistencies, and incompatibility. Comparison of the survey rated responses in each theme category that displays an incompatibility projects a negative response dictating a solution towards judgment balance. M-MACBETH graphically depicts potential pairwise decisions or judgments that offer preference, choice and valuation consistency ensuring credible patterns of behavioral decision-making. The process requires multiple comparisons on theme results that reflect value tree construction, axial coding and hypothesis-testing application on raw data described in Figure 20.

### Transferability

Transferability and generalizability of decision choice, preference, and behavioral attributes comparison validity emerged in theme data response. Data analysis and prior

year's performance management reviews and M-MACBETH use on the sensitivity, robustness, and weighing scales allowed constant comparison and manipulation of data were ensuring theme and review consistent OCB-CCB-SET application. Demographic data allowed comparative analysis across generational perception, education and income variances relative to preference and choice in the decision to keep or terminate contractual relationships.

### **Dependability**

M-MACBETH dependability validation of decisions support calculations performs by clicking the upper left corner vertical axis square that recalculates survey data response with each pairwise systemic validity check, and rechecked throughout analysis and evaluation ensuring additive model application. Figure 21, coding and additive use portrays this process showing where attributes dominance and decision preference have influential causal effects that directly attributes OCB-CCB-SET implementation. Figure 22, coding and additive use represents the resulting additive model decision value and preference in order of attractiveness as captured in each behavioral theme under analysis.

### **Confirmability**

M-MACBETH criterion, non-criterion, and value tree construction required definitive illustration and descriptors that accounted for qualitative and quantitative preference, choice and judgment. Model construction in this manner allowed confirmation of options the participant made upon survey questions choice options. Construct operational confirmation, consistency and validation of theme profile

difference is depicted using the models graphing capacity. The depiction use weighted scoring differences in paired grouping relation to all other themes generated, and Figure 23, illustrates one such combinational confirmation.

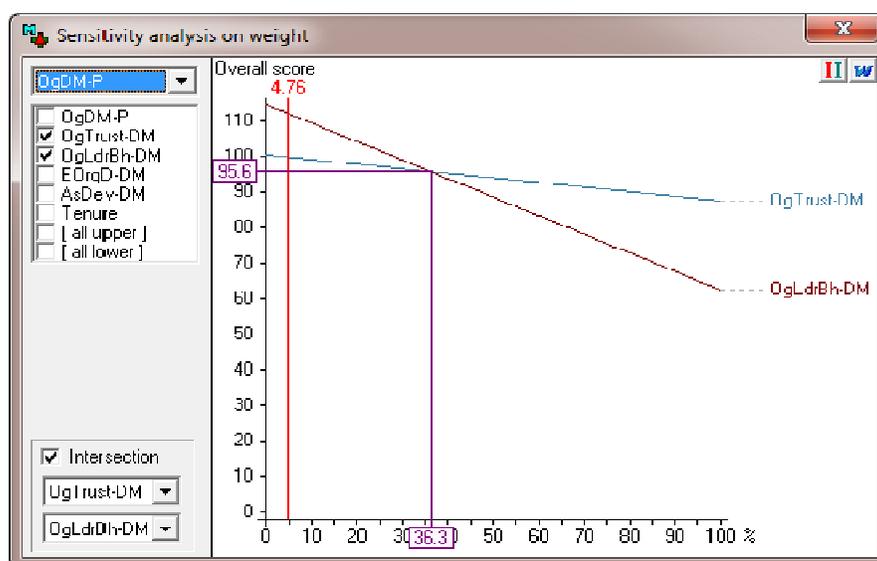


Figure 23. Sensitivity analyses on weights.

### Study Results and Summary Analysis

RQ1- What is the determining factor specialist use to determine continuance or termination of contractual services on performing agreements that are meeting or exceeding contract specification?

For the research question, 1, theme category OgLdrBh-Dm organizational leadership performance and EnvOrgD-DM environmental and organizational differences determined the decision-making part in the relationship to the OCB-SET-CCB triad. During the study of PMR data, and employee engagement surveys that are designed to measure levels of satisfaction, expectations of future reward at the price of a contract continuance was a consistent behavioral attribute utilized. Tenure was ranking

significantly influence additive dominance for trust and leadership behavioral attributes, Figure 24, along with the weighted difference that trust brings into the social exchange process, Figure 25.

Options	Overall	OgDM-P	OgTrust-DM	OgLdrBh-DM	EOrgD-DM	AsDev-DM	Tenure
OgLdrBh-DM	117.31	62.50	100.00	83.33	66.67	83.33	433.84
OgDM-P	114.81	87.50	83.33	100.00	66.67	83.33	403.42
OgTrust-DM	103.94	87.50	66.67	100.00	50.00	83.33	372.64
[ all upper ]	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Tenure	82.38	75.00	100.00	83.33	50.00	100.00	69.12
EOrgD-DM	67.90	37.50	66.67	50.00	66.67	100.00	85.84
AsDev-DM	52.33	37.50	66.67	16.67	83.33	50.00	47.36
[ all lower ]	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Weights :		0.0476	0.2857	0.2381	0.1905	0.1429	0.0952

Figure 24. BOM Theme Table Scores

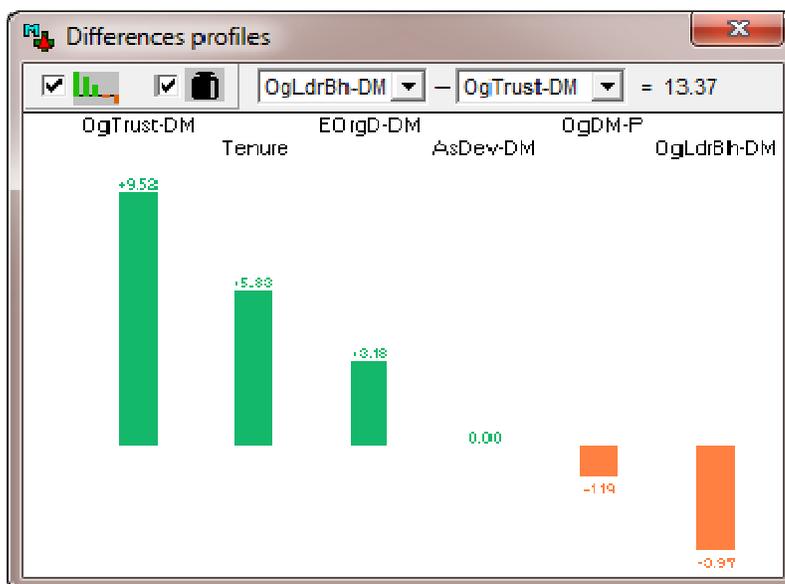


Figure 25. Ordered and weighted theme profile differences.

