

2018

Stress Reduction Strategies for Improving Private Security Officer Performance

Khalil Ibrahim Al-Mulla
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>

 Part of the [Business Administration, Management, and Operations Commons](#), [Management Sciences and Quantitative Methods Commons](#), and the [Occupational Health and Industrial Hygiene Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Khalil I. Al-Mulla

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Ronald Black, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Arthur Johnson, Committee Member, Doctor of Business Administration Faculty

Dr. Carol-Anne Faint, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2019

Abstract

Stress Reduction Strategies for Improving Private Security Officer Performance

by

Khalil I. Al-Mulla

MS, Eastern Kentucky University, 2000

BS, Eastern Kentucky University, 1997

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2018

Abstract

The impact of occupational stress on employees' health and work performance costs U.S. companies \$300 billion annually; work-related stress is an issue for private security organizations all over the world. The purpose of this single case study was to explore strategies private security organizational leaders used to mitigate private security officers' occupational stress. The study participants were 4 leaders of a private security organization in Bahrain who had a minimum of 5 years of experience in the private security field and had addressed occupational stress successfully. The human capital theory was the conceptual framework used for this study. Data were collected using semistructured interviews and review of archival documents. Yin's 5-step data analysis plan was applied to the data to generate 4 themes: private security occupational stressors, occupational stress reduction practices, leaders-officers open communication, and health protection policies. The identification and development of job stressor mitigation strategies has multiple implications for positive social change including protecting employees' well-being and increasing their working performance, productivity, and business success. Improving work performance and productivity produces opportunities for employment and supports economic growth and community goodwill. The practices of a successful organization positively influence the society by providing jobs and capital investments, which can improve the quality of life in the community.

Stress Reduction Strategies for Improving Private Security Officer Performance

by

Khalil I. Al-Mulla

MS, Eastern Kentucky University, 2000

BS, Eastern Kentucky University, 1997

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2018

Dedication

I dedicate this study to private security leaders who consider security officers' health and wellbeing a strategic asset for organizational productivity and understand that accomplishing objectives goes through real investments in security officers.

I dedicate this study to business leaders who care for their employees' health and social life as they care for business sustainability and growth.

I dedicate this study to all leaders who respect and value the uniqueness of each person, regardless of any differences or disabilities.

I dedicate this study to every father and mother who invested in learning what it means to be a parent and realized that their greatness is reflected in their limitless dedications and commitments for their families' success.

Dr. Steven R. Covey wrote:

“I believe, as a wise leader once said, the most important work you do in the world will be within the walls of your own home. No other success can compensate for failure in the home. Parenthood is the most important leadership responsibility in life and will provide the greatest levels of happiness and joy. And when true leadership, i.e., vision, discipline, passion, and conscience-is not manifested in parenthood, it will provide the greatest source of sorrow and disappointment.”

I dedicate this study to every individual who invests to develop himself/herself to lead a positive change within his/her family, society, and nation, no matter how big or small the change is.

Acknowledgments

I would like to extend my gratitude to Dr. Ronald Black, my committee chair and mentor, for his continuous dedication and support for completing my doctoral degree successfully. Dr. Black's great ability and sincerity were the substantial factors behind keeping me motivated and inspired throughout the challenging doctoral study journey. I also would like to thank my second committee member, Dr. Arthur Johnson, and my University Research Reviewer, Dr. Carol-Anne Faint, for their valuable reviews and comments. Their suggestions were the significant factors for improving and finishing my study. It was my pleasure and honor to work with Dr. Ron, Dr. Johnson, and Dr. Faint.

I also would like to thank the private security leaders who shared their experiences and perceptions about occupational stress mitigation strategies with me. Your support was critical for completing the research. Your knowledge and thoughts were vital to the study's findings.

To my dear friend and advisor, Dr. Norman Spain, thank you for showing me the way during my bachelor's, master's, and doctoral degrees. Your advice has always guided me to identify the things I should pursue and accomplish.

To my wonderful, lovely family, friends, and colleagues, thank you for always being ready when I needed you. Thank you for supporting me to stay focused on my study. Thank you for helping me not to feel guilty during the times when I was supposed to be available for you because I was somewhere studying. Thank you all for every action you did and word you said; I needed them deep inside to keep running toward accomplishing my academic goal.

Table of Contents

List of Tables	iv
Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement	2
Purpose Statement.....	2
Nature of the Study	3
Research Question	5
Interview Questions	5
Conceptual Framework.....	6
Operational Definitions.....	7
Assumptions, Limitations, and Delimitations.....	7
Assumptions.....	8
Limitations	8
Delimitations.....	8
Significance of the Study	9
Contribute to Effective Practice of Business	9
Contribution to Positive Social Change	9
A Review of the Professional and Academic Literature.....	10
Human Capital Theory.....	12
Transactional Leadership Theory	19
Transformational Leadership Theory	20

Human Resource Management Theory	22
Private Security Overview	24
Occupational Stress.....	27
Occupational Stress Impact on Security Officers and Organizations	34
Managing Occupational Stress	39
Transition	51
Section 2: The Project.....	52
Purpose Statement.....	52
Role of the Researcher	53
Participants.....	56
Research Method and Design	58
Research Method	58
Research Design.....	60
Population and Sampling	62
Ethical Research.....	63
Data Collection Instruments	66
Data Collection Technique	70
Data Organization Technique	75
Data Analysis	77
Reliability and Validity.....	80
Reliability.....	80
Validity	82

Transition and Summary.....	84
Section 3: Application to Professional Practice and Implications for Change.....	86
Introduction.....	86
Presentation of the Findings.....	88
Theme 1: Private Security Occupational Stress.....	89
Theme 2: Occupational Stress Mitigation Strategies.....	92
Theme 3: Leaders-Employees Open Communication.....	95
Theme 4: Health Protection Policies.....	98
Summary.....	101
Applications to Professional Practice.....	103
Implications for Social Change.....	105
Recommendations for Action.....	107
Recommendations for Further Research.....	109
Reflections.....	110
Conclusion.....	113
Appendix: Interview Protocol.....	146

List of Tables

Table 1. Literature Review Sources Count	11
Table 2. Subcategories of Emergent Theme 1	90
Table 3. Subcategories of Emergent Theme 2	94
Table 4. Subcategories of Emergent Theme 3	97
Table 5. Subcategories of Emergent Theme 4	100

Section 1: Foundation of the Study

Background of the Problem

Occupational stress is a primary concern for many industry leaders (Nerurkar, 2014). Work-related stress refers to the adverse mental, physical, and behavioral reactions to intense work demands (Shoba & Kalpana, 2016). Job stress has an adverse effect on employees' work performance and health (Russell, Cole, & Jones, 2014), which leads to significant losses to businesses (Goswami, 2015). Job stress also has a negative consequence on human potentials (Khuong & Yen, 2016), which includes spiritual, intellectual, emotional, and physical potentials (Pluta & Rudawska, 2016).

U.S. companies pay \$68 billion a year for their employees' health care and the treatment of work stress-related illnesses, which also decreases their profits by 10% (O'Keefe, Brown, & Christian, 2014). Moreover, lost productivity time because of job-related health problems costs U.S. firms \$226 billion annually (Marzec, Scibelli, & Edington, 2015). U.S. companies have increasingly realized the benefits of workplace wellness programs to mitigate the negative impact of occupational stress-related chronic diseases, which are expected to cost those companies around \$4.2 trillion annually by 2023 (Smith, Damron, & Melton, 2017).

Russell et al. (2014) stated that security work is the most stressful job. Security officers suffer more burnout and illnesses than other employees do (Russell et al., 2014). Private security is as stressful as public security (Nerurkar, 2014). Private security organizations offer different types of protection services than public security, but for fees (Asomah, 2017). In my organization, for example, private security departments are

responsible for the protection of the company employees, guests, facilities, information, and other assets.

Investing in employees' health is an investment to maintain substantial economic growth (Pocas, 2014). Maintaining good health conditions among employees is a primary factor for improving their work performance, productivity, and profitability (Scuffham, Vecchio, & Whiteford, 2014). Leaders must consider employees' health as a strategy for being a more competitive organization. Leaders can provide workplace wellness programs for their employees to reduce occupational stress and elevate work performance (Mosadeghrad, 2014).

Problem Statement

Occupational stress has an adverse effect on employees' well-being and organizational job performance (Lee, Yun, & Lee, 2015). The lost productivity time associated with decreased performance for health-related factors costs U.S. organizations approximately \$226 billion a year (Marzec et al., 2015). The general business problem was that private security officers' stress-related illnesses affect private security companies' organizational performance negatively. The specific business problem was that some private security organizational leaders lack strategies to mitigate private security officers' occupational stress.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies private security organizational leaders used to mitigate private security officers' occupational stress. The targeted population consisted of four private security leaders

working in a private security organization located in Manama, Bahrain, in the Middle East Region, who had successfully reduced the impact of occupational stress on their employees. The results of this study could contribute to positive social change in the form of improved productivity for private security organizations as well as other types of businesses, strengthened private security organizational social commitment toward families and communities, enhanced private security officer job performance, and increased job satisfaction for private security officers.

Nature of the Study

The qualitative research method was appropriate for this study in which I explored strategies to mitigate the negative impact of private security work negative stressors. The chosen method was consistent with the method that Clark, Michel, Early and Baltes (2014) used to explore strategies for coping with occupational stressors. Quantitative analysis is an approach that researchers use to examine the relationships or differences among variables (Sabir, Akhtar, Zakir, Nadeem, & Rehman, 2014). Since the objective of this study was not to examine the relationship or differences between variables, a quantitative method was not appropriate. Mixed methods research comprises qualitative and quantitative methods, enabling researchers to both examine and explore constructs and variables to understand phenomena (Cameron & Molina-Azorin, 2011). A mixed method was not suitable for this study because answering the research question did not require the extensive examination of the relationships or differences between variables.

Using a qualitative case study design helps explain, describe, and explore the phenomenon under study (Dresch, Lacerda, & Miguel, 2015). Since the purpose of this study was to explore successful strategies private security organizational leaders used to mitigate the effects of negative stressors on private security officers' work performance, a case study was the most applicable design. Qualitative single case studies contain rich data for the in-depth understanding of the research phenomena (Gaya & Smith, 2016). The single case study could be of an organizational unit, a person, or a group of individuals (Ray, 2015). In this study, I focused on a particular group of private security leaders; therefore, employing a single case study was appropriate to address the problem in this study.

Researchers use the phenomenological design to document the meanings of participants' experiences with a specific situation. A phenomenological research design was not suitable for exploring strategies that could reduce the impact of negative stressors on private security officers' health and improve their work performance because the study did not involve documenting the meanings of participants' real-life experiences with a particular phenomenon (Boden, Muller, & Nett, 2011). Researchers use the narrative design to describe and analyze the life stories or histories of individuals (Loo, Cooper, & Manochin, 2016). The narrative design was not appropriate for this study because I did not intend to gather and explore life stories and experiences. The ethnographic design is applicable in studies involving cultural and behavioral aspects of different groups to help researchers reveal the meaning of human behavior within a

cultural context (Robinson, 2013); therefore, this design was also not suitable for exploring business strategies to mitigate the negative impact of occupational stressors.

Research Question

What strategies do private security organizational leaders use to mitigate private security officers' occupational stress?

Interview Questions

1. What are the occupational stressors in the private security work?
2. What strategies do you use to identify stressors in the private security occupation?
3. How do your security officers communicate potential stressors to you?
4. What strategies do you use to prepare security officers for work-related stressors?
5. How have you implemented each of your occupational stress mitigation strategies?
6. What means do you use to measure the effectiveness of your strategies in mitigating the private security officers' occupational stress?
7. How effective have your strategies been in reducing security officers' occupational stress and how do you know?
8. How do you communicate your stress mitigation efforts to your security officers?
9. What else can you share with me about strategies to mitigate security officers' occupational stress?

Conceptual Framework

The human capital theory was the conceptual framework I used for this study. Schultz developed the human capital theory in 1961 (Pijalovic, 2013; Sweetland, 1996). Human capital refers to the health, education, skills, and innovative capabilities of individuals to play a productive part in the creation of new values for their organizations. Schultz developed the concept of human capital in the early 1960s while examining the cost of education as an education investment (Pijalovic, 2013). According to Pocas (2014), traditionally, the human capital theory was associated with education; however, the theory has assumed a broader field of applications to include health. In addition to health and education, the human capital theory, more recently, has included all human qualities that can affect an individual's and a company's labor productivity, including physical health, physical and mental capabilities, incentives for work and growth, and skills and competencies (Pocas, 2014).

The basic tenet of the human capital theory is that better human capital leads to better performance (Becker, 1962). Economists have concluded that the combination of human and physical capital is a vital ingredient for the growth of the economy (Pijalovic, 2013). Becker (1962) found the return an organization receives from investing in its workforce is similar to the benefits the organization receives from its other capital investments. The underlying assumption of the human capital theory is investing in the workforce can result in increased organizational value. I anticipated that the human capital theory would facilitate my understanding of the successful strategies for maintaining security officers' health and job performance by investing in eliminating or

reducing occupational stressors (e.g., working variable shifts and the hazards of security work).

Operational Definitions

Cost of lost productivity: The cost of poor work performance because of illnesses (Marzec et al., 2015).

Occupational stress: The adverse mental, physical, and behavioral reactions that occur when work requirements exceed an employee's capability (Shoba & Kalpana, 2016).

Private security organizations: The security companies and departments that provide security protection services for fees. The protection services that private security organizations provide cover different types of security requirements to control crimes, protect lives and other assets, and maintain order at their employers' facilities (Asomah, 2017).

Private security negative stressors: All private security work-related factors that lead to occupational stress, such as working variable shifts, hazards associated with the job, public expectations, lack of clear guidelines, lack of training, and being exposed to violence (Money & Ehimwenma, 2016).

Work performance: Employees' abilities to complete their tasks successfully and the degree of quality they demonstrate (Khuong & Yen, 2016).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations may affect the validity of a study (Marshall & Rossman, 2016). Unnoticed assumptions may result in invalid conclusions.

Researchers can explain the relevance of their studies and ensure the validity when they recognize and highlight their assumptions (Lub, 2015).

Assumptions

Assumptions are unproven facts or claims assumed to be true (Foss & Hallberg, 2014). My first assumption was that occupational stress had a negative impact on work performance. Another assumption was that security jobs were one of the most, if not the most, stressful occupation. The final assumption I made was that I had selected the appropriate population to investigate the phenomenon under study. I assumed that the participants had full recollection to add richness to the study.

Limitations

Limitations are potential forces of a study, such as time, place, and conditions, that researchers cannot control (Marshall & Rossman, 2016). I identified one limitation in this study. The limitation was the findings of this research were not generalizable to all small businesses everywhere because of the sample size.

Delimitations

Delimitations are aspects of a study and are the distinctive points that define and limit the boundaries of research. Unlike limitations, researchers have control over delimitations (Marshall & Rossman, 2016). I identified one delimitation in this study: The study included only private security leaders in a selected organization in Bahrain.

Significance of the Study

Contribute to Effective Practice of Business

Job performance is a significant criterion for organizational outcomes and achievements. Work performance determines businesses' successes or failures (Contan, 2015). One of the factors that affect job performance is occupational stress. Goswami (2015) found occupational stress has a harmful effect on employees' health and businesses' productivity and profit. Lee et al. (2015) also noted that workplace stress could negatively affect organizations' overall productivity and profit.

Contribution to Positive Social Change

Money and Ehimwenma (2016) posited that identifying the stressors associated with law enforcement work is critical to avoiding their adverse consequences on the security officers and their organizations. Public and private firms invest in minimizing workplace stressors because of the harmful effects that elevated occupational stress cause (Lee et al., 2015). As a source of competitive advantage, organizational leaders must explore strategies to develop and maintain a healthy and productive work environment that reflects positively in job satisfaction and overall economic growth (Warnsley, 2015).

Stephan, Patterson, Kelly, and Mair (2016) noted one of the main challenges that society faces is public health. The authors concluded that employers could play a critical role in addressing such challenges by promoting transformational processes to improve societal well-being through positive social change. The results of this study could contribute to social change by identifying effective strategies for private security leaders to mitigate occupational stress, reduce health care costs, and improve employees' health.

Consequently, the employees could be more efficient in fulfilling their commitments and contributions to their families' ability to increase support for community events such as volunteer activity, elderly support efforts, general awareness programs, etc.

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore the strategies private security leaders use to mitigate the occupational stress leading to private security officers' poor work performance. According to Mosadeghrad (2014) and Russell et al. (2014), work-related stress has a negative impact on employees' health and work performance. Occupational stressors reduce employees' work performance and motivation for work, which cause employees to be less productive and less safe in the workplace (Goswami, 2015). Idris, Dollard, and Winefield (2010) noted occupational stress also has harmful consequences on businesses' productivity and profitability. Nerurkar (2014) stated that work-related stress is a main concern to both public and private security agencies. Goswami (2015) added that security officers work under continuous stressful conditions. The nature of security work exposes security officers to occupational stressors more than employees working other jobs (Lather, Aggarwal, & Samantray, 2011). Investing to mitigate occupational stress and maintain the good health of employees is a critical factor for improving work performance, productivity, and business success (Pocas, 2014; Scuffham et al., 2014). Business leaders must consider employees' health a priority to have organizations that are more competitive.

This literature review comprised 80 articles. I obtained most of the articles the Business Source Complete database accessed through the Walden University Library. I

also used other databases, such as ABI/INFORM, EBSCOhost, Emerald, Google Scholar, ProQuest, and SAGE. My search strategy for sources to develop the literature review included the search of keywords and a combination of themes including (a) *occupational stress*, (b) *work performance*, (c) *employees' health*, (d) *workplace wellness programs*, (e) *transformational leadership*, (f) *health protection policies*, (g) *law enforcement*, (h) *private security*, and (i) *human capital theory*. Out of the 80 sources I used in the literature review, 70 (87.5%) were published in 2014 or later. Moreover, 77 (96%) were peer-reviewed academic articles published in scholarly journals. Table 1 includes the literature review sources.

Table 1

Literature Review Sources Count

Literature type	Current sources	Older sources	Total sources	%
Sources used in the literature review	70	10	80	87.5
Peer-reviewed journals used for literature review	69	8	77	96

In this literature review, I will address work stress and its negative impact on employees' health and job performance as well as on business sustainability. My analyses will include the findings of scholarly, peer-reviewed studies conducted in the field of occupational stress, employees' health, and work performance. I will include a summary

of the human capital theory and its relation to the topic. The human capital theory was the conceptual framework I used in this study. My review of the literature revealed the negative impact of occupational stress on employees' health and job performance and organizations' productivity and profitability (see Goswami, 2015; Khuong & Yen 2016; Wang, Zheng, Hu, & Zheng, 2014).

In the review, I will also discuss the concept of work-related stress, in general, before concentrating on the stressors associated with private security job. Law enforcement work, both public police and private security, is among the most stressful, high-risk occupations in the world (Nerurkar, 2014; Russell et al., 2014). During the literature review, I will identify several themes relating to occupational stress, including factors that negatively affected employees' health, job satisfaction, work performance, productivity, and profitability, while the cost of medical care increases. I will also discuss several tools for managing job stress, including health protection policies, ethical work environment, corporate social responsibility, leadership style, and on-site wellness programs.

Human Capital Theory

The human capital theory was the conceptual framework for this study. The theory includes the idea that all human skills affect the productivity of employees and organizations (Pocas, 2014). In the theory, it was assumed that the return on investment a company generates from investing in its human capital is similar to the return on investing in other resources (Becker, 1962).

Definition of human capital. Various authors defined human capital in different ways. According to Pijalovic (2013), human capital refers to the health, education, and innovative capabilities of individuals to play a constructive part in the creation of new values for their organizations. Espin, Jimenez, and Costa (2015) defined human capital as the experiences, skills, and abilities that individuals have and utilize to add competitive advantages.

Value of human capital. Skare and Lacmanovic (2015) stated human capital is a vital engine for the growth of the economy. Human capital is a primary intangible element for improving results and a tool for developing competitive advantages. Intangibles are the hidden values of businesses. Financial performance and physical assets do not measure intangibles (Skare & Lacmanovic, 2015). Intangible assets are not new to businesses' overall market value but are increasingly becoming a central portion of companies' total market capitalization. While firms used to determine their market value by 75%-90% of their financial performance, recently 50% of the market value is tied to the intangible assets in the form of the human capital (Skare & Lacmanovic, 2015). Businesses and employees become tangible assets by giving shareholders confidence in the companies' future earnings (Ulrich & Smallwood, 2005). According to Espin et al. (2015), many theoretical and empirical studies have acknowledged the significant role of human capital on work performance and in economic growth. Human capital is among the primary factors that companies use to reach excellence and sustain effectiveness.

Becker (1962) indicated the intangible value embraced in the human capital concept, including fostering a well-developed, healthy workforce, could make as much as 50% of the difference between an organizations' book value and market value.

Estimating the direct and indirect value employees add to their organizations is essential to the human capital theory. The human capital resource, which is an intangible asset, could contribute to organizations' competitive advantage more than a tangible asset. Economists argued that the combination of human and physical resources is a vital ingredient for the growth of the economy (Pijalovic, 2013).

Dimensions of human capital. Pocas (2014) mentioned that traditionally, education was the only dimension of the human capital theory until the notion of the theory became broader to include health. Education and health were then the two dimensions of the human capital for many years. More recently, the notion of human capital theory began to include all qualities of humans on which an individual's and a company's labor productivity depend. Human qualities include education, physical health, physical and mental capabilities, incentives for work and growth, skills, and competencies. McIntyre (2002) noted the multiple benefits of the human capital theory are significant aspects of the theory.

Investment in human capital. Organizations must build sustainability by enhancing and relying on the capabilities of their workforce. Human capital abilities increase the confidence of investors in the future success of firms, which increases their market capitalization. Employees' capabilities are not only the competencies required to run operations smoothly, but also the indications of the type of skills and abilities that

transform intangible assets into tangible resources. Such intangibles engage the workforce, satisfy clients, establish reputation and confidence among shareholders, and build the firm's long-term sustainability and competitive advantage (Ulrich & Smallwood, 2005).

Becker (1962) argued organizations expect return from investments in their human resources. The return an organization receives from investing in its workforce is similar to the benefits the company receives from other capital investments, if not more (Becker, 1962). Investments in human capital strengthen employees' commitment, which increases clients' loyalty and an organization's profitability. Companies investing in human capital will have more financial returns than businesses that do not invest in human resources (Ulrich & Smallwood, 2005).

Investment in employees' health. Health is a fundamental element in every person's life. Healthy people can concentrate on their jobs and careers and accomplish their objectives. Employees' health condition affects their ability for intellectual, social, emotional, and physical development. Health conditions can determine a person's learning capabilities, productivity, personal development, and future economic income. While employees' good health is a significant factor for increasing the possibility of their participation in the labor market, workers' poor health may lead to adverse influences on earnings and retirement (Zizek & Mulej, 2016).

According to Pocas (2014), health may depreciate over time; however, people can always invest to maintain a proper status of their health. A condition of good health is a person's most valuable asset (Pijalovic, 2013). Health is not only the absence of illnesses,

health is the condition of complete physical, mental, and social well-being of an individual. Health has a significant and positive influence on human capital; investing in health can improve the human capital (Pocas, 2014). Improving people's health increases the productivity of their countries (Skare & Lacmanovic, 2015). The World Bank has promoted several policies to improve health as a strategy to develop and enhance human capital.

Zwetsloot, Scheppingen, Dijkman, Heinrich, and Besten (2010) noted the management of workplace health and health improvement are increasingly relevant for different types of businesses. Healthy employees are a strategic asset to any organization because they are the motor of development and innovations and are a vital resource that leads to the achievement of business objectives. For example, positive mental health is likely to be a central resource for creativity; in contrast, mental health problems have a strong link to loss of productivity (Zwetsloot et al., 2010). A healthy workforce and total quality management are two tools with which to achieve business efficiency and success (Zwetsloot et al., 2010).

Providing a healthy work environment is a critical economic and managerial issue to various businesses. Working sites with poor health environments could affect employees' health and negatively affect productivity. Promoting work health requires the collective efforts of employers, employees, and society to enhance the occupational health and well-being of people. There are several steps for promoting health at the workplace: (a) first, improve the work organization and work environment; (b) second, encourage employees' participation in health enhancement activities; (c) third, provide

and offer different options for healthy living; and (d) fourth, support and promote personal development (Zizek & Mulej, 2016).

Return on investment (ROI). The authors of the human capital theory considered employees' utilization of their development and improvement, such as increased knowledge and enhanced health, a value that generates the success and wealth of the organization. Organizations' investments to enhance their employees' knowledge, skills, and health benefit the workers, increase the value of the human capital resources, and improve organizational productivity (McIntyre, 2002). According to Pijalovic (2013) and Pocas (2014), investing in employees' education and health is a significant practice for employees' well-being and for maintaining strong economic growth. Moreover, organizations investing to enhance their workers' health can better promote employees' commitment and satisfy their clients' expectations (Zizek & Mulej, 2016). Skare and Lacmanovic (2015) also indicated human capital could be increased by investing in the education, training, and health of the workforce. Since health enhancement significantly benefits organizations' economic growth, health is clearly a vital element of human capital (Pocas, 2014).

Mushkin (1962) noted that the high ROI on promoting employees' health encouraged many firms around the world to invest in their people. Because business owners can measure the stock of physical capital in various ways, they can also estimate the stock of health capital in people with several methods. Skare and Lacmanovic (2015) explained there are different ways to show the role of health in production. For example, healthier employees can be more productive than unhealthy employees because of their

physical and mental capabilities and their high level of energy. Therefore, a business can be more productive and efficient when employees maintain good health.

Employees' health is a significant factor that affects organizational costs and assets. Having good health enhances the productivity of the workforce by decreasing the incapacity and the number of days lost because of sick leave. Employees with poor health conditions have more absenteeism than healthier workers (Marzec et al., 2015). Pocas (2014) indicated that healthier employees are less absent from work for medical reasons. Organizations invest in their employees' health to reduce their absenteeism (Marzec et al., 2015) and presenteeism (Zwetsloot et al., 2010). Pocas added that health is a primary value at the individual and social levels. Employees with good health are more productive at the organizational level than workers who have poor health. People who maintain healthy life styles contribute better to the economic performance of their countries than ill people, which has positive outcomes on their societies (Pocas, 2014).

Human capital theory application to security officers' health and work performance. Security work is more stressful than other jobs. Stress is higher in security jobs than any other occupations (Nerurkar, 2014). Security officers have more illnesses, absenteeism, and presenteeism cases than other employees (Russell et al., 2014). Thus, security organizations could suffer more lost productivity than other businesses because of the impact of the occupational stressors on employees' health and productivity. Health is a leading dimension of the human capital theory. Since health is a vital dimension of the human capital theory (Pijalovic, 2013), the theory, by default, covers security officers' health and productivity like all other occupations.

Transactional Leadership Theory

Transactional leadership theory was the opposing theory for this study. Bernard Bass was first to describe transactional leadership in 1947 (Nikezic, Puric, & Puric, 2012). Transactional leaders, or bureaucratic leaders, earn their leadership roles through discipline and control. They establish agreements with their followers and create rules for behavior. Bass (1985) identified the following fundamental attributes underlying the theory: (a) contingent reward, (b) constructive transactions, and (c) corrective actions (Northouse, 2016). Transactional leaders set their followers' wages in a hierarchical fashion. Followers know what to expect if they deviate from the leaders' rules because leaders define their rules at the beginning of the relationship. As followers follow the rules and provide their labor, transactional leaders give them what they owe and begin to set new goals for the next transaction (Nikezic et al., 2012).

Transactional leadership is different from leader-member exchange leadership because transactional leaders do not focus on their followers' individual needs or personal development (Northouse, 2016). Breevaart et al. (2014); Chiaburu, Smith, Wang, and Zimmerman (2014) related transactional leadership to employees' behavior and organizational commitment. Organizational leaders who practice transactional leadership require employees to perform at a higher level than their peers to foster competition (Breevaart et al., 2014).

The LMX leader's goal is to build a personal relationship with each follower; transactional leaders are not interested in building personal or long-term relationships. Transactional leaders emphasize relationship exchanges with their followers.

Transactional leaders inform their followers of how they deviate from the leader's standards (Bass, 1985). An example of transactional leadership is the teacher/student relationship in schools. The teacher informs the student of the criteria to earn an A, and the student works to achieve this goal using the teacher's instructions as a guide. At the end of the class or term, the teacher awards the student what the student has earned, and the process starts over for the next academic term.

In transactional leadership, the leader informs followers in the beginning of what they will receive for their compliance and performance (Hamstra, Yperen, Wisse, & Sassenberg, 2014). Followers of transactional leaders concentrate on organizational rewards, which lead to individual praise that does not foster teamwork (Lord, Brown, & Frieberg, 1999). Individuals do whatever the transactional leader wants because they want the individual rewards. Conversely, LMX leaders want to foster team building and facilitate learning from different perspectives (Hamstra et al., 2014). Transactional leaders do not promote professional growth, raise the level of motivation in followers, or attend to followers' needs; thus, transactional leadership theory would have been unsuitable as a conceptual framework for my study (Northouse, 2016).

Transformational Leadership Theory

Thirty years of research link the transformational leadership practices with positive performance results at the individual, group and organizational levels (Banks, McCauley, Gardner, & Guler, 2016). James Burns introduced the concept of transformational leadership in 1978 (Ramsey, Rutti, Lorenz, Barakat, & Sant'anna (2017). Ramsey et al. (2017) added Burns described the transformational leadership as a

process in which leaders and followers work together to achieve a higher level of morale and inspiration. The strategies transformational leaders use generate substantial change in the lives of employees and organizations by reshaping the perceptions and values of people. Transformational leaders depend on their personality and ability to make change and lead by example by the development of energizing visions and challenging goals. Transformational leaders are moral exemplars who work toward the benefit of the employees, organizations, and countries (Ramsey et al., 2017).

In 1985, Bernard Bass extended the work of Burns by focusing on the benefits of transformational leadership to businesses (Barbiņa, Dan, & Mureşan, 2017).

Transformational leaders succeed in transforming their employees because the employees have faith, confidence, loyalty, and respect for the leaders' qualities, which motivate employees to work harder and exceed expectation. Transformational leaders encourage employees to suggest and develop new and unique ways to resolve existing challenges and to create successful work environment (Chang, 2015; Svendsen, Unterrainer, & Jonsson, 2018). There are several conceptions of transformational leadership theory. Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are the four-component model researchers repeated in the exiting literature (Meuser et al., 2016).

I first considered the transformational theory to be the base of this study. Transformational leaders inspire security officers to work beyond their managements' expectations to achieve organizational objectives (Russell et al., 2014). However, I did not select the transformational leadership theory because it did not include investing in

employees' development and health to mitigate the impact of negative work-related stressors, which is the purpose of this study.

Human Resource Management Theory

Many researchers and academics consider George Elton Mayo the leader and father of the human resources management (HRM) and human relations because of the findings of the Hawthorne studies he conducted in 1920s (Menon, 2016). Lim, Wang, and Lee (2017) and Yilmaz and Kitapci (2017) noted the fundamental concepts of the HRM theory is business leaders can implement the HRM practices to enhance organizations' success by maximizing the human resource value instead of focusing on the traditional personnel management cost reduction activities. Employees can add value to their organizations and HRM practices strengthen employees' value. HRM activities include employees' participation, job design, employee selection strategies, staffing, performance evaluation systems, training and development, and compensations (Alzola, 2018; Delery & Gupta, 2016).

From the 1960s to the 1980s, theorists and practitioners were able to influence managerial schools of thought concerning the value of the HRM initiatives to business success. Organizational leaders started to shift from emphasizing on the costs associated with employees to realize and benefits of the essential role employees play to support organizational objectives (Liu, Combs, Ketchen, & Ireland, 2007). Subsequently, the focus and interest in managerial plans and activities to enhance organizations' competitive advantage through HRM practices received more attention from business leaders (Liu et al., 2007).

Researchers conducted empirical studies to investigate the relationship between HRM practices and organizational performance. According to Konrad, Yang, and Maurer (2016) and Su, Wright, and Ulrich (2018), the authors of many empirical studies revealed a positive association between HRM activities and organizational productivity. The researchers of the empirical studies also supported the notion HRM activities are most effective when business leaders develop and implement them as an integral part of the overall organizational strategies (Arora, 2016; Jayasinghe, 2016). Arora (2016) and Jayasinghe (2016) explained business leaders cannot separate HRM practices from organizations' strategic objectives because business issues fundamentally relate to human resources. The more business leaders embed the HRM initiatives in the organizational system, the more those initiatives help to generate a work environment support achieving organizational goals and business success (Meyer & Dunphy, 2016).

Practitioners of the HRM initiatives increasingly promote employees' well-being (Secchi, Bui, & Gamroth, 2015). When employees do not have a sense of well-being, they have less confidence in their leaders, their work performance decreases, and have more turnover, absenteeism and presenteeism. Protecting employees' health and well-being are vital contributors to employees' high work performance (Skare & Lacmanovic, 2015). Researchers of the HRM theory have been increasingly concentrating on the strategies of the human capital theory, including worksite wellness programs to promote employees' well-being (Secchi et al., 2015). The basic notion of the human capital theory includes human resource development initiatives, such as worksite wellness programs, to improve employees' health and work performance (McIntyre, 2002). Investing in

employees' health and the development of worksite wellness programs mitigate occupational stress and promote work performance (Mosadeghrad, 2014; Pijalovic, 2013), which is the purpose of this research and the reason the human capital theory is the foundation of the study.