Figure 25 dramatically illustrates the causal effect that our triad imposes upon requisite behavioral attribute manifestation. OgLdrBh-Dm relative importance in

administrative contract performance decisions reverses as the themes act upon organizational information systems. The OCB-SET-CCB triad and significant weight variance on trust guide participants toward increasing perceived organizational support in the decision, and preference decision-making. Figure 26, dramatically illustrates the causal effect that trust and tenure must play to counterweight negative perceived organizational and leadership decision-making processes.

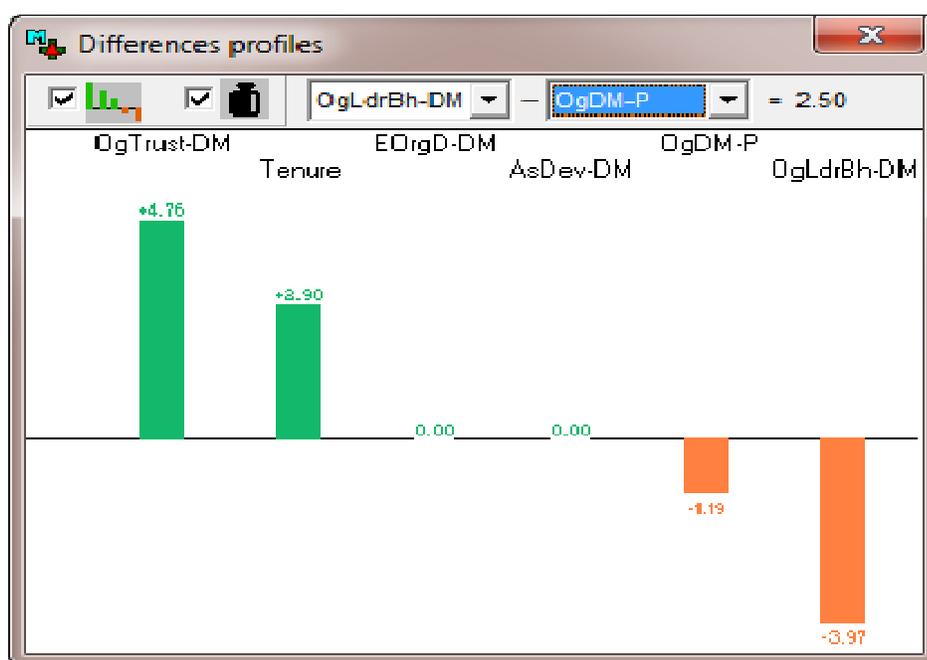


Figure 26. Counter weights on negative perceptions of DM.

RQ2- What is the OCB framework design in federal contract analysis?

For the research question two, theme category OgTrust-DM organizational Trust and EnvOrgD-DM environmental and organizational differences determined the OCB framework for decision-making part in the relationship to the OCB-SET-CCB triad. The social exchange component that dominates prescribed OCB servant leadership behavior

receives additive value from OgDM-P to trust the organization as a whole and not individual leadership, Figure 22. The belief that service for the public is relevant, contributory and good resists new public management style that simulates private sector practices, (Rayner et al., 2010) focused on bottom-line practicality. I found that given the unique circumstances of PBC, sequestration, furloughs and intense deficit economic revenue production, Figure 27., represents the adverse conditions operational reorganization will face (Carter, Armenakis, Field, & Mossholder, 2012; Taylor, 2013) and was indicative of the current federal workforce malaise.

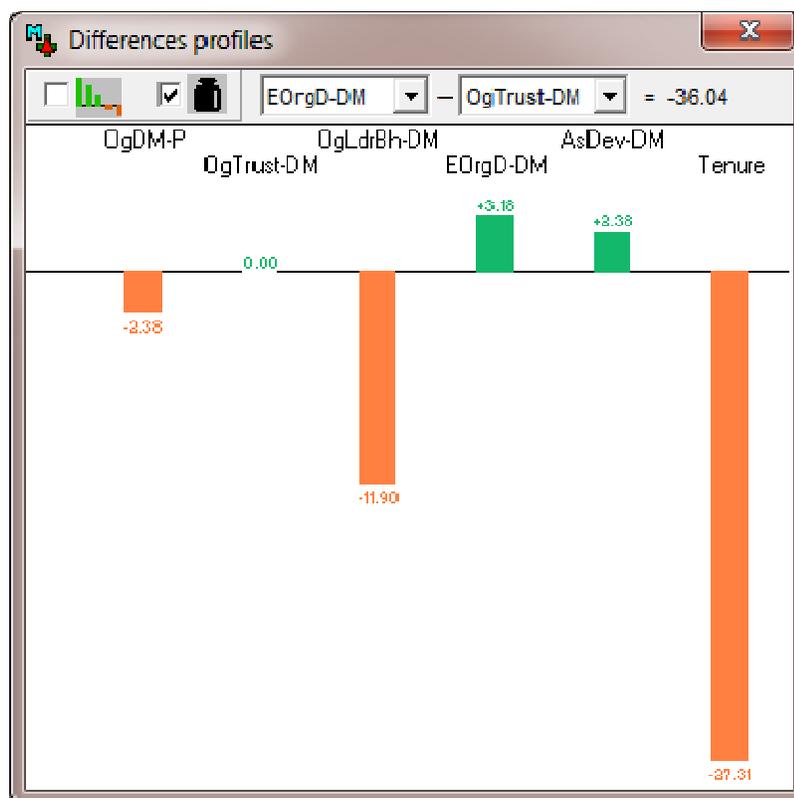


Figure 27. Environmental constraints to framework development.

RQ3- What is the behavioral oriented assessment process?

For the research question, 3, theme category OgTrust-DM, OgLdrBh-Dm, and EnvOrgD-DM environmental and organizational differences determined the OCB behavioral assessment framework for decision-making in relationship to the OCB-SET-CCB triad. I found an overlaying institutional conflict combination of these three themes accentuating (Vigoda-Gadot, 2008) compulsory citizenship performance. The CCB concept, APPAS, PMR, and contract quality review force personnel performance expectations against incremental behavioral decision-making. Specific behavioral assessment annotation and progressive behavioral assessment requirements are not present in different performance documents. Appendix C. Figure 28 dramatically illustrates the finding that weighting impute to thematic survey responses: OgTrust-DM, OgLdrBh-Dm, and EnvOrgD-DM combine a cumulative negative -49.41 weighted rating.