Private Security Overview

Private security refers to the security protection services private security organizations provide to control crimes, protect lives and other assets, and to maintain order at their employers' facilities (Asomah, 2017). Like public police agencies, private security organizations are law enforcement services providers. The private security and public police rules, policies, and procedures are similar (Santonen & Paasonen, 2015). The main difference between public and private security is that the private security organizations offer law enforcement and protection services for fees (Asomah, 2017). The occupational stress associated with private security work is similar to the public police. Private security officers face the same threat police officers face. The officer's job exposes them to hostile, unlawful attacks by criminals at any moment while they are on duty securing their company's assets (Tutenges, Sogaard, Kroll, Bloomfield, & Hesse, 2015).

Private security development. Cobbina, Nalla and Bender (2016) revealed the private security industry grew dramatically in the last few decades. The number of security officers employed in the private security sector has outscored the number of public police officers considerably. Cobbina et al. added while the number of police officers in the United States, for example, is 833,000, the number of private security

guards is 1.1 million. There are approximately 8,000 security firms provide private security protection services. Six thousand of the private security companies have more than 100 security officers and the rest have less than 100 security guards (Cobbina et al., 2016). Furthermore, the private security business continues to grow rapidly all over the world (Cihan, 2016; Santonen & Paasonen, 2015).

Private security vs. public police tasks. The functions of private security and public police officers are nearly identical; they have almost the same responsibilities and perform similar tasks. The expansion of the industrial market and mass private properties, such as shopping malls, apartments, complexes, and amusements parks, have technically unified the types of protection services private security and public police provide (Cobbina et al., 2016). Like with public police, the duties of the private security officers bring them into contact with the public in different ways including, for example, while patrolling their organizations to maintain order and protect citizens, and when resolving public disputes and family matters (Cobbina et al., 2016). Private security officers wear uniforms and carry lethal weapons to protect their employers' assets and interests. The officers patrol onshore facilities by vehicles, on foot, and by airplanes. They also patrol offshore facilities by boats and airplanes. The officers also safeguard premises and manage crowds (Cobbina et al., 2016).

Private security organizations provide more protection services than public police organizations (Santonen & Paason, 2015). Private security officers perform a variety of tasks public police do not usually perform such as surveillance activities, information protection, and risk management. The private security guards also, proactively, prevent

drugs, violence, antisocial behaviors, thefts, and white color crimes at the workplace. Furthermore, the private security officers assist other crews during disasters and emergencies, and check doors, locks, windows, fences, and signs of fire hazards (Cobbina et al., 2016).

As part of their responsibilities, private security officers screen and escort visitors, search employees and vehicles, manage car parks, provide first aid, and perform reception duties. The officers also offer access control, closed circuit TV monitoring services, and enforce rules and administer sanctions. Additionally, the officers respond to offenses and deal with emotionally disturbed individuals, respond to calls for assistance, and attend to verify activated alarms (Cobbina et al., 2016). Furthermore, the officers seize and preserve exhibits and conduct informal liaison with public police and other government agencies where and when necessary (Cobbina et al., 2016).

Private security training and development. Although private security and public police officers perform similar tasks, the private security guards receive less training than police officers (Cobbina et al., 2016). Cihan (2016) added, in many cases, the private security officers receive inadequate training. The majority of officers have insufficient knowledge for handling incidents appropriately. In a study involving private security officers, almost all participating officers made at least one mistake when asked to respond to emergency events in a hypothetical scenario (Cihan, 2016). Insufficient training and failure to handle security matters properly create more pressure and stress on private security officers than on public police officers who receive adequate training (Cihan, 2016).

Occupational Stress

Personal and professional environment are the sources of stress. Employees spend more than one third of their time at work, which is one of the main reasons that researchers are paying more attention to occupational stress (Sharma, 2015). According to Zizek and Mulej (2016), there are factors in work environments lead to different job-related diseases. A disease is the state of an organism's reaction to the environment, which results in a functional disorder of the organism (Zizek & Mulej, 2016). Some illnesses cause employees' inability to perform normal job activities. One of the most common threatening diseases to all employees, no matter their occupation type, is work-related stress. Job stress is a result of the negative characteristics of the work environment. Occupational stress can also be a psychological response to harmful factors at the workplace that affects employees' health (Zizek & Mulej, 2016). The National Institute for Occupational Safety and Health (NIOSH) is the branch of the U.S. Department of Health and Human Services (HHS) responsible for researching and providing recommendations on the prevention of occupational diseases and injuries. NIOSH reports several work-related conditions, such as administrative practices, interpersonal relationships, job responsibilities, career path concern, and work atmosphere to contribute employees' stress (Patterson, Chung, & Swan, 2014).

Although work-related stress is not a new issue, job stress is gaining more attention in the news (Goswami, 2015). Occupational stress is a concern to businesses all over the world (Nerurkar, 2014). Work-related stress tends to affect all professions and employees irrespective of their categories (Andrew & Kishokumar, 2014). Job stressors

exist in all types of economic occupations, including services, agricultural, and industrial sectors (Shoba & Kalpana, 2016). Occupational stress is also present at all organizational levels from executive management to front-line employees (Goswami, 2015).

Stress in the workplace is growing with the heightened competition between different businesses (Khuong & Yen, 2016). Employees around the globe increasingly complain about work stress (Idris et al., 2010). O'Keefe et al. (2014) stated approximately 70% of employees regarded their work as a primary source of stress. Khuong and Yen (2016) added almost all employees feel some pressure to some extent.

A certain amount of stress could have a positive influence (Jannoo, Yap, & Haron, 2015). Employees, however, in most situations, are suffering an elevated level of stress beyond their capacity to tolerate. High levels of job stressors have an adverse effect on employees' health and work performance (Jannoo et al., 2015). Harmful stress occurs when people face events and situations they perceive as endangering their physical and psychological well-being (Andrew & Kishokumar, 2014). Marzec et al. (2015) and Zizek and Mulej (2016) argued occupational stress presents a risk to health when the stress level is beyond a person's ability to control and cope with effectively. Work-related stress results in harmful consequences on employees work performance, and organizational productivity and profit. Thus, occupational stress is one of the most critical problems firms must address to operate their businesses successfully and competitively (Zizek & Mulej, 2016).

Occupational stress definitions. Several authors have provided definitions of work-related stress. The national institute for occupational safety and health defined

occupational stress as the harmful physical and emotional response resulting from job requirements beyond employees' ability and resources (Wang et al., 2014). According to Lather et al. (2011) and Shoba and Kalpana (2016), occupational stress refers to the adverse mental, physical, and behavioral reactions to work requirements exceeding an employee's capability to manage.

Suginraj (2016) mentioned stress relates to the tensions that develop from the conflict occurring between the external environment and people, which leads to emotional and physical stress. Idris et al. (2010) provided three categories of job-related stress, which they called stimulus belief, response belief, and the interaction between stimulus and response beliefs. Stimulus belief is any work-related stressor damage to workers' well-being (Idris et al., 2010). Response belief is the employees' reaction to occupational stressors (Idris et al., 2010).

Occupational stress impact. Lee et al. (2015) argued workplace stress is increasingly recognized as an unpreventable harmful factor to employees' health and productivity. Job stress leads to significant health problems, high healthcare cost, employees' dissatisfaction (Wang et al., 2014), poor employees' work performance, and reduction of firms' overall productivity and profit (Lee et al., 2015). For a stressful situation to result in damaging consequences, the situation must have a strong influence on the individual attention evoking a feeling of disappointment, annoyance, and anger, or simply the person believes the situation should not have happened to him/her (Lather et al., 2011). In the following paragraphs, I outline the negative impact of occupational

stress on employees' health, job satisfaction, work performance, and organizational productivity and economical.

Occupational stress impact on employees' health. The World Health Organization defined health as not only the absence of illnesses, but also the complete status of physical, mental, and social well-being (Zwetsloot et al., 2010). Occupational stress has an adverse effect on employees' health, which, in turn, reduces their work performance (Mosadeghrad, 2014; Russell et al., 2014). Job stress leads to adverse outcomes for the employees and organizations (Arocena & Nunez, 2014). Money and Ehimwenma (2016) stated the latest developments in healthcare have revealed work-related stress as the cause of many health disorders both psychological and physical illnesses. Workplace stressors are behind most job-related diseases (Zwetsloot et al., 2010).

Mosadeghrad (2014) reported occupational stress might lead to emotional fatigue, mood disturbance, insufficient sleep, difficulty to focus, depression, increased risk of physical injuries, cardiovascular illness, and high blood pressure. Work stressors could also result in adverse personal behavior including anger, anxiety, irritability, and suicidal attempts (Mosadeghrad, 2014). NIOSH reported occupational stress could lead to musculoskeletal disorders, injuries, suicide, cancer, and immune function deficiency (Patterson et al., 2014; Sharma, 2015). Goswami (2015) also noted the harmful effect of occupational stress on employees' health has negative psychological effect leading to an unhealthy lifestyle. Stressed employees may develop the habits of overeating, smoking,

alcohol and drugs addiction, as well as severe chronic diseases, such as hypertension and heart diseases (Goswami, 2015).

More than 500,000 workers argued occupational stress made them ill (Lather et al., 2011). Work-related stress accounted for 9.9 million days of sickness absence in 2014 and 2015, which is an average of 23 days lost per each employee every year (Donaldson & Harriss, 2016). Thirty-five percent of all days missed from work were because of work-related illnesses resulting from occupational stress (Donaldson & Harriss, 2016). Shoba and Kalpana (2016) concluded occupational stress has a stronger link to health problems than any other life stressors, including family matters and financial difficulties.

Occupational stress impact on job satisfaction. According to Tomazevic, Seljak, and Aristovnik (2014), several studies have related occupational stress to job dissatisfaction, which, in turn, leads to poor work performance. Employees' satisfaction refers to the positive emotional feeling resulting from the perception of work, work environment, and all elements of the workplace (Tomazevic et al., 2014). Wang et al. (2014) explained work satisfaction reflects the degree of satisfaction one feels about his or her job. Employee satisfaction is a primary factor for ensuring the long-term effectiveness and efficiency of both the private and public organizations. Satisfied workers work more efficiently and perform better than dissatisfied employees (Tomazevic et al., 2014).

A happy individual is more fruitful and productive and more efficient in meeting an organization's ultimate objectives than a disgruntled worker (Contan, 2015). Contan (2015) added firms with satisfied employees are more efficient and productive than

companies whose workforces are unsatisfied. Satisfied employees engage more in organizational citizenship behaviors and activities. Contan added there was a negative relationship between satisfaction and absenteeism. Happy workers tend to be more committed and have lower rates of absence, turnover, and withdrawal behaviors (Contan, 2015).

Goswami (2015) stated the security officers work under constant stressful conditions, which could develop job dissatisfaction. Wang et al. (2014) indicated although the stress associated with security work has a tremendous negative impact on security officers' job satisfaction and work performance, many people do not understand the amount of stress the officers suffer as part of their jobs. Wang et al. identified several occupational stressors lead to security officers' job dissatisfaction, including dealing with the public and suffering severe injuries or death when they fight criminals. Some people react negatively when private security officers enforce the law or a new policy on behalf of their employers. Such people object, obstruct, or even attack the officers to reflect their disagreement with the law or policy. These work-related stress factors result in job dissatisfaction, which lead to reduced work performance and productivity (Wang et al., 2014).

Occupational stress impact on work performance. Work performance refers to a task an employee can complete successfully (Khuong & Yen, 2016). Desired job performance is essential for employees and organizations effectiveness. Employees work performance relates directly to job satisfaction, motivation, effective human resources management, and the success and failure of businesses (Contan, 2015). Management

must identify and review employees' needs to resolve any factors that could negatively affect their job performance. Performance management help aligns individuals objectives with organizational goals. The ultimate goal of managing work performance is to improve the employees' capacity to fulfill their job requirements and achieve full potential to benefit themselves and their organizations (Contan, 2015).

Many studies include considerable evidence of the adverse effect of occupational stress on employees' work performance (Russell et al., 2014). O'Keefe et al. (2014) relayed approximately 51% of employees complained work-related stress reduces their performance. Khuong and Yen (2016) reported management personnel realize that human potential, including good work performance, are decreasing as a direct consequence of occupational stress. Since 1996, occupational stress negatively affected the job performance of almost 3 billion employees, worldwide (Khuong & Yen, 2016).

Lee et al. (2015) explained job-related stress affects employees' job performance in different ways, including when employees get sick their work performance is affected, which also reduces organizations' productivity. Goswami (2015) explained occupational stress has an adverse effect on employees and firms including diminishing work performance and causes employees to be less motivated, less productive, and less safe in the workplace than non-stressed workers. Goswami added employees who suffer work stress attempt to withdraw from work by absenteeism or by resigning from their organizations. Shoba and Kalpana (2016) also highlighted the negative impact of occupational stress on employees' job performance, which results in the reduction of their firms' effectiveness.

Occupational stress impact on productivity and profitability. Idris et al. (2010) noted occupational stress has detrimental consequences. Work-related stress negatively affects businesses productivity and profitability. Companies spend significant amounts of money on their employees' treatment of job stress-related illnesses (Goswami, 2015). O'Keefe et al. (2014) stated the utilization of healthcare programs to handle stress-related health problems costs U.S. companies \$68 billion per year and decreases businesses profit by 10%. Marzec et al. (2015) added the lost productivity time because to health problems costs U.S. companies approximately \$226 billion.

Employees with poor health conditions have more absenteeism than healthier workers (Marzec et al., 2015; Shoba & Kalpana, 2016; Zizek & Mulej, 2016). Maintaining good health conditions lead to less absenteeism and presenteeism and more productivity. Lee et al. (2015) stated several researchers have concluded work-related stress affects the overall business efficiency, effectiveness, and leads to significant losses to organization.

Occupational Stress Impact on Security Officers and Organizations

Occupational stress is a primary concern to both public and private security agencies (Nerurkar, 2014). Security work is the most stressful among all jobs (Russell et al., 2014). Security officers suffer more burnout, illnesses, and absenteeism than employees from other industries (Russell et al., 2014). Private security work stressors affect the security officers' health, well-being, and job performance as well as their organizations' productivity negatively (Lather et al., 2011; Nerurkar, 2014; Rose & Unnithan, 2015). The nature of security work makes security officers prone to workplace

stress more than other workforces, which requires adequate attention by their organizations (Lather et al., 2011). For example, the adverse outcomes of occupational stress are behind the alarming increase of suicide cases among security forces officers (Lather et al., 2011).

Goswami (2015) indicated many studies provide considerable evidence of the negative impact the nature of security work has on security officers. Officers work under a constant stressful situation, which leads to several negative outcomes. For instance, 35% of security officers suffer an elevated level of posttraumatic stress (Suginraj, 2016). In addition, 80% of security guards suffer from depression at their workplace and 55% of them feel they do not have time to enjoy their personal lives (Suginraj, 2016). Moreover, 74% of the officers complain of headaches and 92% have back pain (Suginraj, 2016). Headaches and back pain are the two primary symptoms of stress (Suginraj, 2016). Neck and shoulder pain, heart diseases, and anger are other consequences of the occupational stress private security officer experience (Suginraj, 2016). Officers also suffer adverse psychological, physiological, and behavioral outcomes from work-related stress (Patterson et al., 2014). The American Stress Institute (ASI) avoids classifying different jobs as most or least stressful. However, ASI reports that a coronary episode, which officers experience while on or off duty, is a work-related injury. Accordingly, the officers are entitled to receive workers compensation for the coronary episode (Patterson et al., 2014).

Impact on officers' families. In addition to the negative physical and psychological impact of work-related stress on officers, there is a negative impact on the

officers' commitments towards their families (Rose & Unnithan, 2015). According to Patterson et al. (2014), security officers and their family members suffer a higher level of stress than others in society. Working in the security field increases the risk of family conflict, substance abuse, and mental diseases (Patterson et al., 2014). High levels of stress can compromise the health and well-being of security officers and the people who socialize and interact with the officers outside the workplace, including their family members (Patterson et al., 2014). The working environment affects officers' abilities to solve their problems and address job-related challenges and family issues properly (Lather et al., 2011).

Jackson and Maslach (1982) explained security officers and their families pay emotional price for the officers' occupational stress because they often take home the tension they suffer at work. Officers go home while experiencing feelings of anger, emotions, tension, and anxiety, and usually in complaining mode (Jackson & Maslach, 1982). Officers also suffer difficulty in sleeping well at night and tend to spend a lot of time away from their families. Furthermore, security officers do not fulfill their responsibilities towards their families' needs and usually suffer unhappy marriages. A considerable number of officers leave their jobs to satisfy their commitments toward their families and save their marriages, which increases turnover (Jackson & Maslach, 1982). Turnover because of job stress is economically costly for organizations. Turnover incurs the cost of recruiting, training, and other employee replacement activities that associate with turnover and hiring new officers (Jackson & Maslach, 1982).

Stressors associated with security work. Lather et al. (2011) stated the security work environment is one of the primary sources resulting in the work-related stress security officers suffer. Other stressors include working variable shifts, hazards associated with the job, public expectations, lack of clear guidelines, excessive workload, lack of adequate training, exposure to violence, and dealing with intruders and unlawful individuals (Money & Ehimewenma, 2016; Zizek & Mulej, 2016). Patterson et al. (2014) identified several categories of stress relate to security work. The stress categories are the nature of law enforcement work, dealing with the public, and the impact of stress on officers' personal lives. Wang et al. (2014) also stated job content and employment context are two sources of stress in the security occupation. Job content refers to the aspects of the job, such as violence associated with the nature of work, working overtime, and working variable shifts (Wang et al., 2014). Job context refers to the characteristics of the organization and behaviors of stakeholders (Wang et al., 2014).

Stressors associated with the security work-shift work. Ferri et al. (2016) defined shift work as the work schedule outside the regular daytime working hours. Shift workers work and sleep against normal chronobiologic rhythms, which leads to a misaligned pattern of sleeping and waking. Shift workers cannot adapt to the sleeping and activity regular cycles. Shift workers sleep during the times when their physical energy is usually high and work when their physical energy is low, which leads to an adverse impact on the health condition of shift workers. Sleep disorder is one of several health problems shift workers suffer. The range of shift workers complaining about sleep disorders and difficulty to sleep is from 10% to 90% (Ferri et al., 2016). Sleep disorder and work stress

increase the risk of depression. Major depression in shift workers is linked to sleep disturbance. Moreover, shift work has an adverse effect on family and social life (Ferri et al., 2016).

Shift-work is one of the leading sources of job-related stress in several occupations (O'Keefe et al., 2014), including security protection work (Maran, Varetto, Zedda, & Francini, 2014; Money & Ehimwenma, 2016). Most officers work three different shifts, which is a primary source of the occupational stress they suffer (Wang et al., 2014). Shift work exposes security officers to chronic diseases, such as an elevated heart rate and blood pressure.

Stressors associated with security work-job hazards. Risks related to the security job, including the risk of traumatic events, are primary sources of work-related stress security officers' experience (Money & Ehimwenma, 2016). Russell et al. (2014) stated security work is a stressful, high-risk job because of the level of hazards and the different types of the stressors that officers face. Employees who work in organizations operating in dangerous, risky work environments encounter higher levels of adverse occupational stress and health problems than employees working in other businesses.

Tutenges et al. (2015) noted nightclub security officers, whose job is to provide order and security for their organizations, have revealed that the nature of their occupation exposes them to a considerable amount of stress and violence in the workplace. Security staff could be victims of physical assault at any moment while on duty. Almost all nightclub security officers have experienced one or more types of

threats, including the attack by a lethal weapon, for the reason of doing their job and enforcing security and order at their working places (Tutenges et al., 2015).

Managing Occupational Stress

Companies should address managing occupational stress that leads to health problems, job dissatisfaction, and poor work performance to be competitive. Successful organizations must identify the stressors associated with their operation, work environment, and identify strategies to mitigate the adverse impact of stress on employees and firms (Khuong & Yen, 2016). Marzec et al. (2014) stresses organizations must develop programs to help their employees realize their work-related stressors and deal with them effectively. Patterson et al. (2014) also said the nature of security work and the harmful affect it has on security officers necessitates exploring strategies to mitigate the negative consequences of the occupational stress.

Importance of managing occupational stress. Identifying and handling stressors related to security work is critical to avoid their adverse consequences on the security officers and their organizations (Money & Ehimwenma, 2016). Siu, Cheung, and Lui (2015) noted to help security officers cope with their stressful work and improve their health and job performance, their organizations have to invest in employees' assistant programs (EAPs). Leaders applying EAPs can deal efficiently with the factors affecting their employees' job performance negatively. Several different industries around the globe utilize EAP to support their employees. EAP is most applicable in high-stress and high-risk jobs such as security work (Patterson et al., 2014).

Assisting employees to reduce the negative affect of work stress is a fundamental approach to demonstrate management support to the workforce, which reflects positively on employees' perception of their organizational support and commitment (Nielsen, 2014; Silcox, 2016). Corporate-perceived support refers to the belief workers develop about the extent to which their organizations value them and their contributions. Positive corporate support also reflects the degree to which a company cares about the health and well-being of its employees. The greater an organization's efforts and support to the workforce, the stronger the employees' positive perception of the organisation. Positive corporate support creates a feeling of obligation, which stimulates employees to increase their efforts and enhance work performance to benefit their organizations (Nielsen, 2014).

Zizek and Mulej (2016) stated managing occupational stress and promoting workers health have several advantages. Managing workplace stress protects and improves employer branding image and values, enhances employees' commitment and competencies, decreases business cost and disruption, and demonstrates social responsibility. Social responsibility refers to firms' positive impacts and contribution to the society (human and nature), which includes workers' health in terms of medical issues and human resource management (Zizek & Mulej, 2016). A significant impact on employees' health comes from the environment where they work. Healthcare programs concern employees and the whole society. Health is personal and a social good. Good health of the general population results in a reduction of poverty, growth of the economy, and long-term social development (Zizek & Mulej, 2016). Employees tend to work for

less pay and perform more productively in socially responsible companies than employees who work in businesses that do not demonstrate social responsibility (Sun & Yu, 2015).

Strategies for managing occupational stress and job performance. There are two categories of stress management interventions: reactive and proactive (Patterson et al., 2014). The reactive is the clinical interventions including specific techniques, such as psychological counseling. The proactive intervention is to enroll security officers in wellness programs to learn, develop, and apply skills and capabilities to help them manage occupational stress safely (Patterson et al., 2014). Additionally, having an ethical work environment promotes a productive level of job performance. According to Osibanjo, Akinbode, Falola, and Oludayo (2015), businesses can develop and maintain sustainable work performance through solid work ethics. Osibanjo et al. added that many studies have highlighted the need for employers and employees to promote ethical practices and discourage unethical behaviors to avoid damaging the corporate image and good work performance.

Employers and employees' practices that promote integrity, fairness, sense of accountability, self-discipline, stakeholders' satisfaction, and teamwork reflect the extent to which a business environment is ethical (Osibanjo et al., 2015). Institutionalization of ethics relate positively to work quality. Ethical working environment represents the degree to which values are included, explicitly and implicitly, in the organizational decision-making process (Torlak, Tiltay, Ozkara, & Dogan, 2014). Osibanjo et al. (2015)

concluded good work ethics is a significant factor for desired work performance, regardless of other circumstances.

Suginraj (2016) addressed several other strategies to manage occupational stress and improve work performance. The strategies to manage workplace stress include effective work-life balance plans, spending time with family, family counseling and financial motivation, employees' health protection policies, leadership styles, and the workplace wellness programs. For this study, the focus was on leadership style, health protection policies, and workplace wellness programs as strategies to mitigate occupational stress associated with the private security work.

Leadership style. Samad, Reaburn, Davis, and Ahmed (2015) stated the findings of many studies revealed leadership style plays a significant role in employees' well-being and organizational productivity. Zineldin (2017) stated several researchers recognized the significant impact of leadership styles on work and overall psychological health of the workforce. Leadership practices can increase the value of a company's human capital in the form of high job performance and citizenship behaviors. For example, Gozukara and Çolakoglu (2015) said the work-family struggle is a critical matter for employees and organizations. The troubled life between job and family cause employees to develop damaging attitudes toward work, which result in lower organizational performance. Gozukara and Çolakoglu found leaders support reduced the job stress resulting from work-family conflict, which reflects positively on employees' work performance.

Leaders can also weaken the value of human resources. Non-ethical practices, for instance, are some of the strongest and immediate reasons behind destroying the value of human capital (Ulrich & Smallwood, 2005). According to Che, Zhou, Kessler, and Spector (2017), passive leaders can develop a stressful workplace and have a harmful effect on employees' health. Passive leaders are detrimental because they lack leadership skills and establish a negative work environment. Studies have linked passive leaders to employees' psychological distress, burn out, fatigue, high cortisol level, mental health, and poor well-being and physical health.

There are several techniques leaders can use to increase the value of their employees, such as demonstrating support, keeping promises, and establishing trust and credibility. Once credibility exists, leaders can envision a future state and generate enthusiasm, loyalty, and a trustful working relationship among employees. Today's actions must reflect this future positive vision. Otherwise, the hope for good future will prove untrue (Ulrich & Smallwood, 2005). In the following paragraphs, I discussed transformational, health promotion and servant leadership styles, which have proven to help employees manage occupational stress effectively.

Transformational leadership. Salem (2015) noted several studies had highlighted the constructive role transformational leadership can play to support employees and organizations' success. The characteristics of transformational leaders help reduce employees' stress and enhance their well-being. Transformational leaders also inspire work performance beyond expectations (Salem, 2015). Transformational leaders can motivate employees to develop higher commitment toward the organizational business

objectives. Additionally, transformational leadership has a significantly positive impact on teamwork and job performance (Rao & Abdul, 2015).

Russell et al. (2014) stated transformational leaders' behaviors motivate security officers to perform even beyond what the company expects and requires.

Transformational leaders deliver a positive impact on officers by stimulating value and aspiring officers. Transformational leaders use their skills to activate higher order needs and motivate followers to assume ownership of their organizations. Officers tend to trust and respect transformational leaders' actions, which reflect positively on their work performance (Russell et al., 2014).

Transformational vs. health-promoting leadership. According to Dunkl, Jimenez, Zizek, Milfelner, and Kallus (2015), both transformational vs. health-promoting leadership styles have a significant effect on employees' recovery at the workplace. Health-promoting leadership focuses on enhancing health working based on six work-life areas mismatches that can happen between employees and their workplaces. Leaders who minimize these mismatches can create a workplace that improves health. The six areas are workload, control, reward, community, fairness, value-fit, and health awareness (Dunkl et al., 2015).

Practitioners relate transformational leaders with low occupational stress and burn out. Furthermore, transformational leaders demonstrate capabilities to create a meaningful work environment, role clarity and more opportunities for development. They can inspire employees, also satisfy their emotional needs, and intellectually stimulate

them. The transformational leadership concept is based on the following four elements (Dunkl et al., 2015).

First, inspirational motivation, which refers to developing and giving employees a positive and optimistic vision of future developments. The second element is the individualized consideration, which describes the extent to which leaders satisfy the needs of their employees. They are good listeners to the employees' worries. They also mentor and coach their employees. The third element is the idealized influence, which focuses on charisma. A leader acts as a role model who shows positive characteristics. Transformational leaders focus on higher-order ideals and values. Finally, intellectual stimulation which refers to encouraging employees' innovative and creative ideas (Dunkl et al., 2015).

Servant leaders. Servant leaders could also play a positive role in minimizing the negative impact of occupational stress on employees. Servant leaders focus on the benefits of their workers. They exercise constant inspiration, responsibility, and behavioral support to their employees' quest for satisfying lives. They have the desire to serve their employees' needs, development, and well-being, which reflect positively in their abilities to manage and cope with occupational stress effectively (Li, Li, Tu, & Liu, 2018).

Health protection policies. Duncan (2016) noted having a workplace policy for the protection of employees' health is a necessity for employees' well-being. O'Keefe et al. (2014) explained an occupational stress policy is a statement establishing employers' responsibility to provide healthy and safe work environments for their employees.

Developing and enforcing health protection policies can limit the risks associated with negative workplace stressors. Health protection policies cover strategies to mitigate work-related stress and its negative impact on employees' well-being, job performance, and productivity. The purpose of the policies is to sustain employees' good health. For instance, a security department may manage or reduce security officers' stress by developing and implementing policies mandating the implementation of stress management courses, psychological debriefing programs and enroll employees in routine sport activities (Tutenges et al., 2015).

O'Keefe et al. (2014) reported workplace psychosocial risks are a significant public health concern in industrialized nations. Workplace psychosocial risks are the psychological and social factors that generate threats to employees' physical and mental health. Industrialized countries work on the prevention of psychosocial risks by addressing those risks in the organizations' policies. Employees expect employers to protect their health by developing and implementing health protection policies. The unavailability of such policies may result in a lack of sufficient data about occupational health-related matters, which put workers' health and well-being at risk (Duncan, 2016).

Work-life-balance policy. Work-life balance policy (WLBP) covers various concerns that have the potential to impact employees' health negatively (Zheng, Molineux, Mirshekary, & Scarparo, 2015). For example, the policy may restrict weekly working hours to reduce workers fatigue. Employers and employees support the development and implementation of WLBP as the WLBP benefits both. Employees benefit from WLBP in the form of having better health, which increases work

performance and organizations productivity. Once WLBP developed, employees must receive awareness about the policies. The WLBP should focus on the employees and community more than on the company to achieve effectiveness and fairness in the allocation of resources (Zheng et al., 2015).

Workplace wellness programs. workplace wellness programs are gaining more popularity as an effective strategy for minimizing occupational stress. Wellness programs refer to the opportunities that companies provide to support their employees develop a healthy lifestyle, minimize absenteeism and presenteeism, and improve job satisfaction and work performance (Secchi et al., 2015). McIntyre (2002) said the fundamental assumption of the human capital theory supports human resource development initiatives, such as worksite wellness programs, to improve employees' performance and productivity.

Benefits of wellness programs. The development of supportive social atmosphere and workplace wellness programs reduce occupational stress, elevate employees' job satisfaction, and increase work performance (Mosadeghrad, 2014). Kocakulah and Powers (2015) and Ho (2017) argued firms invest in workplace wellness programs because those initiatives help employees improve their health, develop satisfied, more productive workforce, and reduce health care cost. Zwetsloot et al. (2010) noted implementing workplace wellness programs to maintain employees' health in good condition benefits organizations in different ways: (a) increases the organizational effectiveness and efficiency and (b) reduces health care costs. Workplace wellness

programs decrease the cost of treating sick employees, the cost of worker compensation related to sickness absences, and the cost of replacing ill employees with fit workers.

Kocakulah and Powers (2015) stated wellness programs may also help reduce the cost of premiums for health insurance. Organizations that have established wellness programs are in a stronger position to discuss with health insurance providers for discounted premiums. Such organizations can prove their employees are at less risk of health problems (Kocakulah & Powers, 2015). Elia and Rouse (2016) stated wellness programs could bring a return on investment (ROI) of \$3.27 for every \$1 a company invests in workplace wellness programs. Such programs may also lead to a reduction in absenteeism of 25%, which leads to a saving of \$2.73 in absenteeism cost for every \$1 an organization invest in wellness programs (Elia & Rouse, 2016). Even the basic wellness programs can improve employees' health and make saving in health care cost (Kocakulah & Powers, 2015).

Employees' responsibility toward wellness programs. Idris et al. (2010) posited job-related stress mainly results from organizational factors, yet employees are responsible for reducing the stress. Employees ought to take the initiative and participate in the organizations' wellness programs to mitigate the negative impact of occupational stress. Mosadeghrad (2014) added that while organizations must develop and implement policies to improve employees' quality of work-life, employees must utilize their skills to improve their capacity to cope better with occupational stress. Elia and Rouse (2016) stated employees who participated in wellness programs for two years increased their wellness score by 6.8% and enhanced their physical activities and nutrition. Participants

of wellness programs also broke the barrier preventing participation in wellness programs (Elia & Rouse, 2016). Security officers can also develop stress-tolerance by participating in stress reduction activities and applying practical methods and techniques of physical, mental and emotional self-regulation (Bilyalova, Ryseva, & Kalashnikova, 2016).

Planning wellness programs. Despite the many advantages of wellness programs, they can fail if management does not support the programs by good planning, establishment, and implementation (Kocakulah & Powers, 2015). The wellness initiatives could be useful and enhance employees' health when organizations develop and execute them appropriately (Silcox, 2016). Elia and Rouse (2016) outlined several elements of a comprehensive, successful wellness program. First, the top management must support the program by showing their commitment and setting the example for others. Senior management support and participation are essential to the programs' success and continuity. Second, the organization must develop and implement health-related policies and practices to institute a culture of health and mandate wellness programs. Management staff should amend health-related policies and align them with the values that consider employees' health and well-being a priority. Effective communication is another important element for the success of wellness programs. The organization must explain to all employees, in clear language, the objectives and benefits of wellness programs to encourage employees' participation. If employees do not understand the goals of the wellness programs and how they can benefit from them, they would be less likely to participate (Elia & Rouse, 2016).