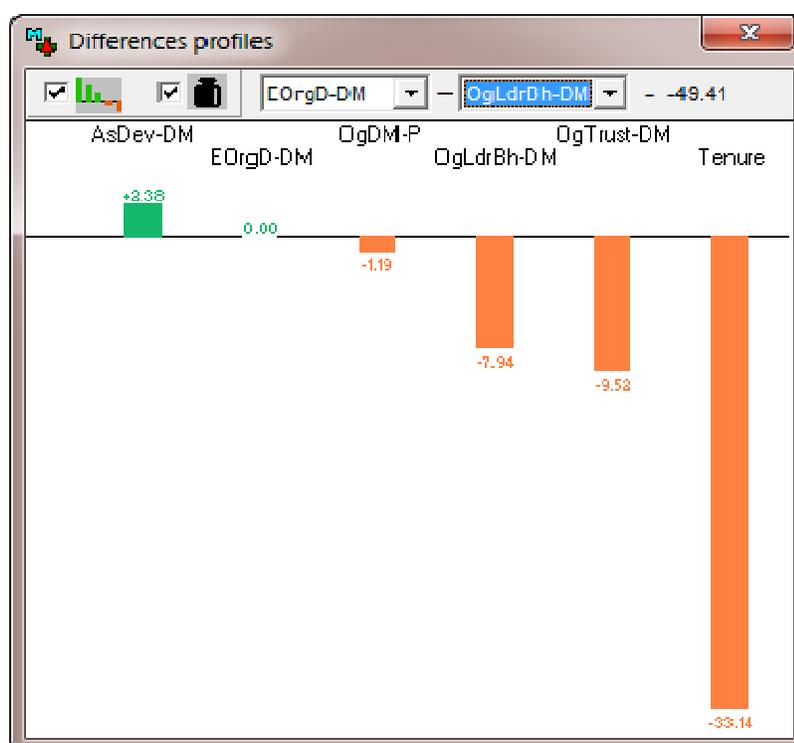


Figure 28. Negative behavioral operations management environment.

RQ4- If task interdependence equals contractor performance and subsequent payment, (DV) according to the contract and performance is satisfactory, what is the (IV) determining termination when need or cost is not a factor?

Research question four was subject of PBC catalyst that significantly affected the quantitative nature of the subject, given participant exposure to furloughs, retirement buy-outs, and other retirement incentives. The initiation of incentives mentioned above upon procurement and acquisition departments altered the OCB-SET-CCB triad behavioral dynamic. Experience suggests that it is directly attributable to wartime scheduled troop withdrawal, and the environmental, social change that works to accomplish operational sustainability.

Prior to current incremental, and transformational leadership change process wartime logistical supply chain avenues did not monitor or enforce marginal or minimal contractual performance criteria by federal regulation, which necessitated OR. For example, Region 7 Greater Southwest Acquisition Center held 3500 -4000 logistical service contracts that have a revenue valuation of four billion dollars expense to the federal government. Minimum sales criteria of \$25,000, IV was not an evaluative issue during wartime activity negating OCB-SET-CCB but propagated recent CCB-OR policy action movement. GSA/FAS business operations process uses organizational competitiveness requirement, (Rayner et al., 2012) that guides GSA Federal Acquisition Service production of departmental sustaining revenue. Figure 30, depicts the perceived corporate decision-making ethos.

RQ5- Why does the GSA incentive performance measures antagonize specialist/contractor relationships.

I found that observable OCB communication during periods of incremental change, and transformational acquisition support roles were consistent with the literature. Figure 29, presents a cumulative 45% indication that incentivized performance measures have a direct antagonistic influence against intuitive judgment, preference or choice decision-making. Incentives prior to 2012 manifested in the form of cash awards or additions to earned vacation leave, based on a percentage of gross salary and designated performance appraisal ratings.

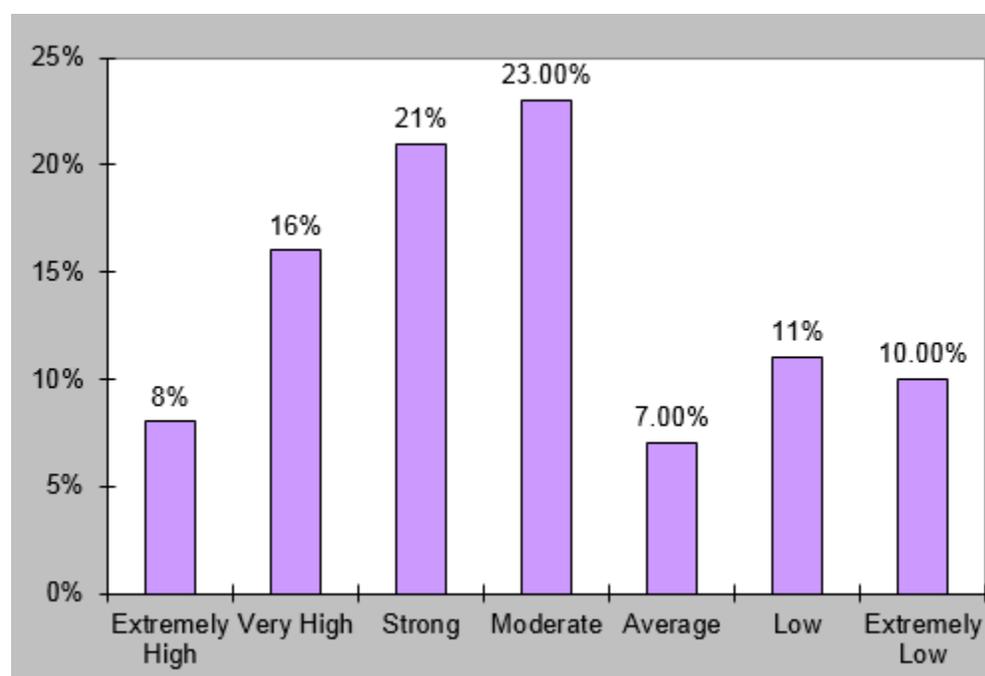
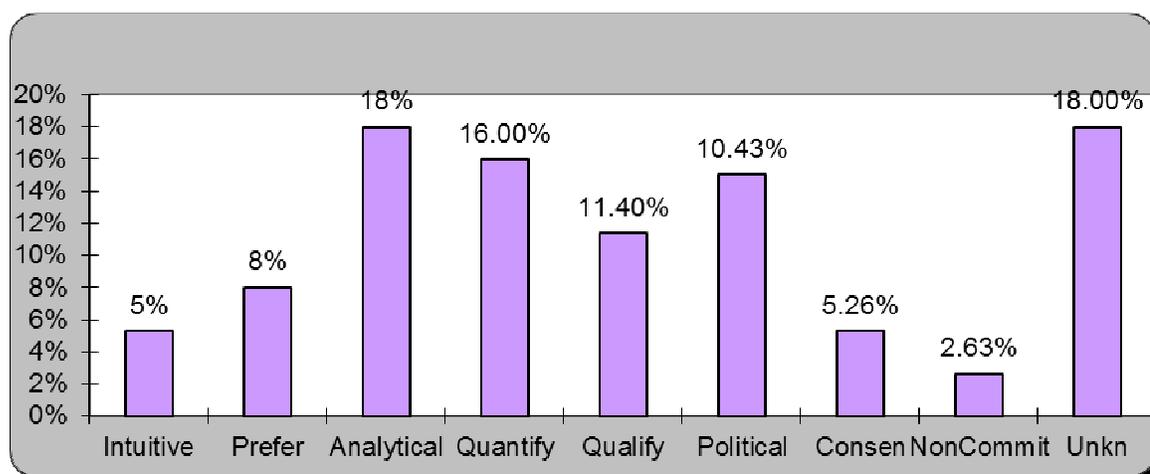