The fourth element of a successful wellness program is to have focused activities. For the programs to be efficient, an organization must first identify its specific needs and gaps posing a risk to employees' health then focus the wellness programs elements in the areas that require improvement. The efforts and resources should target the areas that need improvement instead of being scattered and waste resources unnecessarily in wellness activities that do not satisfy the employees' specific needs. Periodic evaluation of the wellness programs is another essential element to ensure its continued success and effectiveness. An organization must review its plans to ensure the plans meet the objectives of the wellness programs and continue to address areas for improvement (Elia & Rouse, 2016).

Trends in workplace wellness programs. Secchi et al. (2015) stated the well-being of employees is a significant concern to human resources management (HRM). HRM departments reflect their care about employees' well-being through wellness programs as part of the employees' benefits packages. Employee assistant programs, such as workplace wellness programs, reflect organizations' support and commitment towards employees' health and well-being (Silcox, 2016). Many organizations have begun to offer employees' benefit plans, which include wellness elements (Kocakulah & Powers, 2015). Ho (2017) relayed 70% of employers offer wellness programs to their employees. Employers realize supporting their employees to attain a healthy lifestyle results in reduction in sick leave and medical claims costs, which improves productivity, increase savings, and enhance retention (Secchi et al., 2015).

Transition

In Section 1, I included the background and foundation of the study, addressing occupational stress and its negative impact on private security officers' health and work performance as the business problem. In the literature review, I highlighted the nature of security work and its negative stressors in more details. I also looked at human capital theory, which was the base of the conceptual framework for this study. I outlined human capital theory's dimensions, which are education and health, but with more focus on health and the return on investing in employees' health to manage work stress proactively. Private security leaders must explore and adopt strategies to mitigate the negative impact of stress on their officers' health and job performance.

Section 2 will consist of the processes and procedures I used to conduct this study. In Section 2, I described in detail the role of the researcher and participants, the population, the sampling approach, the research method, and the research design as well as the significance of conducting ethical research. Furthermore, I will outline the data collection, organization, and analysis techniques, including the strategies I applied to ensure the reliability and validity of the study development process and the study findings. Section 3 will contain a presentation of the research findings, a description of how the results of the study could apply to professional practices, and implications to positive social change. In addition, in Section 3 I will include recommendations for future research, reflection of the study and conclusion.

Section 2: The Project

In Section 2, I will restate the purpose of the study and describe my role as a researcher. I will also present the research method and design, the method for selecting participants, and the ethical research requirements that I followed during this study. Section 2 will consist of my role as the study instrument during data collection and data analysis. Section 2 will conclude with a detailed description of the reliability and validity of the study. Section 2 was the foundation to Section 3, which will include a presentation of the results, implications for social change, and recommendations for action and additional research.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies private security organizational leaders used to mitigate private security officers' occupational stress. The targeted population consisted of four private security leaders working in a private security organization located in Manama, Bahrain, in the Middle East Region, who had successfully reduced the impact of occupational stress on their employees. The results of this study could contribute to positive social change in the form of improved productivity for private security organizations as well as other types of businesses, strengthened private security organizational social commitment toward families and communities, enhanced private security officer job performance, and increased job satisfaction for private security officers.

Role of the Researcher

In qualitative case studies, researchers have several significant roles. As the researcher in this study, I was the data collection instrument. Patton (2015) and Young et al. (2014) suggested researchers should identify the appropriate research method and design and select the individuals who participate in the study based on a criterion that best serves the research objective. I identified the qualitative single case study as the most appropriate research method and design for this study. I selected participants who I believed to add value to study and be able to answer the research question. I also collected, organized, and analyzed the data and reported the findings.

Researchers must ensure the reliability and validity of their studies (Crowe, Inder, & Porter, 2015; Houghton, Casey, Shaw, & Murphy, 2013). I applied the highest ethical standards to protect participants' rights and control bias to ensure reliability and validity of this study. On November 4, 2016, I completed the required National Institute of Health (NIH) extramural research web-based training course, *Protecting Human Research Participants*. I attained my certificate from the NIH as a professional researcher. As a professional researcher, I adhered to the NIH, HHS, and Walden University's ethical guidelines. For example, I used pseudonyms instead of participants' real names throughout the study. I also safeguarded all raw data in a well-secured cabinet. I must secure the raw data for 5 years and then destroy it. *The Belmont Report* requires researchers to protect the autonomy of participants, follow the process of informed consent, and treat all participants fairly and equally (HHS, 1979). Over the course of this study, I complied with the requirements of the *Belmont Report*.

Although I have 20 years of experience with private security organizations, I have never been an employee of the organization where I conducted the study. While I live and work in Saudi Arabia, I conducted the study in a private security company in Bahrain. I did not have any business or personal relationships with any of its staff, including the participants. My interest in the study topic was not based on certain individuals but on my experience in industrial security.

In the organization where I work, we have more than 5,000 armed security officers who work 24 hours a day, 7 days a week, at onshore, offshore, and remote areas with fixed and mobile posts. Security officers carry lethal weapons to protect the company facilities and other assets and interests. The nature of the job exposes them to high-stress levels. I have always had a concern about the negative impact of work stressors on different aspects of the security officers' lives. I was passionate and enthusiastic about helping them by exploring strategies to reduce the harmful consequences of private security occupational stress.

Bias in research refers to the researcher's deviation from the facts while gathering, analyzing, and reporting findings (Simundic, 2013). Knowing researchers' assumptions is vital to controlling bias (Kirkwood & Price, 2013). To develop reliable findings, I applied several measures to limit researcher bias in this study. I also controlled my reactions during the interviews to avoid bias and maintain the reliability of the data I collected. Member checking, triangulation, reflective journal, bracketing, and interview protocol are also different techniques researchers can use to control bias (Adderley & Mellor, 2014; Treloar, Stone, McMillan, & Flakus, 2015).

As part of the member checking process, I provided the participants with a copy of their answers to review and ensure wholeness and correctness (see Birt, Scott, Cavers, Campbell, & Walter, 2016; Fusch & Ness, 2015; Harvey, 2015), which helped me remain neutral and reliable (see Marshall & Rossman, 2016). Triangulating multiple sources of data helps mitigate bias (Zappella, 2015). I triangulated the data I collected from different sources to ensure consistency and also used a reflective journal. By using reflective journals, researchers can control bias and maintain a balance between their beliefs and participants' input (Tufford & Newman, 2010). The reflective journal is a master document that includes the data and notes researchers collect during the study (Berger, 2015). Bracketing was another tool I used. This tool helps researchers identify bias by distinguishing and separating their assumptions from the data they gather (Bradbury-Jones, Taylor, & Herber, 2014; Marshall & Rossman, 2016; Sorsa, Kiikkala, & Astedt-Kurki, 2015).

Using an interview protocol adds to the reliability and consistency of qualitative research data (Treloar et al., 2015). Interview protocols contain a set of substantive questions, which indicate the line of inquiry researchers plan to follow during the interviews (Yin, 2014). Interview protocols validate the quality of interview questions to improve data credibility (Valentine, Nembhard, & Edmondson, 2015). Interview protocols also support improving data consistency by allowing the researcher to ask all participants the same questions (Yin, 2014). Jacob and Furgerson (2012) stated that interview protocols go beyond interview questions to include a complete procedure and

handwriting of what researchers should say to guide them throughout the interview sessions.

I developed a comprehensive interview protocol for use in this study (see Appendix). The interview protocol contained the interview questions and detailed guidelines of the interview process. I based the interview protocol on a semistructured interview, which was appropriate for addressing open-ended questions and provided flexibility for participants to share their thoughts on the subject openly. Open-ended questions allowed for follow-up questions for the verification of participants' answers (Yin, 2016). Adderley and Mellor (2014) added that conducting semistructured interviews is a useful approach to identify strategies for improvement. Accordingly, the semistructured interview was appropriate for my objective of exploring the strategies private security leaders used to mitigate the negative impact of work stressors on security officers. I used the interview protocol as a guide during the interviews, and it helped me maintain consistency with all participants.

Participants

Marshall and Rossman (2016) opined that selecting participants who are leaders of their organizations bring several benefits to the study. Leaders have extensive expertise on the issues concerning their companies and also have the influence to resolve business problems. The participants of this study were leaders of a private security organization in one of the largest companies located in Bahrain. Each participant had a minimum of 5 years of experience in the private security sector. To collect comprehensive data and develop an in-depth understanding of the subject under study, I

selected private security leaders from different departments in the organization. All participants met the prescribed criteria to achieve data saturation and address the research question. Selecting the appropriate participants is one of the significant tasks qualitative researchers have. Researchers should choose participants who have information about the topic and the interest to resolve the business problem (Young et al., 2014). Having the right participants is to the advantage of the study because of the alignment between their professional objectives and the purpose of the study (Morris, 2014), which also enhances the credibility of the research (Tramm, Daws, & Schadewaldt, 2013).

Once I received the Walden University Institutional Review Board (IRB) approval to conduct the study, I contacted the private security organization's general manager to request authorization to conduct the research and communicate with the participants. Upon the general manager's approval, I identified the participants who met the criteria. I contacted the participants telephonically to obtain their initial agreement to participate in the study as interviewees. I sent each participant an invitation letter introducing myself and the objective of the study. In the letter, I explained to participants that their participation was voluntary and they had the right to withdraw at any time during the research. Along with the invitation letter, I attached the consent form (Appendix, B) and asked the potential participants to review the form and respond whether they would participate in the study.

According to Rubin and Rubin (2012), the first communication with participants is always critical and essential to make participants feel at ease and not worried about any negative consequences from participating in the study. The initial communication gives

the first impression about the researcher, the research opportunity, and sets the stage for establishing the working relationship with participants. Establishing a positive working relationship is necessary for participants to feel comfortable to provide the best information they have in support of the study objective (Rubin & Rubin, 2012). In the first communication, I oriented participants about the purpose of the study and its benefits. I assured them that I would take reasonable precautions to protect their rights, including their identity and input confidentiality. I specified the location of the interviews, which was a comfortable, private place to avoid disturbances during the interviews to help participants focus and be comfortable. I explained to participants how they could request any support they needed to help them feel comfortable while participating in the study. I also asked participants to provide two dates to conduct the interviews, which allowed us to select the most convenient time for the interview.

Research Method and Design

I used a qualitative case study approach for this study. The qualitative case study was appropriate for my objective of exploring participants' knowledge and perceptions regarding the strategies to mitigate private security officers' occupational stress. The case study design was appropriate for gathering data from a single organization within a geographic area and highlighting the particular opinion of each participant.

Research Method

I used the qualitative method in this study. The use of the qualitative research method has grown professionally and academically, presenting the opportunity to inquire about people, cultures, and social issues (Yin, 2016). Qualitative method strategies

provide researchers with rich information and a deep understanding of the participants' lived experiences and perceptions about a phenomenon or a business problem in a real-life context (Leppaaho, Plakoyiannaki, & Dimitratos, 2015; McCusker, & Gunaydin, 2015; Yin, 2016). Qualitative studies can be used to reveal a connection between the nature of work and the work environment when investigating similar experiences of different employees (Chikweche & Fletcher, 2012). Moreover, the qualitative method supports the exploration of human behaviors and the perceptions those employees have to identify solutions to an existing business problem (Morse, 2015).

The qualitative research method was appropriate for exploring stress mitigation strategies in support of the research purpose. The qualitative method is also consistent with the analysis method that Clark et al. (2014) employed to explore strategies for coping with occupational stressors. The quantitative method was not appropriate for this study because quantitative research provides researchers with the tools to examine the relationships (i.e., similarities and differences) among dependent and independent variables (see Berger, 2015; Groeneveld, Tummers, Bronkhorst, Ashikali, & van Thiel, 2015). I did not examine the relationships between variables in this study. The mixed methods research method is suitable when neither the quantitative nor the qualitative research strategies are sufficient to answer the research question; in such a case, the combined strength of both methods is required to provide comprehensive findings (Sparkes, 2015). Combining qualitative and quantitative methods enables researchers to add numerical values to understand and interpret data and test a hypothesis (Cameron & Molina-Azorin, 2011; van Griensven, Moore, & Hall, 2014). Answering the research

question central to this study did not require statistical data. Also, my objective with this study was not to examine a hypothesis or theory: therefore, I did not need to use the mixed method approach to explore strategies to mitigate the negative consequences of occupational stress on private security officers.

Research Design

The case study design was used in this study. The case study design helps explain, describe, and explore strategies for resolving existing business problems (Dresch et al., 2015). Case studies help researchers generate rich data for the in-depth understanding of the research phenomena (Bennett & McWhorter, 2016; Gaya & Smith, 2016), which helped me gain a deeper understanding of the impact of occupational stress on security officers. Since the purpose of this research was to explore strategies for private security organizational leaders to mitigate the negative impact of work stress on private security officers' health and work performance, the case study design was applicable for this study.

I applied the single case study versus the multiple case study because the focus of this research was on a particular group of private security leaders working in one organization. The single case study design is appropriate for studies that focus on a unit, a person, or a group of individuals (Ray, 2015). The qualitative single case study design helps to explore a situation thoroughly within its real-life context (Yin, 2014). Using an in-depth examination of the single case study, I was able to explore strategies private security leaders used to mitigate the negative impact of stressors on security officers.

A phenomenological research design involves documenting the meanings of participants' experiences with a particular phenomenon (Boden et al., 2011). Phenomenological research design is best applicable for business problems for which there is little or no information in the academic or professional literature (Lamatic, 2011). The phenomenological design is not the appropriate strategy to explore a specific complex phenomenon in its real-life context (Yin, 2014). The phenomenological design was not appropriate for this study.

Fusch and Ness (2015) noted failure to achieve data saturation is a failure of the study's credibility. Obtaining data saturation is a significant factor for the study's reliability and validity. Researchers reach data saturation when further data collection present repetitive information and additional thematic coding is no longer meaningful (Fusch & Ness, 2015; Morse, Lowery, & Steury, 2014). Kristensen and Ravn (2015) stated constant comparative and snowball are two techniques for reaching data saturation.

Constant comparative refers to comparing new data to existing coded data until attaining data saturation (Posel, Shore, & Fleiszer, 2012). In constant comparative, I compared themes from the data, combine themes, and accurately document results. Snowball sampling refers to building up on the current sample by requesting participants to identify others who could add value and participate until reaching data saturation (Kristensen & Ravn, 2015). I continued interviewing participants until I reached data saturation. I determined data saturation when interviewing additional participants did not add new knowledge or themes.

Population and Sampling

Two of the critical factors that affects the credibility of a study are the sampling type and size. Having participants with the right proficiency and appropriate size improve the reliability and validity of the research's findings and recommendations (Robinson, 2014; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). In purposeful sampling, researchers depend on their judgment of the appropriate participants (Marshall & Rossman, 2016). For this study, I purposely selected private security leaders who had the experience in the private security business to provide related, comprehensive data in support of the research objective.

In qualitative studies, there is no sample size formula for determining the sample population (Yin, 2016). The appropriate sample size is one that researchers can use to obtain data saturation (Boddy, 2016). Morse (2015) added experienced researchers require smaller sample sizes for their studies. Malterud, Siersma, and Guassora (2015) concluded the initial estimation of the sample size and the continuous evaluation of the study progress are two essential factors to ensure researchers gather relevant data from the smallest possible number of participants to resolve the business problem. The sample for this study was four private security leaders working in a private security organization located in Manama, Bahrain, in the Middle East Region, who have successfully reduced the impact of occupational stress.

Selecting the right sample type and size increase the likelihood for achieving data saturation (Fusch & Ness, 2015). Data saturation occurs when having sufficient data about the business problem and interviewing additional participants do not uncover new

knowledge (Houghton et al., 2013; Morse et al., 2014). I continued interviewing participants until I collected sufficient data and reached data saturation. If I had not reached data saturation, I would have applied snowball and constant comparative to attain data saturation. Snowball and constant comparative are two techniques to help researchers achieve data saturation (Kristensen & Ravn, 2015).

Selecting participants who meet prescribed criteria is vital to resolve the business problem (Suri, 2011). The participants I chose for this research were leaders working in different private security departments. Participants had a minimum of 5 years of experience in the private security sector. The leaders of the private security operation departments were the direct superiors of security officers and responsible for the recruitment and distribution of the officers' tasks' assignments in the field.

Upon obtaining the required approvals to conduct the study and the interviews, I identified potential interviewees. I reviewed their backgrounds and identified five participants who had a minimum of 5 years of experience in private security leadership positions, could assist with achieve data saturation, and answer the research question. I confirmed all participants met the criteria and were eligible to participate in the study by reviewing their professional experiences and backgrounds. I shared the informed consent forms with all participants to ensure they understood the parameters of the study, which allowed them to decide whether they would like to participate.

Ethical Research

Researchers must comply with ethical research requirements (Hardicre, 2014; Kwasnicka, Dombrowski, White, & Sniehotta, 2015). Kass, Taylor, Ali, Hallez, and

Chaisson (2015) and Yin (2014) advised researchers to obtain signed consent forms from participants before beginning conducting interviews. The signed consent ensures participants have sufficient information about their role to make intelligent decisions to participate in the study (Jao et al., 2015). Wallace and Sheldon (2015) added the consent form helps researchers control ethical issues that could arise during the study.

I explained to participants the purpose of the research and interview process. I also informed participants of the other sources of information I used for the study. Additionally, I asked participant's permission to audio recording. Interviewees had the right to object to audio recording. In such a case, I planned to handwrite their answers. I explained to interviewees their participation was voluntary and they could quit at any time by informing me in person, via e-mail, or by telephone. Researchers shall immediately destroy any data a participant provides if the participant elects to withdraw from the study (Forsgren, Skott, Hartelius, & Saldert (2016). Should a participant had withdrawn from this study, I would have destroyed the data they provided immediately. When the participants agreed to the terms of the consent form, they signed the consent form, which confirmed their understanding of the research objective, their rights, and indicated their interest to participate in the study.

To ensure ethical research and to treat participants ethically, Walden University requires completing the national institute of health (NIH) course *Protecting Human Research Participants*. I completed the course requirements on November 4, 2016. In this course, I learned how to exhibit the appropriate, fair, and equal treatment to participants while considering their ages, backgrounds, differences, and other pertinent needs. In

addition to the NIH course, I complied with the Belmont report (HHS, 1979) requirements throughout the research development process. For example, I applied adequate measures to protect the data as well as participants identities throughout the study.

Using reasonable storage practices improves the value of research (Denzin & Lincoln, 2017). Wilkerson, Iantaffi, Grey, Bockting, and Rosser (2014) and Yin (2014) recommended researchers save and secure electronic and hardcopy files. I saved the electronic files to a password-protected USB. I also made a duplicate copy of the data, both hard copy and electronic files, to use in case of an emergency or loss of the original records. Further, I stored all files in a fire resistant, well-secured, locked cabinet in my office.

According to Mitchell and Wellings (2013), only researchers should have access to the raw data and personal information of participants. I am the only person who had access to the records. The raw data should, however, be available upon appropriate, official request for verification or other legitimate purposes (Merriam & Bierema, 2013). Rubin and Rubin (2012) recommended destroying all raw data to avoid the risk of disclosing or jeopardizing participants' information and other rights. I will shred and destroy the hard copy and electronic files after 5 years from the date of publishing the study.

As the researcher and data collection instrument, I took the protection of participants' confidentiality and respecting their rights before, during, and after the interviews seriously. I followed several steps to protect participants' confidentiality. For

example, I never disclosed any data that would reveal their identity. I assigned participants pennames that I used instead of their real names. Allen and Wiles (2016) supported the idea of providing participants with pennames to protect their identities.

To ensure I conduct ethical research, I obtained the Walden University institutional review board's (IRB) approval for my proposal. Researchers cannot begin data collection before obtaining IRB's approval (Strauss & Corbin, 2014). The IRB endorsement means the authors of the study proposal follows the ethical criteria the IRB set. Alcadipani and Hodgson (2009) also mentioned the IRB shows honesty and transparency in the procedures for protecting participants' rights. The IRB ensures that researchers' skills and qualifications meet the reasonable ethical standard.

Data Collection Instruments

In qualitative case studies, researchers are the primary data collection instruments (Marshall & Rossman, 2016; Yin, 2014). Participants are the primary source of data (Merriam & Bierema, 2013). Participants provide rich, meaningful information while answering the interview questions (Morse, 2015). Among the three types of interviews, structured, semistructured, and unstructured, researchers use semistructured interviews more frequently in human and social sciences (Brinkmann, 2014). Semistructured interviews provide interviewees the flexibility to elaborate on the subject to share their knowledge and perceptions (McIntosh & Morse, 2015).

As the researcher and data collection instrument of this study, I used semistructured interview questions in interviews with all participants. Although the data collection methods in qualitative studies are time-consuming (Merriam & Bierema,

2013), qualitative researchers tend to use more than one source to collect data (Marshall & Rossman, 2016; Yin, 2014). I audio recorded the interviews and reviewed them during data analysis.

In addition to conducting semistructured interviews, I reviewed archived documents as an additional source of data. I examined documents related to the private security organizational structure, departments, divisions, units, and the services they provided. I also reviewed the private security history, past events, and human resources activities, including the initiatives for maintaining healthy work environment. Those documents contained archives, press releases, public files, public databases, and the company's website.

Interview protocols are significant elements of the interview process for data collection (Yin, 2014). The protocols contain a set of questions, which indicate the line of inquiry researchers plan to follow during the interviews (Yin, 2014). Interview protocols ensure the quality of interview questions and enhance data credibility (Valentine et al., 2015). Interview protocols also support improving data consistency by asking all participants the same questions (Yin, 2014). Jacob and Furgerson (2012) argued interview protocols go beyond the interview questions to include a complete procedure and handwriting of what researchers plan to say to guide them throughout the interview sessions.

In case studies, researchers should ask the right questions, interpret data correctly, and remain unbiased by preconceived ideas and assumptions (Zohrabi, 2013). To control bias, the qualitative researchers must develop and follow appropriate interview protocols,

ask focused questions, and listen to participants to set aside emotions and assumptions while collecting data (Yin, 2014). Rubin and Rubin (2012) indicated the proper development and utilization of interview protocols to explore participants' perceptions improve the data, research reliability, and validity.

I developed a comprehensive interview protocol (Appendix, A) that guided me through the interviews. The interview protocol contained the interview questions and detailed guidelines of the interview process. I based my interview protocol on a semistructured interview. Semistructured interview are appropriate for addressing open-ended questions, which provide flexibility for participants to share their thoughts on the subject (Rubin & Rubin, 2012).

Open-ended questions also allow for follow-up questions for the verification of participants' answers, as necessary (Jacob & Furgerson, 2012; Yin, 2014). Adderley and Mellor (2014) added using semistructured interviews is a useful approach to identify strategies for improvement. Accordingly, the semistructured interview was appropriate for the objective of exploring strategies private security leaders use to mitigate the negative impact of work stressors on security officers.

The interview protocol assisted me to focus on the business problem while collecting data to answer the research question. The interview protocol also helped me share the same information and ask the same questions to ensure consistency, reliability, and validity of the interview process and the data I gathered. Furthermore, in the protocol, I indicated that each participant had 60 minutes to answer the nine interview questions, ask clarification questions, review answers, and take necessary notes. I was

flexible to grant participants, who needed more time, 30 additional minutes to stimulate their thoughts and ideas in support of the purpose of the research.

Reliability and validity of qualitative studies relate directly to researchers' ethics, integrity, neutrality, and dependability (Denzin & Lincoln, 2017). Identifying the role of the researchers in data collection helps control their biases and enhance their credibility (Marshall & Rossman, 2016). The reliability of the process that researchers use to collect data is a significant factor in determining the research quality and accuracy (Denzin & Lincoln, 2017).

For example, consistency and constancy in the data collection process are vital indications of the research trustworthiness (Leedy & Ormarod, 2013). Moreover, providing participants the opportunity to share their knowledge openly and thoroughly improves the integrity of the data collection process. In addition to the interview protocol, consent form, and member checking, researchers can utilize other tools to ensure and enhance the reliability and validity of the data collection process.

After completing the interviews, I scheduled the member checking meetings with all interviewees. Researchers use member checking to ensure the reliability and validity of the information, which ensure researchers' ability to remain neutral and credible (Drabble, Trocki, Salcedo, Walker, & Korcha, 2016; Marshall & Rossman, 2016). I provided all participants an English version of their interview transcripts to review and confirm completeness of my interpretations. Providing participants an English version for member checking helped me avoid the possibility of misunderstanding their replies and prevent translation mistakes.

Researchers should obtain signed consent forms from participants before the interviews to ensure participants have enough information to make intelligent decisions for their participation in the study (Merriam & Bierema, 2013; Yin, 2014). Applying the consent process establishes for the protection of participants confidentiality, privacy, and other rights (Suri, 2013). Before starting the interviews, I shared the consent form with all participants, which I developed for this study. Participants reviewed and signed the form confirming their understanding of the research objective, their rights, and their willingness to participate in the study.

Data Collection Technique

The data collection methods in qualitative studies include structured, semistructured, and unstructured interviews. Data collection methods also include focus groups, reviewing archived documents, and companies' websites (Denzin & Lincoln, 2017; Marshall & Rossman, 2016; Yin, 2014). Marshall and Rossman (2016) added the most common data collection methods in qualitative studies are interviews, observations, and review of archived documents. Qualitative strategies for collecting data provide researchers rich information and a profound understanding of the participants' lived experiences and perceptions (Yin, 2016).

Researchers use semistructured interviews as the primary source of data collection for qualitative case studies (Brinkmann, 2014). I used semistructured, open-ended questions following the study interview protocol (Appendix) when I interviewed the participants in this study. Interview protocols improve the reliability and validity of the data collection process (Valentine et al., 2015). In addition to semistructured interviews, I

used archived documents that pertained to the company's history, organizational structure, private security departments, divisions, units, and the services they provided as a second source of data. The use of multiple data collection sources offers a more convincing and reliable case study than a single source of data (Houghton et al., 2013).

Semistructured interviews have several advantages as the primary data collection source. In semistructured interviews, researchers develop and use open-ended questions to investigate the business problem. Open-ended questions help explore topics for the in-depth understanding of human subjects, including their lived experiences and perceptions (Elsawah, Guillaume, Filatova, Rook, & Jakeman, 2015; Yin, 2016). Semistructured interviews also provide participants the flexibility to share related information that researchers do not address in the interview questions (Houghton et al., 2013; Marshall & Rossman, 2016). Furthermore, semistructured interviews require a shorter time than structured interviews to obtain participants' insights regarding the study subject (Yin, 2016). Researchers who have limited time for data collection can use semistructured interviews and a small number of interview questions (Merriam & Bierema, 2013).

Using semistructured interviews allow researchers to ask additional clarification questions during the interviews (Rubin & Rubin, 2012). Clarification questions help researchers ensure interviewees understand and answer the original questions correctly (Duggleby & Williams, 2016). In face-to-face interview settings, interviewees react spontaneously, which help researchers observe their body language and other non-verbal reactions to the questions as signals that could trigger additional questions in support of the study (Onwuegbuzie & Byers, 2014).

Collecting data through semistructured interviews have disadvantages as well. The mutual influence interviewers and interviewees may exert on each other could lead to negative results (Rubin & Rubin, 2012; Yin, 2014). Another disadvantage of semistructured interviews is the possibility to ask inappropriate interview questions (Elsawah et al., 2015; Yin, 2014). Also, some participants may have memory trouble and cannot recollect the data to answer questions during the interviews, which results in not sharing all the information they know about the topic (Yin, 2014). Unlike structured interviews, there is a possibility of collecting restricted information during the semistructured interviews (Yin, 2014). In addition to the semistructured interviews, I reviewed archived documents to collect data.

The archived documents I reviewed included documents that pertained to the company's history, organizational structure, private security departments, divisions, units, and the services they provided as a second source of data. I also reviewed the company's website for pertinent data. Archived documents included the private security organizational structure, the different departments, and the services they provided. I obtained proper authorization before accessing the company's documents and website before using its information.

Advantages of Archived Document Review

Reviewing archived documents provide researchers the opportunity to verify the information they collect during the semistructured interviews, such as names, dates, and statistical data. Additionally, archived documents include information that is independent

of the findings of the case study. The archived documents and website could provide valuable information about historically significant events and developments (Yin, 2014).

Disadvantages of Archived Documents Review

Reviewing archived documents may have negative results as well. Among the most significant drawbacks is the restricted access to relevant documents and information. Additionally, historical data may have an unidentified bias that could negatively influence the credibility of the data (Yin, 2014).

Upon obtaining the Walden University IRB approval, I began the process of selecting participants and scheduling interviews. I asked interviewees to offer two different dates from which we selected the more convenient. Before conducting the interviews, I provided each participant a penname to keep their identity confidential. Stewart and Shamdasani (2014) recommended researchers use pennames as a precaution to protect participants identities. I used the pennames to identify participants during the interviews and in the transcripts.

To enhance consistency and credibility of the process, researchers shall identify interview session durations (Valentine et al., 2015). The initial duration was 60 minutes for each interview. I provided participants 30 additional minutes to answer the questions thoroughly, which also helped in achieving data saturation. Data saturation occurred when further interviews did not provide new themes (Houghton et al., 2013). I conducted four individual semistructured interviews with five private security leaders. If I had not reached data saturation, I would have continued interviewing additional leaders until I achieved data saturation.

I collected the first set of data during the individual interviews I conducted with the private security leaders. In addition to participants' words, researchers should take notes of interviewees nonverbal and body language reactions during the interviews Onwuegbuzie and Byers (2014). I recorded verbal and non-verbal reactions I noticed during the interviews. If the four interviews had not produced data saturation, I would have collected the second set of data by conducting additional interviews with other private security leaders until I obtained data saturation. I gathered the second set of data by reviewing the company's archived documents and website. After collecting data and transcribing participants' input and completing the initial interviews analysis, I conducted member checking with all participants.

In member checking, researchers provide participants a copy of their answers to review and validate to confirm completeness and accuracy (Morse et al., 2014; Onwuegbuzie & Byers, 2014). Thus, using member checking ensures the reliability and validity of the data, which also supports researchers' neutrality and credibility (Marshall & Rossman, 2016). The proper application of member checking is among the best methods to evaluate the credibility of qualitative research data. Using member checking in a case study interview that has a small sample size could help produce in-depth information and reach data saturation more quickly (Birt et al., 2016; Morse, 2015).

For member checking, I provided each participant an English version of their interview transcript to verify whether I captured their responses to the interview questions correctly. Providing participants an English version helped me avoid the possibility of misunderstanding their replies and prevent translation mistakes. Participants reviewed the

transcripts to confirm whether they were complete and accurate. After completing the member checking interviews, I triangulated the data collected in the semistructured interviews and archived documents reviews to examine consistency among the different sources of data.

Data Organization Technique

Data organization is among the most significant research development elements. Data organization refers to implementing strategies to manage data by categorizing, labeling, tracking, and retrieving the data researchers collect for the study (Johnson, Dunlap, & Benoit, 2010). Good data organization is necessary to make the data useful, which requires reviewing the accuracy of the records of data researchers collect (DeLyser & Sui, 2013). After conducting the interviews, I transcribed all interviews in English. I led member checking interviews with all participants to verify the accuracy of their input. After member checking, I triangulated the data to enhance credibility and consistency among the information I collected from the two different sources.

As part of data organization, researchers should code the data they collect to identify emerging themes and determine data saturation (Guercini, 2014; Onwuegbuzie & Byers, 2014). Coding data refers to grouping and categorizing data into themes (Chowdhury, 2015). Codes also help protect participants' identity (Lahman et al., 2015). To organize and code data, I developed and used a reflective journal containing the interview questions and all the data I collected. Researchers use reflective journals to analyze and code data to identify themes as well as the source of information easily (Marshall & Rossman, 2016; Padden-Denmead, Scaffidi, Kerley, & Farside, 2016). I

used a coding system consisting of the participants' penname, dates, and subtopics to ease the identification of themes. The development of the journal and codes assisted me to locate particular data source I needed to review without having to sift through all records.

Houghton et al. (2013) suggested researchers classify data around the main themes. I classified the data I collected around the central themes I identified during the coding process. I, then, transferred the coded data to a single document for each of the themes. DeLyser and Sui (2013) mentioned researchers should move the data they code to a separate record for each theme they recognize. Borgman (2012) and Allen and Wiles (2016) concluded developing a single separate document for each different theme labeled with the participants' penname and their responses is a useful method for having organized filing system and, maintaining the confidentiality of participants identity, and their input. I labeled each document by one of the themes I identified and the penname of the participant who provided it.

To improve data organization and protection, researchers must apply useful data management and storage system (Merriam & Bierema, 2013; Yin, 2014). Implementing reasonable storage practices enhances the value of the research (Denzin & Lincoln, 2017). Mitchell and Wellings (2013) posited researchers should secure the data they collect. I stored all records in a well-secured cabinet for 5 years before I destroy them. I am the only person who has access to the data. According to Rubin and Rubin (2012), researchers should destroy all raw data to avoid disclosing participants' identity or confidentiality. I will shred and destroy all raw data after 5 years from the date of

publishing the study. Gandy (2015) and Jao et al. (2015) encouraged shredding hardcopy records of the data.