Figure 29. Antagonistic performance incentive measures percentage perception.



*Figure 30.* Perceived organizational decision-making practices.

My observations and findings in this analysis required extreme caution given current employment is within Region 7, Greater Southwest Acquisition Center that services Business Operations' Branch. I mitigated bias in this study by adhering to the strict IRB guideline that ensured anonymity and safeguarding of survey information and aided by the additive model decision support program M-MACBETH. Concurrent use of standard basic statistical analysis enabled base assurances of the sample frame, sample population, and stratification of system information. Likert-style survey questions based on intuitive, preference and choice decision-making by a cross-section of procurement and acquisition professional pointed to conflicting OCB-SET-CCB organizational framework.

The AI approach to social change and behavioral attribute acknowledgment affected exploratory-grounded theory research. In chapter 5, I have illustrated how the aforementioned analysis qualitative response contribute to legitimizing application of OCB-SET-CCB concepts and intention under an appreciative behavioral approach

preserves the public service ethos underlying the original precept that encourage public service and social change, (Rayner et al., 2012; Taylor, 2013). The themes generated serve to inform Chapter 5 discussions, interpretation, recommendations and future research possibilities in the application.

Chapter 5: Discussion, Conclusions, and Recommendations

**Interpretation of Findings**

In Figure 31, the orange elements illustrate the movement toward a new public management (NPM) philosophy, which is a departure from the traditionalist governing profile depicted in Figure 1. NPM continues a traditional management practice of distrust and CCB. The distrust directly alters the OCB-CCB-SET relationship, having a causal effect that disassociates interdependent decision making. The yellow section of Figure 31 depicts the preferred organizational framework state based upon appreciative processes in which intuitive, preference, and choice decision making is valued.

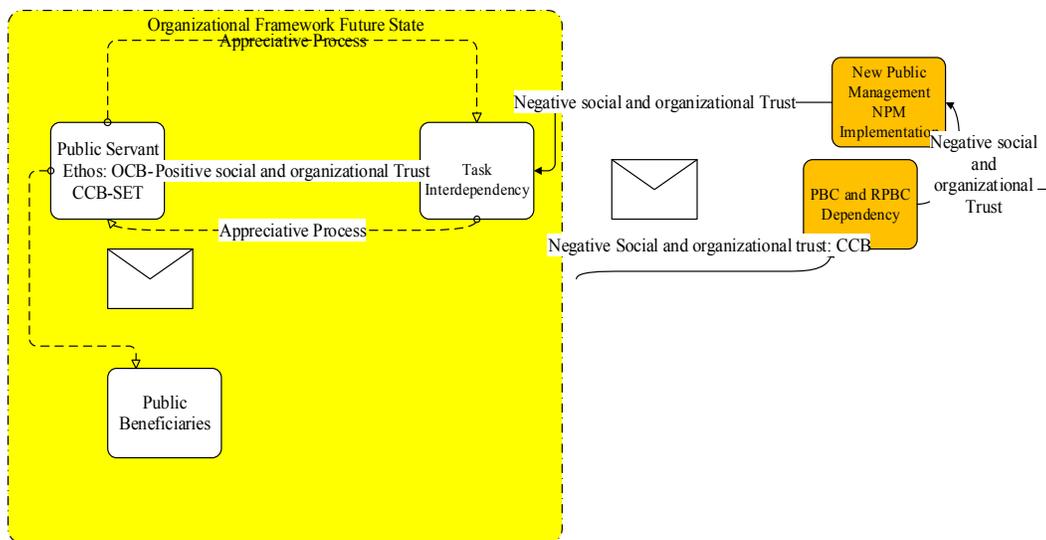


Figure 31. NPM conflict with appreciative organization framework.

**Behavioral Operations for Public Interest**

I found that OCB-SET-CCB use for general control features for corporate governance are prevalent and has been the focus of intense empirical investigation, study, and operational structure development among management theorists as well as researchers conducting empirical study in psychology on the leadership process (Carter et

al., 2012; Nielsen et al., 2012). I undertook this exploratory research to explore why the need exists to incorporate the positive aspects of behavioral decision making where actual social change and profitability occur. The direct application of BOM tenets from industrial environments to governmental management practices leads to organizational conflict by virtue of NPM practices supplanting the original intent of public service (Rayner et al., 2012; Taylor, 2013). Bodolica and Spraggon (2011) contended that the organization's emotional complement to service as a virtue becomes a victim to CCB under poorly administrated NPM.

The analysis of survey data and information systems contributes to increased awareness and contextual guidance for a federal government AI-BOM framework (Priest, Kaufman, Brunton, & Seibel, 2013) and AI implementation (Whitney & Trosten-Bloom, 2010). The PBC and the inherent rotation of executive leadership provide evidence that comparative analysis of current survey results supports my and others' empirical findings that there is a need for more than mere employee engagement. I found that organizational leadership movements toward NPM trends were undermining OCB-SET-CCB in favor of individual and group bottom-line competitiveness.

The NPM framework was not in the public's interest or supportive of the acquisition organization interdependent task performance accentuated in Figure 29. The GSA/FAS community operational construct emphasized by Elbanna, Child, and Dayan (2013) does not fully reflect the triad's real value to group performance (Nielsen et al., 2012) or to current business model conversion. I found an institutional gender conflict in behavioral operations execution, perception, social change, and organizational citizenship

behavioral processes (Li, Liang, & Crant, 2010). The organizational social change process was acceptable to BOM, as an increased preponderance of leadership positions employed and engaged female perspectives in terms of a conciliatory approach to AI, but there was a rigid position concerning adequate OCB-SET-CCB (Lin, 2008a; 2008b).