Data Analysis

Data analyses is the technique researchers use to represent findings in a clear, logical language (Yazan, 2015). Data analysis involves a systematic process of data collection, categorization, and interpretation to identify underlying meanings (Onwuegbuzie & Corrigan, 2014). Triangulation is a validity practice in qualitative studies (Denzin & Lincoln, 2017). Triangulation requires having several sources of data, such as participants' interviews, documents reviews, and observations (Fusch & Ness, 2015; Lub, 2015). Data triangulation, investigator triangulation, theory triangulation, and methodological triangulation are the four triangulation types (Denzin & Lincoln, 2017). I used the methodological triangulation approach to explore the strategies private security leaders used to mitigate the negative impact of occupational stress on security officers' health and work performance.

Methodological triangulation has several benefits. Denzin and Lincoln (2017) and Joslin and Muller (2016) noted the use of methodological triangulation generates in-depth analysis in qualitative single case studies. Miles, Huberman, and Saldana (2013) posited using methodological triangulation helps in providing comprehensive data, enhanced understanding, and validation of findings. Methodological triangulation for this study included the analysis and the interpretation of semistructured interviews and archived document reviews. I used methodological triangulation to enrich my perception of the

different issues underlying the perspectives and strategies private security leaders used to mitigate occupational stressors.

Using methodological triangulation established reliability and validity of the study and its results by confirming that the data from the various sources are consistent and complement one another (Joslin & Muller, 2016). I used methodological triangulation to compare and connect the data I gathered from the semistructured individual interviews and archived documents review. I crosschecked one result against another to increase the reliability of the findings, and to investigate and examine the same phenomenon from different angles. Applying methodological triangulation also helped me to verify participants' responses, define patterns, control researcher bias, and enhance the study's completeness, dependability, and credibility.

Researchers should analyze all the data they gather (De Massis & Kotlar, 2014). I analyzed the data I collected during the study from the semistructured interviews and archived documents review. Including all the data in the analysis was vital to grasp the overall case, not only an individual part or parts of the case. To analyze data, I used the traditional tool and technique of pencil and paper as an alternative to the computer software application. Miles et al. (2013) reported using computer software application for data analysis could generate positive and negative qualifying statements. The use of pencil and paper analysis method, however, helps researchers interpret the data meaning. The pencil and paper analysis included the use of Microsoft Word to analyze raw data and organize codes. The pencil and paper analysis included clustering and coding data by recurring trends to develop themes. According to Borgman (2012), the first step in the

data analysis process is data coding to identify themes from the data the researchers gather. Researchers use coding to organize data into categories and focus on the information they need to investigate the phenomenon under study, explore themes, and answer the research question (Yin, 2014).

I coded and grouped the data and transferred the final categories into a reflective journal with main headings and sub headings consistent with the interview questions to identify and compare themes. The words that participants used the most indicated significant meaning in their perception, which established a thematic meaning. The coding process also included reviewing the interview questions while processing the data through several repetitions looking for themes that either supported or contradicted with the themes that exist in the current literature. In data analysis, researchers validate the study findings by recognizing the connection with the present literature (Yazan, 2015). Researchers determine if the study results are consistent or inconsistent with the findings of the existing literature that addressed the same topic (Ajagbe, Sholanke, Isiavwe, & Oke, 2015). I used office applications, such as Microsoft Word, during the analysis process for better organization of the codes and themes that I identified.

Frankfort-Nachmias and Nachmias (2008) stated researchers should group similar themes they identify during the data analysis. I grouped similar themes I identified from the data as they related to the interview questions. I compared the essential themes I identified with the conceptual framework and the literature I reviewed to highlight similarities, differences, and inconsistency between the research findings and the literature. I, then, transferred the coded data with the pennames of the participants who

provided the data to a single document for each theme correlating with the key themes that existed in the current literature.

Researchers must continue to collect and analyze data until reaching data saturation (Fusch & Ness, 2015). I continued to conduct interviews and analyze data until no new themes emerged, which indicated data saturation. The data analysis I performed and the themes I created from the study helped me create a framework to answer the research question and identify strategies to mitigate the negative impact of occupational stress on security officers' health and work performance.

Reliability and Validity

Reliability and validity are two vital elements of research studies' trustworthiness. (De Massis & Kotlar, 2014). Qualitative researchers must establish dependability, credibility, confirmability, and transferability to improve the reliability and validity of their studies (Houghton et al., 2013; Yilmaz, 2013). Interview protocol, member checking, and triangulation are three essential strategies researchers can apply to increase the reliability and validity of the research process and findings (De Massis & Kotlar, 2014; Fusch & Ness, 2015; Marshall & Rossman, 2016).

Reliability

In qualitative studies, dependability is equivalent for reliability. Reliability and dependability refer to the consistency of the study process over time, across different studies, and researchers. Consistency is a vital element of any research study to ensure the quality of the research findings (De Massis & Kotlar, 2014; Yilmaz, 2013).

Dependability. Researchers must have substantial evidence that their studies meet high dependability standards to ensure reliability (Yin, 2014). The research achieves dependability when researchers can repeat the study (using the same data and process) and produce similar results (Yin 2014). For example, if the second set of codes results in agreement with the first set of codes, the study prove dependability. Having dependable research increases the reliability of the research findings to use over time, across various studies, and by different researchers (De Massis & Kotler, 2014).

To avoid the possibility of researchers misunderstanding participants' answers, they apply member checking. In member checking, participants review a copy of their input to confirm the researchers' understanding and enter their answers the way they intend to share them in the study (Onwuegbuzie & Byers, 2014). The proper application of member checking ensures the reliability and validity of the data, which also support keeping researchers unbiased and reliable (Houghton et al., 2013; Marshall & Rossman, 2016). I provided each participant a copy of their answers to review and confirm that I understood their replies accurately and recorded them correctly. I took all precautions to avoid personal assumptions to remain neutral and non-judgmental while I gathered data, analyzed it, and reported findings. Researchers use member checking interview to improve the data dependability by having participants confirm the accuracy of their answers' transcripts (Marshall & Rossman, 2016; Olson, Leko, & Roberts, 2016). I conducted member checking interviews with all participants. Additionally, researchers use reflective journals to enhance the research dependability organizing, analyzing, and

tracking the data they collect from different sources quickly and efficiently (De Massis & Kotler, 2014).

I used a reflective journal to record all the info I gathered for the study. I took and maintained notes of the study details and the changes that occurred during the research. I examined the potential impact those changes could have on the study development and findings to justify the strategies I applied in the study and confirm its reliability. To maintain research reliability, researchers must remain transparent about the rationale behind selecting a research method over another (De Massis & Kotler, 2014; Houghton et al., 2013). I clarified at the beginning of this study the reason why the qualitative single case study approach was appropriate for this research.

Validity

Research validity refers to the integrity of the researcher who conducts the study, the individuals who participate in the study, and the integrity of the research development process and findings (Yilmaz, 2013). Validity ensures the research question and methods researchers use for data collection, analysis and for reporting findings relate logically and empirically to the research objective (van Manen, 2014). To ensure the validity of qualitative studies, researchers must prove credibility, confirmability, and transferability (Guba & Lincoln, 1994).

Credibility. Credibility refers to the assertion of the accuracy and believability of research findings (Houghton et al., 2013; Marshall & Rossman, 2016). Credibility encompasses the acceptability of the research process, the ability to reflect trustworthiness, confirm that the researcher applied member checking to validate

participants' input, and ensure data credibility (Harvey, 2015; Marshall & Rossman, 2016). Credibility is critical to examine if consistency exists between the perception of participants, the data the researcher collects from one side, and the researchers' understanding and assumptions about the topic from the other side (Yilmaz, 2013; Zappella, 2015). Applying triangulation ensured consistency among the data I gathered from different sources, which further improved the credibility and validity of the study.

Transferability. Transferability refers to the external validity of a study, which is the ability to generalize the study and apply its findings to more extensive populations to confirm the implication and interpretation of findings pertain to a new circumstance (Houghton et al., 2013; Moon, Linden, Bricout, & Baker, 2014; Yilmaz, 2013). To allow reviewers and readers to evaluate the transferability of the research findings, I conducted an inclusive description of the study context and methods. The comprehensive description covers the setting reports, research methods, people, actions, events that relate to the topic of the study, and the steps of the research development (Houghton et al., 2013; Yilmaz 2013).

Confirmability. Confirmability refers to having unbiased research results (Yin, 2014) and consistency of the findings when researchers reuse the same data and process (Connelly, 2016; Moon et al., 2016). According to Amankwaa (2016), confirmability depends on the process researchers use to gather data to ensure participants' perceptions form the research. Denzin and Lincoln (2017) stated identifying the connection between the answers from different participants improves the findings confirmability. Researchers

ensure confirmability of the research when people (reviewers and readers) accept the research integrity, accuracy, and objectivity (Denzin & Lincoln, 2017).

Researchers can also enhance confirmability by the proper application of member checking and triangulation (Houghton et al., 2013), which I did. Moreover, I used the traditional technique of pencil and paper to run an audit trail of all the data I collected for the study. To prove research confirmability, researchers use audit trails to confirm the information they collect justifies the study findings, and the findings are logical, useful, and instructive (Houghton et al., 2013). As Connelly (2016) and Moon et al. (2016) advised researchers must do, I reported only participants' perspectives, which is the basis for comfortability in qualitative studies.

Obtaining data saturation was a significant factor for the reliability and validity of my study. Data saturation occurs when researchers collect enough information to resolve the business problem, when interviewing more participants does not result in new knowledge and receive the same information from previous interviewees (Fusch & Ness, 2015; Houghton et al., 2013; Morse, et al., 2014). Having more than one source of data increases the likelihood of attaining data saturation (Onwuegbuzie & Byers, 2014). Researchers can also use snowball and constant comparative techniques to support achieving data saturation. I interviewed participants until I attained data saturation.

Transition and Summary

In Section 2, I explained the objective of this research study, the participants, and population and sampling. I also described the research methods and the processes I followed to collect, analyze, and organize data. The purpose of this qualitative single case

study was to explore strategies private security leaders use to mitigate the negative impact of occupational stressors on security officers' health and work performance.

To answer the research question, this research included semistructured interviews and archived documents reviews. Furthermore, the research process involved several techniques to ensure the reliability and validity of the data, such as member checking, triangulation, which I outlined in detail throughout the section. Finally, I described the data collection, organization, and analysis methods for the study. Upon receiving the IRB approval, I started the data collection, analysis, and organization procedures and completed the research portion of this study, as outlined in Section 2.

Section 3 of this research study will contain an overview of the purpose of the research and the method I applied to conduct the investigation. Section 3 will also include the study findings, applications for business use, and implications for social change. Section 3 will also contain the results of the data collection and analysis efforts as well as a discussion on the potential for increased social change. Additionally, Section 3 will include recommendations for professional actions and future research. The section concluded with a summary of findings.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In this study, I used the qualitative method. Researchers who use the qualitative method attempt to explore phenomena for which there is little existing literature that addresses the business problem under investigation. A qualitative method facilitates the understanding of the phenomena through the exploration of beliefs, perceptions, experiences, opinions, and attitudes using narrative-based data (McCusker & Gunaydin, 2015). The purpose of this qualitative single case study was to explore the strategies private security organizational leaders used to mitigate private security officers' occupational stress. Several studies have addressed the consequences of occupational stress on security officers (Aryasri & Mouly, 2017); however, the focus of most of these studies was on public security officers working in police organizations rather than on private security officers working in private security organizations.

In this study, I shed light on the occupational stressors associated with private security work. My ultimate objective was to help private security officers cope effectively with their work conditions and avoid the negative impact of work stress on their health and work performance. Maintaining security officers' health and work performance at an appropriate level is essential to develop and maintain competitive organizations (Siu et al., 2015). The ability of private security and other business leaders to help their employees maintain good health and work performance supports and increases their companies' sustainability and success (Suginraj, 2016; Zizek & Mulej, 2016).

To collect data for this study, I conducted semistructured interviews with four private security leaders working at ABC (pseudonym) in Bahrain. Semistructured interviews based on open-ended questions allowed the participants that I interviewed to share their experiences and perceptions openly. Yin (2016) stated open-ended questions provide flexibility for participants to share their thoughts on the subject under study openly. I also reviewed the company's archived documents and website for related information. I, then, conducted a methodological triangulation of all the data I collected. The triangulation included a comparison between the information I gathered from the semistructured interviews and the data I obtained from the company archived documents. Researchers must triangulate all the data they collect from various sources (Denzin & Lincoln, 2017; Stewart & Shamdasani, 2014).

Researchers should use pseudonyms to protect participants' identities (Allen & Wiles, 2016). To protect the identity of the participants of this study, I assigned pseudonyms to participants to avoid exposing their identity during and after the interviews. I also explained to them that their participation in the research was voluntary and they could withdraw at any time during data collection without any ramifications. I continued collecting data in the study until I obtained data saturation. Data saturation occurs when new data repeats the same information researchers already collected, analyzed, and coded without resulting in new vital themes (Fusch & Ness, 2015).

After completing the data collection, I started the process of data analysis. Following the advice of De Massis and Kotlar (2014), I analyzed all the information collected from different sources. My data analyses resulted in identifying four themes.

Section 3 will include the study findings. Additionally, I will outline the opportunity for applying the findings of this study to professional practices. I will also describe how the study findings could be used to enact positive social change. Then, I will share my recommendations for further research. Section 3 will end with my reflections and a conclusion summarizing the study and its results.

Presentation of the Findings

The research question I developed to guide this study was: What strategies do private security organizational leaders use to mitigate private security officers' occupational stress? To answer the research question, I collected data through semistructured interviews with four private security leaders and archived document reviews. The archived documents I reviewed included documents that related to the company's organizational structure, departments, divisions, and the services they provided as a second source of data. I also reviewed the company's history and human resources activities, including the initiatives for maintaining a healthy work environment, and the company's website for pertinent data.

In this study, I continued interviewing participants until I attained data saturation. Researchers achieve data saturation when interviewing additional participants ceases to yield new information. I used the data I collected from the two sources to conduct methodological triangulation to confirm consistency among the data. The data helped me develop a deep understanding of the strategies private security leaders used to mitigate the negative impact of occupational stress on security officers' health and work performance.

The research findings resulted in four emergent themes that related to the study business problem: (a) private security high occupational stress, (b) occupational stress mitigation strategies, (c) leaders-officers open communication, and (d) health protection policies. In the following subsections, I will describe the four themes in greater detail. I will also outline the participant sample and how the interviewees answered the nine open-ended, interview questions. Furthermore, I will explain how the data I collected addressed the research question and aligned with the existing literature and the human capital theory, which was the conceptual framework of this study.

Theme 1: Private Security Occupational Stress

The first theme that emerged during data analyses was the occupational stressors private security officers experience. This theme appeared from Interview Questions 1, 2, 3, 4, 5, 8, and 9. All participating leaders shared stressors that are associated with private security work.

This theme was consistent with the current literature. Goswami (2015) noted many studies provide considerable evidence of the negative impact of private security work stressors on security officers. Security officers operate under a continuous stressful condition, which results in various adverse outcomes. The work environment is one of the primary sources resulting in the job-related stressors security officers suffer (Lather et al., 2011). Other examples of stressors include working different shifts, hazards associated with the job, public expectations, lack of clear guidelines, excessive workload, and lack of adequate training (Money & Ehimewenma, 2016; Zizek & Mulej, 2016).

Occupational stress exposes private security officers to more burnout, illnesses, and absenteeism than other employees (Russell et al., 2014). The stressors have an adverse effect on security officers' health and work performance as well as on the organizations' productivity (Lather et al., 2011; Nerurkar, 2014; Rose & Unnithan, 2015). Security officers suffer adverse psychological, physiological, and behavioral consequences from occupational stressors (Patterson et al., 2014). Table 2 outlines stressors associate with private security work.

Table 2

Subcategories of Emergent Theme 1

Private security occupational stressors	No. of participants	No. of reference
Nature of working area	4	41
Nature of responsibility	3	31
Shortage of manpower/workload	4	47
Risks encountered	4	39
Working variable shifts	4	45
Long working hours	4	39
Expectations	3	32

All participating leaders stated the nature of private security work produces several stressors that have the potential to cause harm to the individual security officers as well as their organizations. Participant 1 highlighted several issues he had when he was a security officer working different shifts. He recalled the sleep disorder he suffered

and also talked about the feeling of being partially isolated from normal social life.