The OgDM-P depicted in Figure 30, illustrates the participants' perception of the strength and valuation of the market level of consistency in decision making, in stark comparison to the incentivized performance criteria depicted in Figure 29. The utility of managerial practice in view of the data analyzed indicates demotivating performance behavior in individual, independent work performance as well as interdependent group tasks. The contrast is readily apparent as restrictive CCB practice that manifests during performance appraisals and self-assessments, as well as business model development that generates the construction of a new OCB-SET-CCB governance structure design.

Reflective synthesis of survey responses against observable relationship interaction suggests that a haphazard managerial process is in effect. Leadership positions within GSA fall to those who are most gifted in acquisition and procurement, but these individuals are not necessarily prominent in corporate development; this simulates concerns regarding the ability to adapt with technological speed. Dekas et al. (2013) would argue that outdated taxonomic application of OCB hampers an efficient process and government adaptability in a knowledge-based environment.

The trust factor that flows from the public to public servants embodies the essence of OCB-CCB-SET, whose reciprocal relationship between public servant and beneficiary is rarely taken into consideration (Vigoda-Gadot, Zalmanovitch, & Belonogov, 2012). In

FY 2013, in a climate of PBC-RPBC manipulation coupled with citizens' need for culpable parties, federal public servants were presented as guilty assailants, with this perception degrading public trust in their ability to perform services. These reciprocal trust relationships demonstrate a distortion inside current organizational frameworks manifesting as CCB. BOM survey analyzes indicate that unit of analysis and relationship builders are subject to conflicting opportunistic behavior. The dysfunctional and intentional architectural structure of the organization generates adversarial SET conditions, without fallback models available to preserve knowledge, innovation, and transitional business acumen (Aidt et al., 2010; Vigoda-Gadot & Beerli, 2012).

Devasagayam (2013) argues and accentuates survey theme analysis concerning fairness, justice, and appraisal outcomes between GSAs' distributed regional acquisition and procurement structure. Deliberate reallocation of performing contracts having OCB-CCB-SET abnormality has occurred, with these reassigned to alternate areas beginning the redevelopment of criteria aimed at decision making and contractual solvency. This reallocation mediates individual, group and team competence perception, affecting OrgTrust-DM and OrgLdrBh-DM and giving the illusion of AorgSDev-DM at the expense of SET established with the initial unit of analysis that causes a diminished sense of self-worth.

The attributes favorable to choice, preference, and intuitive-judgment decision making are associated inferentially with causal effects that, socially and organizationally mediated, serve as OCB-CCB-SET constructs that serve the best interest of the public. Presumably, appreciative framework construction serves precursory implementation

devoid of PBC or RPBC given the level of fiduciary responsibility demanded.

Technological application shortens the release of information to the public upon the interactions among levels of administration, management, or those imputed to have decision-making discretion. OR surfaces as a mitigating variable that forces CCB attributes upon qualitative decision making and SET relationships. The federal government has acknowledged that decentralized decision making must evolve and develop an AI style mechanism that mitigates nonprofitable RPBC framing.

Social interaction drives the economic perception of viability, strength, and sustainability regardless of environmental origin (private or public) in today's media-driven communication process. Analysis of survey results, PMR reviews, and prior year workforce data consistently reveals traditional management style barriers to implementation of behavioral operations management. An AI management framework designed upon behavioral attributes that signal the confirmation of public views and trust continues to fall victim to PBC-RPBC despite maintaining multiple-billion-dollar revenue generation conduits into the Treasury.

Agency independence from Congressional appropriation authority allows movement alongside private industry while competitively positioned in supply chain management but distant enough to avoid the assertion that government resources are competing directly with private industry for revenue-generating opportunities. The GSA business model has adapted and flourished under a purely quantitative decision-making process for more than 60 years despite revolution and revolutionary technological business use. BOM just-in-time facilitation of supply chain logistical support has OCB-

CCB-SET undergoing skill set change in recognition of desirable attributes exhibited by assets closest to the area of need that have cause-and-effect relationships in reciprocal exchange positions.

AI framework, WSM and IS operations capability exist openly in the current configuration of telework scheduling and alternate work schedules but continues under limited central activity auspices, or decision-making which contradicts distributive reasoning and authority to act decisively at any contracting officer authoritative level. Survey data to the contrary indicates that innate ethos mediated public service behavioral attributes prevails. This factor may constitute the overt circumvention by acquisition and procurement professional in the decision-making process that keeps the public interest front and foremost in central activity actions.

Distributive team locations were not a variable in our survey but recognized in the literature as a contributing factor in perceived fairness and procedural justice when rewards are under consideration. The instrumental causal effect appears valid when equal title and pay grades result in diametrically dissimilar compensation based on locality (Devasagayam, 2013). GSAs pay scale configuration attempts to mitigate this problem with *locality payments* ensuring that compensation does not compete with local economic conditions relative to non-federal employment opportunities. Procedural recruiting adjustments account for regional authority requests for local hiring authority that provides the utilization of resources accustom to the prevailing wage limitations of the area and curtailment of relocation expenses common in private industry.

M-MACBETH computational ability to adjust and manipulate scoring on comparative platform highlighted a fracture in the interdependent group performance structure currently in operation. The information system fissures and fractured governance framework accentuates through over-riding supervisory decisions. Second level over-riding decisions made on independent tasks as compared to functional group performance task execution where OCB-SET-CCB performance counts, blurs role delineation, and increases emotional anxiety relative to acquisition keep or terminate contract determinations (Bodolica & Spraggon, 2011; Nielsen et al., 2012). Lessons learned from PMR contract reviews supports administrative acknowledgment that first line team review and behavioral decision-making must take place that leads to a consensus approach to actionable determinations (DePriest, 2011).

### **Public Service and Organizational Social Change**

The first theme produces an overall summation of survey response and performance scores, Figure 32 that graphically displays where the fracture in behavioral governance begins to have a causal effect on OCB-SET-CCB servant leadership framing. Taking each major theme aggregate performance shows that (a) OgDM-P perception rated against itself as preferential in intuitive, judgment, and preference decision-making execution, (b) VH on OgTrust-DM, (c) EH on OgLdrBh-Dm, (d) Ss on EnvOrgD-DM, and (e) AorgSDev-DM as qualitative in deciding to develop responsively, agile business action. Tenure qualitative and quantitative interpretation of this particular theme have a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.

The second theme produces an overall summation of survey response and performance scores, Figure 32 that graphically displays where the fracture in behavioral governance begins to have a causal effect on OCB-SET-CCB servant leadership framing. Taking each major theme aggregate performance shows that (a) OgTrust-DM perception rated against itself as preferential in intuitive, judgment, and preference decision-making execution, (b) Ss on OgTrust-DM, (c) EH on OgLdrBh-Dm, (d) Med on EnvOrgD-DM, and (e) AorgSDev-DM as qualitative in deciding to develop responsively, agile business performance. Tenure qualitative and quantitative analysis of this particular theme have a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.

The third theme produces an overall summation of survey response and performance scores, Figure 32, that graphically displays where the definitive shift towards quantitative decision making in behavioral governance that begins a detrimental causal effect on OCB-SET-CCB servant leadership, or ethos (Nielsen et al., 2012; Walumbwa et al., 2010). Taking each major theme aggregate performance shows that: (a) OgLdrBh-Dm perception rated as quantitative and not conducive to intuitive, judgment, and preference decision-making execution, (b) EH on quantitative OgTrust-DM, (c) VH on quantitative OgLdrBh-Dm, (d) Ss on quantitative EnvOrgD-DM, but conflicts against the quantification on (e) AorgSDev-DM as strongly perceived as qualitative in deciding to develop responsively, agile business performance. Tenure qualitative and quantitative analysis of this particular theme have a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.

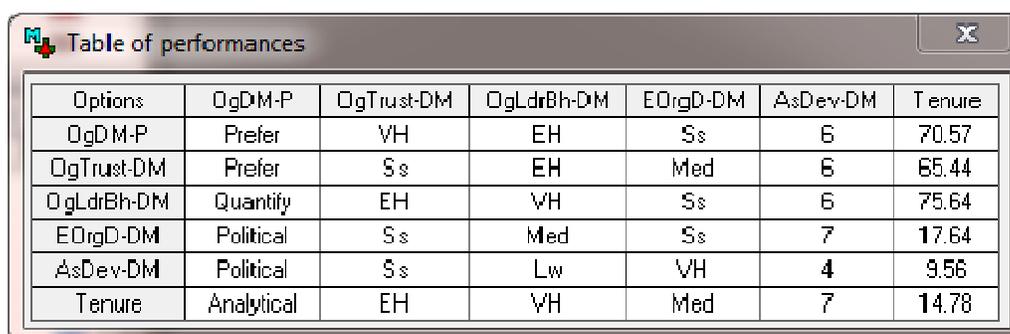
The fourth theme produces an overall summation of survey response and performance scores, Figure 32 that graphically displays where the definitive shift towards political decision making in behavioral governance that extends a detrimental causal effect on OCB-SET-CCB servant leadership, or ethos (Nielsen et al., 2012; Walumbwa et al., 2010). Taking each major theme aggregate performance shows that: (a) EnvOrgD-DM perception rated as political and not conducive to intuitive, judgment, and preference decision-making execution. (b) Ss on political OgTrust-DM, (c) Med on political OgLdrBh-Dm, (d) Ss on political EnvOrgD-DM, but conflicts against political decision-making processes on (e) AorgSDev-DM as strongly perceived as quantitative in deciding to develop responsive, agile business performance. Tenure dropped significantly leading to the interpretation that less tenured professionals responded strongly to this area theme creating a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.

The fifth theme produces an overall summation of survey response and performance scores, Figure 32 that graphically displays where the definitive shift towards political decision making in behavioral governance that extends a detrimental causal effect on OCB-SET-CCB servant leadership, or ethos (Nielsen et al. 2012; Walumbwa et al., 2010). Taking each major theme aggregate performance shows that: (a) AorgSDev-DM perception rated as political and not conducive to intuitive, judgment, and preference decision-making execution. (b) Ss on political OgTrust-DM, (c) Lw on political OgLdrBh-Dm, (d) VH on political EnvOrgD-DM, but conveys a posture of unknown against political decision-making processes against (e) AorgSDev-DM was strongly

perceived as unknown in deciding to develop responsive, agile business performance.

Tenure dropped significantly leading to the interpretation that less tenured professionals responded strongly to this area theme creating a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.

The sixth area that is not theme oriented but provides an indication how the experience plays in perceived organizational process. I show an overall summation of survey response and performance scores, Figure 32, that graphically displays how tenure shifts, synthesizes and mitigates towards analytical decision making in behavioral governance that preserves public interest OCB-SET-CCB servant leadership, or ethos (Nielsen et al., 2012; Walumbwa et al., 2010). Taking each major theme aggregate performance shows that: (a) Tenures perception rated as analytical keeping options for intuitive, judgment, and preference decision-making execution. (b) EH on analysis of OgTrust-DM, (c) VH on analytical OgLdrBh-Dm, (d) Med on analytical EnvOrgD-DM, but conveys a quantitative posture on decision-making processes against (e) AorgSDev-DM was strongly perceived as quantitative in deciding to develop responsive, agile business performance. Tenure dropped significantly leading to the interpretation that less tenured experts did not respond strongly to this area theme creating a level of imprecision upon our data due to age spread, and level of work experience in acquisition and procurement.



Options	OgDM-P	OgTrust-DM	OgLdrBh-DM	EOrgD-DM	AsDev-DM	Tenure
OgDM-P	Prefer	VH	EH	Ss	6	70.57
OgTrust-DM	Prefer	Ss	EH	Med	6	65.44
OgLdrBh-DM	Quantify	EH	VH	Ss	6	75.64
EOrgD-DM	Political	Ss	Med	Ss	7	17.64
AsDev-DM	Political	Ss	Lw	VH	4	9.56
Tenure	Analytical	EH	VH	Med	7	14.78

Figure 32. BOM Table of Performances.

The social structure that is currently in place does not prepare the functional environment for mission changes, and transformation of business model, or reduction of logistical supply chain relationships forged under periods of uncertainty. The transformational leadership needed to accomplish skill set, and role change configurations and organizational restructuring relies on political processes rather than intuitive and judgment. De-motivation to interdependent job task performance in favor of independent business relationship development enables the over-riding supervisor decision-makers to force compliance (Nielsen et al., 2012). Thus, the PMR after performance review processes call for first line decision-making toward a consensus level approach (DePriest, 2011) and movement away from a revenue generation only viewpoint to governmental sustenance (Bodolica & Spraggon, 2011).

The cyclic nature of PBC incremental and constant development process upon GSA/FAS business process must employ an AI mode of social and organizational development (Hetty Van Emmerik & Euwema, 2007). The Social development process must harness intuitive judgment, choice and preference leadership attributes to forestall tumultuous resource allocation that preserves the utility of the servant leader ethos that

guides public service (Nielsen et al., 2012). The new direction acquisition and procurement supply chain now targets small business as the downsized replacement for peacetime logistical revenue production and business supportive operations.

Vigoda-Gadot and Beerli (2012) stipulated that technological advances and evolutionary public views on governance required catalytic OCB-CCB-SET change management process. Infusion of BOM attributes appreciably applied, inclusive of Information technology that ensured competitive advantage and sustainability. Creative innovation in architectural business development redefines WSM and elevates skill requires characterized by knowledge workers that values, intuitive, choice and preference decision-making.

The ability of leadership to transfer and import influential OCB tenets in today's technological and educationally astute workforce requires an understanding of attribution theory (Devasagayam, 2013). Behavioral dynamics, intuitive judgment and knowledge of culture forms the skill set future managerial leaders and politicians employing RPBC opportunistic methods that bring about social and organizational change. The AI focus upon delivery of service facilitates enhanced commitment to tenets motivating public service ethos that drives citizens into vocations monetarily low in comparison to the private industry.

Connectivity through technologically astute users via social media, video mail or Skype conferencing expedites expectations of qualitative judgment decisions. Decisive actions that cannot afford to wait for a quantitative analysis to legitimize social exchange relationships, in competitive markets. Technological decision support services that

support qualitative behavioral attributes rivals' standard quantitative analysis as a tool that support cultural difference to decision-making. Transactional decision-making at the level of unit analysis moves into a transformational setting as peacetime revenue generation requirement mature.

Survey data points to the issue that tacit knowledge of acquisition and procurement assets displayed intuitive, choice, and preference attributes while decisive action required intimate knowledge of service delivery. GSA method of retaining said talent is the introduction of a phased retirement program design that established mentorship relationships to those inheriting the helm of procurement competitiveness. Taking charge of the situation, in this case, signals a willingness to extend OCB role parameters to ensure revenue generation, workplace alterations and execution of an organizational social change paradigm.

The goal of the grounded theory study was to discover, develop and leverage the relationship acquisition experts attribute to intuitive, decision, judgment, or preference decision-making processes. Survey response and study have shown that intuitiveness, preference and choice underlay social citizenship roles, and action towards independent or interdependent role orientation. Economic models comprise the majority of the corporate entity organizational structure, but public service is not solely dependent upon balance sheet accountability. An interdependency of business performance supports every facet of federal governance while social change and accountability by the public governs our performance. Standard leadership indoctrination, practice and education overuse the very management procedures, incentives and appraisal mechanisms that prescribe OCB-

SET-CCB compliance and negatively reinforce detrimental behavioral characteristics (Nielsen et al., 2012).

### **Limitations of Study**

Projected study limitations were born under strict CCB-PBC-RPBC ramifications that witnessed the removal of several career executive service (SES) corporate level executives that include multiple top-level general schedule administrative staff. Survey participation traversed stagnation early in administration because of congressional sequestration, furlough, and early retirement buyout pressures. GSAs status as one of several independent agencies proved a double-edged sword because approximately one percent of fiscal operation expenses emanate from congressional appropriation on the FAS side of the agency, whereas, PBS is fully funded through congressional appropriations.

These PBC actions and punitive remediation reached further than the public may contend in that multi-billion dollars in committed contractual agreements with private industry partners suffered delayed payments and another cash outlays required to fulfill logistical supply chain requirements in the field. I initiated this research during a period of extreme OCB-CCB-SET compromise and conciliation that had the desire to make the relationships forged completely. GSA/FAS maintains a range of 30 to 90 days operating cash reserve before non-essential staff are furloughed that subjects all performing contracts in review for potential curtailment. Vigoda-Gadot and Beerli (2012) and Aidt, et al. (2010) argument and empirical research exemplifies the extreme fiscal distortion

PBC-RPBC takes on business execution while intuitive, choice and preference relationship transactional processes are in effect.

Prevention, mitigation or delayed performance was not an option during this period given the precarious nature of congressional risk-taking at the expense of all federal agency operations. Traditional OCB-CCB-SET concepts tested under technological adept public scrutiny froze the public service ethos that flavored survey response until the continuing resolution came into effect. I traversed a particularly tight OCB-CCB-SET line of demarcation as IS request access to historical data, PMR data, and contract review information.

### **Implications for Future Research**

In this BOM decision-making study, I explored the diversity of leadership style, process, rule and regulation interpretation, and tangentially gender differences. Federal Executive level organizations operating as business like going concerns must demonstrate extreme adaptability in order to keep pace with a technology driven government. Federal agencies and their functioning State and Municipal tributaries continue to search for efficient mechanisms of governance while ready resources seek retirement or movement into the private sector.

Recent attempts to forestall total mass talent retirements through phased retirement processes has stalled due to a failure in acknowledging behavior attributes commonly found in OCB and SET. A careful construction and research into AI combined with additive model behavioral operations potential is necessary for an adaptable, organizational framework that evolves naturally and not by traditional or artificial reward

systems. The supply chain logistical, and management system used by the acquisition professional in the federal government must not continue reliance on the outdated decision-making process that place individuals and customers into dysfunctional economic position.

### **Recommendations and Conclusion**

My research into federal governance, behavioral operations management, social and organizational structure required extreme due diligence in maintaining lines of authority framing under OCB-SET-CCB. Executive federal agency operations simulate militaristic operations, but the actual operations management environment relies upon an interdependent business orientation. The study of information given through my study acknowledges an interdependent task orientated working environment lacking leadership skilled or trained in Appreciative management processes. Triangulation of themes under M-MACBETH offered the ability to manipulate and compare qualitative weight and score, and sensitivity analysis of paired decision, or preferences and displayed unordered and ordered results, mitigating research bias thereby preserving participant information, (Leedy & Ormrod, 2010; Singleton & Straits, 2010).

External and Internal reliability Trochim and Donnelly (2007), and Yilmaz (2013) I found useful in maintaining survey consistency of qualified judgment was assessed using each criterion node themes' table of judgments. M-MACBETH provided guided options and decision support assistance in rectifying inconsistencies, (Bana e Costa, C.A. et al., 2008) that did not require multiple teams but did require an understanding of the

programming intent. The phenomenon called *satisficing* decreased by computer support and preserves the boundedness of participants' rational judgment (Kalantari, 2010).

Traditional training in management techniques is not the remedy indicated in this study, because the information and analysis results affirm that BOM theory operates on a job interdependent additive model platform and is unaccounted for at the individual appraisal level. Group performances standards on OCB-SET-CCB coupled with AI, operations management, and additive model behavioral attributes decision-making illustrated in Table 6 themes' OgDM-P and OgTrust-DM stages the new working information system recommendation for an adaptive and effective acquisition and procurement (Whitney & Trosten-Bloom, 2010). Social change on an organizational level mitigated effects of PBC, Executive and Supervisory changes and business model transformation.

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## Appendix A: Tables

Table A1

*Perceived Organizational Decision Style and Process*

	Intuitive	Preferential	Analytical	Quantitative	Qualitative
Row 1	5.26%	7.89%	18.42%	15.78%	11.40%
	Political	Consensus	Non-Committal	Unknown	
Row 2	14.91%	5.26%	2.63%	18.42%	



## Appendix B: Survey Cover Letter & Consent Form

### Invitation Letter to Participate in Research & Consent Form

#### **Behavioral Operations Management in Federal Governance Acquisition and Procurement (Intuitive Judgment, Preference and Choice (Survey))**

You are invited to take part in a research study of Behavioral Operations Management in Federal Governance. This survey seeks to understand and capture decision-making behavior common to acquisition and specifically the interactive attributes that facilitates daily relationships with contract management. The researcher is inviting all acquisition personnel having contracting experience to participate in this **anonymous** survey and study.

This form is part of a process called “**informed consent**” to allow you to understand this study before deciding whether to take part.

A researcher named, **Frederick L. Mobley**, who is a doctoral student at Walden University, is conducting this study. You may already know the researcher as a **GSA/FAS Program Analyst**, but this study is separate from that role.

#### **Background Information:**

The purpose of this survey study is to understand and capture decision-making behavior common to acquisition and specifically the interactive attributes that facilitates daily relationships with contract management.

#### **Procedures:**

If you agree to be in this anonymous survey and study, please complete a 5-10 minute survey that could be accessed by clicking on the following link

<https://www.surveymonkey.com/s/6ZJQGZT>.

The survey will be available for two weeks and your participation is voluntary, without compensation, penalty, or risk will be applicable. Your responses are **anonymous** and data is collected only once. The results will be shared with all individuals who were invited to participate through the Walden University Research Department.

Please keep a copy of this e-mail for your reference.

#### **Voluntary Nature of the Study:**

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time.

#### **Risks and Benefits of Being in the Study:**

Being in this study would not pose risk to your safety or wellbeing. The generalized benefits of this study will assist in developing training, business development, and behavioral strategy to enhance interactive attributes that facilitates relationship building by capturing behavior that sustains profitable revenue generation.

Data will be kept secure by data AES level encryption. Data will be kept for a period of at least 5 years, as required by the university.

**Contacts and Questions:**

You may ask any questions you have now, or if you have questions later, you may contact the researcher via [Frederick.mobley@waldenu.edu](mailto:Frederick.mobley@waldenu.edu).

If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 1210.

Walden University's approval number for this study is: 11-5-13 00065553 and it expires on 11-6-14.

Please print or save this anonymous consent form for your records. (for online research)

**Statement of Consent:**

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. **By completing the survey implies consent to participate.** If you **do not consent to participate, do not complete the survey.** If you have any questions, please contact:

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## Appendix C: Survey

**Behavioral Operations Management in Federal Governance: OCB-CCB-SET Triad Acquisition and Procurement (Intuitive Judgment, Preference and Choice Survey)**

1) Are you an acquisition, purchasing or contract management professional?

\*Must Answer.

Yes

No

*This section is designed to focus on your relationship building process that you deem most important to facilitate contractual performance, retention in the decision-making process.*

2) Please check all applicable acquisition, purchasing or contract management environments you or your organization engage.

Federal

State

Municipal

Township

Quasi-Governmental

University/College

International/Inter-Continental

Other

3) Please check the most relevant working title that describes your acquisition, purchasing or contract management function.

Buyer

Contract Specialist

- Acquisition Reviewer
- Contract Negotiator
- Contract Manager
- Supervising Contract Specialist
- Contract Compliance Officer
- other

4) Please check the compensation/salary range that best indicates your position regardless of organizational title.

- \$40,000 -\$55,000
- \$45,000-\$60,000
- \$50,000-\$65,000
- \$65,000-\$70,000
- \$70,000-\$75,000
- \$75,000-\$95,000
- \$95,000-\$120,000
- \$120,000-\$200,000+

5) Please mouse over and click the **(choose an item)** area and enter the total dollar value of contracts or acquisition procurements that you manage or number of contracts managed.

Choose an item.

Choose an item.

6) The Acquisition, Purchasing, and Contract Management profession depends on human interaction and dialogue. Please choose the relative strength and importance relationship development plays in successful performance.

- Extremely High

- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

7) Please choose the relative strength and importance relationship development plays in successful performance.

I. Leading Change

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

8) Please choose the relative strength and importance relationship development plays in successful performance.

II. Leading People

- Extremely High
- Very High
- Strong
- Moderate

- Average
- Low
- Extremely Low

9) Please choose the relative strength and importance relationship development plays in successful performance.

### III. Results Driven

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

10) Please choose the relative strength and importance relationship development plays in successful performance.

### IV. Business Acumen

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

11) Please choose the relative strength and importance relationship development plays in successful performance.

V. Coalition Building

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

12) Based upon your answers to the previous questions does your organization or organizational business association value intuitive judgment and preferences requisite to relationship building in decision making?

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

13) Based upon your organizational culture, and prescribed contract management performance process, please choose the relative value placed upon building coalitions, preference, choice and communications during decision-making situations.

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

14) To what degree does contract managements' interactive attributes that facilitate relationships affect long-term sustainability when market levels approach saturation?

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

15) How important is it to the organization that your knowledge, relationship development, skill and assessment of contracts managed calculated into the business life cycle when contract termination is a possibility?

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

16) If you are an acquisition professional operating in the Federal, State, or Municipal arena please rank the perceived impact your employee performance appraisal system have upon contract management relationship decision-making processes.

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

17) If you are an acquisition, purchasing, or contract management professional operating **exclusively in the private sector market** arena please rank the perceived impact an employee performance appraisal system have upon contract management relationship decision-making process.

- Extremely High
- Very High
- Strong

- Moderate
- Average
- Low
- Extremely Low

18) If you are an acquisition professional operating **exclusively in the Federal, State, or Municipal** arena please rank the perceived impact your employee performance appraisal system have upon contract management relationship decision-making processes.

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

19) Do you perceive that the use of incentivized performance measures as a polarizing factor to building contractual coalitions, communications and intuitive judgment decision-making processes? Please rank the perceived impact.

- Extremely High
- Very High
- Strong
- Moderate
- Average

- Low
- Extremely Low

20) My organization encourages, values and rewards my frontline judgment, knowledge and relationship with contractors under review to make the keep, or terminate business decision, even when thresholds are not in question. Please rank the perceived impact.

- Extremely High
- Very High
- Strong
- Moderate
- Average
- Low
- Extremely Low

21) Please select from the drop down list your perception of the type of decision-making process most demonstrated throughout the organization. Please mouse over and click the **choose an item** area

Choose an item.