Participant 3 explained how security officers who work variable shifts complain about the difficulties they face not being able to spend enough quality time with their families.

All participants expressed their perceptions about the hazards associated with the private security job. They identified shift work, low wages, not receiving salaries on time, working long hours, workload, the responsibility for protection, people expectations, and dealing with several types of people as the stressors' security officers experience.

Participants 1, 2, and 4 mentioned the nature of the job exposes security officers to various kinds of dangerous situations. In some cases, they need to deal with intruders who could be criminals and terrorists. In other times, they have to handle disputes between several people. Some officers had been attacked by unlawful people in situations simply for enforcing the company policies.

Participant 1 stated the location where security officers work determines the type of stress they suffer. He explained that security officers working in educational institutions, for example, face less stressful situations than security officers working in shopping malls. While they deal with professors and students in the educational institutions, they might deal with uneducated groups of troublemakers in shopping malls. All participants agreed that they identify stressors associated with security work through security officers' complaints, the nature of the facility they protect, and direct communication with officers.

Theme 1 relates directly to the conceptual framework. Health and education are the main dimensions of the human capital theory (Pocas, 2014), which was the

conceptual framework and foundation for this research study. The nature of the private security occupation, including working variable shifts and the risks associated with the security work, has an adverse effect on security officers' health. Security officers have more exhaustion, illnesses, and absenteeism than workers from other occupations (Lather et al., 2011; Russell et al., 2014). The purpose of this qualitative single case study was to explore the strategies private security organizational leaders used to mitigate private security officers' occupational stress.

Human capital theory practitioners consider employees' utilization of their development and enhanced health a value that produces and advances their organizations' growth (Skare & Lacmanovic, 2015). The human capital worth increases by investing in the employees' health to benefit both the workers and increase organizational productivity (McIntyre, 2002; Skare & Lacmanovic, 2015). The data I gathered from the interviews and documents confirmed the importance of identifying the stressors associated with the private security work.

Theme 2: Occupational Stress Mitigation Strategies

The second theme that arose during the study was the significance of occupational stress mitigation strategies. This theme emerged from Interview Questions 1, 2, 3, 4, 5, 7, 8, and 9. All participants stressed the importance of having occupational stress mitigation strategies to improve security officers' health and work performance.

The second theme was also in line with the literature. According to Kinnunen-Amoroso and Liira (2016), business initiatives for the reduction of the negative impact of occupational stress are vital for improving employees' health. Occupational stress

reduction strategies protect employees' health and increase their work performance and organizational productivity (Otenyo & Smith, 2017; Smith, Damron, & Melton, 2017). Lally (2016) stated to achieve an efficient occupational stress mitigation strategy, leaders must have a good understanding of the phenomena. Koruda (2016) added that for an organization to succeed in the identification and implementation of effective stress reduction strategies, the strategies must provide clear objectives and direction and that the strategies should also be in line with and satisfy the overall organizational goals. Jamison and Kleiner (2015) noted to implement occupational stress mitigation strategies, such as workplace wellness programs, that the strategies should rest on a good action plan. Leaders should develop the strategies based on the specific needs of the employees and their working environment (Jarman et al., 2016). Jarman et al. (2016) added to be more cost-effective and successful, the specific needs could be broken down by the needs of each segment within the organization. Table three contains strategies for occupational stress reduction.

Table 3

Subcategories of Emergent Theme 2

Occupational stress mitigation strategies	No. of participants	No. of reference
Orient officers on job requirements	4	36
Fair, equal distribution of workload	4	40
Provide proper tools and equipment for the job	3	32
Wellness programs (stress management courses, sport activities, social gathering)	4	47
Leaders' positive involvement	4	45

All participants stated that private security organizations needed occupational stress mitigation strategies. They argued that security leaders' investment in and collaboration with employees and human resources practitioners to identify occupational stress mitigation strategies enhanced the security officers' attitudes and motivations, which resulted in improved work performance and productivity. Experienced private security leaders realized the relationship that existed between occupational stress mitigation strategies, business stability, and success (Participant 1 & Participant 3).

Based on his experience in private security, Participant 4 stated that he found the occupational stress mitigation strategies provided for better work performance increased retention and reduced complains, absenteeism, and presenteeism. Participant 1 indicated security officers tend to perform better when they participated in occupational stress mitigation activities, which reflected positively on the organizational productivity. All

participants supported the implementation of wellness programs, such as sports activities, social gatherings, and one-on-one talking with security officers about their concerns. From the results, I found 100% (4/4) of participants thought occupational stress mitigation strategies protected officers' health and supported long-term business growth and sustainability.

Theme 2 relates strongly to the conceptual framework. Human capital theory includes initiatives for human resource development, such as worksite wellness programs, to advance employees' health and work performance (McIntyre, 2002). Moreover, experts on the HRM theory progressively promote employees' health and satisfaction (Secchi et al., 2015). Scholars of the HRM theory have focused more on the strategies created from the human capital theory, including worksite wellness programs, to promote employees' health and job satisfaction (Secchi et al., 2015). Capitalizing on employees' health and the implementation of workplace wellness programs can reduce work-related stress and advance work performance (Mosadeghrad, 2014; Pijalovic, 2013), which was the objective of this study and my reason for selecting the human capital theory as the conceptual framework. The archival documents I reviewed included the human resources activities and initiatives for maintaining a healthy work environment supported the development and implementation of strategies for the reduction of occupational stressors.

Theme 3: Leaders-Employees Open Communication

In responding to Interview Questions 2, 3, 4, 6, 7 and 8, all participants emphasized the importance of leaders and employees' open communication and mutual

efforts towards the identification of stressors and development of strategies for mitigating work-related stress. The participants argued that through open discussion, officers could have a means to report the stressors they experienced in the field. Similarities exist between the third theme I found in this study and the extant literature. Frank, Lambert, and Qureshi (2017) stated leaders might build on ethical decisions to motivate employees and improve results through open communication. Employees must have a mechanism for reporting the stressors they face in the workplace; likewise, organizational leaders must have channels to communicate and clarify to all employees the importance and benefits of occupational stress mitigation strategies, such as wellness programs. Leaders need to encourage employees' participation in occupational stress mitigation strategies (Elia & Rouse, 2016). If employees do not understand the goals of the wellness programs and how those programs benefit them, they will be less likely to participate.

From the results of this study, I found 100% (4/4) of participants thought leaders-officers open communication and mutual efforts were critical for identifying and mitigating the negative impact of work stress and increasing work performance and productivity. The participants explained that the absence of open communication increases stress on security officers. Participant 2 added that workgroups that do not work together as a team would not succeed in identifying and mitigating occupational stressors and their negative consequences on employees and organizations. The more efficiently the team works together, the more likely leaders can identify and reduce the adverse effect of occupational stressors (Participants 3 and 4). Table 4 include the methods for open communication between leaders and employees.

Table 4

Subcategories of Emergent Theme 3

Leaders' officers' open communication	No. of participants	No. of reference
Direct communication to explain wellness and health protection activities	4	38
Face-to-face meetings to explain job requirements	3	28
One-on-one psychological debriefing	4	38
Friendly communication during social gatherings	4	39
Encourage officers to communicate up for help	3	31

All participants indicated the direct communication between security leaders and security officers helps both understand the needs and perceptions of each other.

Participant 1 and 2 stated security officers used communication equipment and e-mail for communicating their concerns. In addition to direct communication Participants 3 and 4 mentioned that their officers might use mobile phones and 24/7 hotline to report their urgent needs and concerns. Participant 2 stressed the need for leaders to make their officers feel at ease and comfortable so that they can communicate their concerns freely and openly.

Theme 3 also relates to the conceptual framework. Providing a healthy work environment is an essential economic and managerial matter to different businesses. Promoting work health requires the collective efforts of leaders, as well as employees, to enhance the work health and well-being of the workforce (Zizek & Mulej, 2016). Open,

positive communication is a significant element for the success of wellness programs that aim to increase employees' health and work performance (Elia & Rouse, 2016).

Organizational leaders must communicate to all employees the aims and advantages of wellness programs to inspire employees' participation. If employees do not understand the benefits of the wellness programs, they might not participate effectively (Elia & Rouse, 2016). Zizek and Mulej (2016) added that encouraging employees' participation through positive communication for health enhancement activities promote health at the workplace. The data gathered through the review of archived documents and other relevant company documents reinforced the findings from the interviews.

Theme 4: Health Protection Policies

The fourth theme that emerged during the data analyses was the development and implementation of health protection policies. In their response to Questions 1, 2, 3, 4, 5, 6, and 9 (Table 4), participants highlighted the need for having and implementing health protection policies. This theme was also consistent with the existing literature. According to O'Keefe et al. (2014), health protection policies outline the responsibilities of the employers to provide healthy and safe working environments for their workforces. The policies can establish for continuous efforts to identify strategies for maintaining employees' health in good condition (Duncan, 2016). Maintaining employee's health in good condition will, in turn, improve work performance and productivity (Haddon, 2018). O'Keefe et al. noted organizations that develop health protection policies enhance employees understanding of proper health requirements and the benefits of maintaining good health for the employees and the organizations.

Duncan (2016) stated that in industrialized nations, organizations address all risks that associate with the business in the health protection policies. In those countries, the employees expect employers to provide sufficient protection for their health by enforcing health protection policies. The unavailability of health protection policies may put workers' health and well-being at risk.

Health protection policies may cover strategies to mitigate work-related stress and its negative impact on employees' health and job performance. Tutenges et al. (2015) found the use of health protection policies can resolve the problems associated with security organizations occupational stress such as employees' poor health and work performance. The policies aim to sustain employees' good health. For instance, a security department may manage or reduce security officers' stress by developing and implementing policies mandating the implementation of stress management courses and psychological debriefing programs (Tutenges et al., 2015). Table 5 consists of the requirements for health protection policies.

Table 5

Subcategories of Emergent Theme 4

Health protection policy	No. of participants	No. of reference
Develop and enforce health protection policy	4	34
Policy must cover all physical and psychological requirements for healthy work environment	4	39
Policy must cover frequent medical check	4	37
Policy must cover requirements for ethical work requirements by employers and employees	4	36
Policy must address leaders' role in protecting employees' health	4	35

All participants mentioned that health protection policies are necessary to ensure and regulate continuous efforts for stress mitigation strategies. Participants 1 and 2 noted that successful leaders do not focus on the things they cannot control. They focus on things they can control. They explained that health protection policies provide for better control over the implementation of stress reduction practices and strategies.

Organizations that apply health protection policies can remain proactive, not reactive, even when dealing with difficult working circumstances (Participants 3 and 4). All participants agreed that health protection policies should address all aspects necessary for

maintaining security officers' physical and psychological health in good condition. The policy must cover medical insurance, leadership behavior, wellness programs, positive communication, compensations, reasonable working hours, fair minimum wage, appropriate training, equipment, etc.

Theme 4 relates directly to the conceptual framework. The basic tenet of the human capital theory, which was the conceptual framework of this study, is better human capital results in better organizational productivity (Becker, 1962). Health is a central element in every person's life. Healthy people can focus on their work and achieve their purposes better than unhealthy persons (Zizek & Mulej, 2016). Employees who maintain good health are more efficient because of their physical and mental capabilities. Consequently, a business can be more productive when employees sustain good health (Skare & Lacmanovic, 2015).

The existence of health protection policy support and encourages employees' good health. The World Bank has promoted several policies to improve health as a strategy to develop and enhance human capital (Skare & Lacmanovic, 2015). The documents regarding the history and past events of the human resources activities support and necessitate the development of health protection policies that cover all aspects of the work environment and the risks associated with the private security work.

Summary

In the ABC Company in Bahrain, management has identified long ago the negative impact of the occupational stressors associated with security work. The leaders at ABC recognized the value of establishing and implementing occupational stress

mitigation strategies. They realized the positive relationship between work stress reduction strategies and the efforts to improve security officers' health and work performance. Participating leaders identified several strategies private security leaders could use to lessen the negative impact of job stress on security officers' health and work performance.

The results of this research study correlate with several previous studies where researchers presented findings of effective occupational stress mitigation strategies, such as wellness programs (Pereira, Coombes, Comans, & Johnston, 2015; Richardson, 2017), health protection policies (Duncan, 2016; Tutenges et al., 2015), leadership style and role (Jamison & Kleiner, 2015; Zineldin, 2017), open communication (Elia & Rouse, 2016), ethical work practices and environment (Osibanjo et al., 2015) and corporate social responsibility practices (Garcia & Kleiner, 2016). Building knowledge about successful occupational stress reduction strategies improves employees' health and work performance through such initiatives to decrease the adverse impact of occupational stress on the employees and the organizational business.

The findings of this study were also consistent with the human capital theory, which was the conceptual framework of this study. Although the original idea of the human capital theory evolved over the years, the basic principle of the theory, which is better human capital leads to better work performance (Becker, 1962), is still gaining more understanding and acceptance (Pocas, 2014). Health and education are the two main dimensions of the theory (McIntyre, 2002).

Investing in employees' health is a primary factor for improving their work performance, productivity, and for maintaining substantial economic growth (Scuffham et al., 2014). In addition to investing in employees' health, investing in employee's education as well as all other capabilities is crucial for continuous development and learning (Pocas, 2014). Individuals and agencies should encourage continuous learning to promote positive transformation in individuals, organizations, industries, and societies (Benavides-Velasco, Quintana-Garcia, & Marchante-Lara, 2014). Skare and Lacmanovic (2015) stated that the human capital theory concept extends to businesses as well as communities.

The results of this research provide significant feedback to support private security leaders in their efforts to maintain business sustainability and economic growth. The private security organizations, like any other types of organizations, have an ethical responsibility toward their stakeholders, including its workforce. Security leaders must consider security officers' health and well-being. Also, they have to work determinedly on identifying strategies for improving work performance, productivity, and profitability (Russell et al., 2014). Additionally, the private security organizations should take into consideration their customers' needs, including the safety and wellbeing of the people they protect (Asomah, 2017).

Applications to Professional Practice

The negative impact of occupational stress on employees' health and work performance is a harmful element that leads to a low success rate of businesses (Goswami, 2015; Mensah & Amponsah-Tawiah, 2016). Competent, healthy security

officers are dynamic to the success of their organizations (of private security organizations) and the firms they serve and protect (Siu et al., 2015; Zizek & Mulej, 2016). Identifying practical and cost-effective strategies for private security leaders use to mitigate the negative impact of occupational stress is vital for maintaining good work performance, productivity, and profitability (Money & Ehimwenma, 2016; Patterson et al., 2014; Russell et al., 2014).

The findings of this research contribute to the field of private security in various ways. The results support the existing literature by providing rich facts to the body of knowledge. Several essential themes emerged from the study that private security leaders could consider for application in their organizations. The themes include the significant role of occupational stress mitigation strategies, such as workplace wellness programs, leadership role, and health protection policies, play to reduce job stress and improve work performance, productivity, and business growth. Other themes include the significance of ethical practices by leaders and employees in promoting a healthy work environment based on trust, ownership, and mutual effect. The advantages of increasing security officers' awareness through open communication about the benefits of stress reductions strategies is another theme that derived during the data collection.

Leaders who participated in this study argued that mitigating occupational stress strategies to protect security officers' health and increase work performance required leaders' direct involvement and support. This concept is in line with the concept presented by Jimenez, Winkler, and Dunkl (2017) and Robertson (2016) who stated that

the leaders' role in occupational stress mitigation strategy and improve work performance and productivity, contribute positively to the capabilities of their organizations.

The findings of the study may be helpful to all leaders of private security organizations as well as other businesses. The results of the research may fill a gap in knowledge regarding private security occupational stress mitigation strategies to improve private security officers' health and work performance. Participating leaders will receive a summary of the findings as guidance for developing work-related stress reduction strategies.

Implications for Social Change

Stephan et al. (2016) noted one of the main challenges our societies face is public health. The increase in employees' health leads to an increase in the success of businesses and produces a more stable economic environment (Skare & Lacmanovic, 2015). Investment in employees' health to enhance work performance is a viable consideration for social and economic sustainability (Krainz, 2015). The identification and development of occupational stress mitigation strategies have implications for positive social change, including protecting employees' well-being, increasing working performance, productivity, and business success (Krainz, 2015; Mensah & Amponsah-Tawiah, 2016).

Baechler (2016) added improving work performance and productivity produces a better opportunity for employment and supports economic growth and community goodwill. The practices of a successful organization positively influence the society by creating more jobs, more capital investments, and improving the life quality of the

community (Qubaisi, Elanain, Badri, & Ajmal, 2015). The outcomes of a more vibrant and robust community base support the development of new business opportunities and the improvement of the marketplace (Qubaisi et al., 2015).

All types of businesses receive pressure from internal and external stakeholders to improve work performance and profitability. Organizational leaders who ignore the needs of internal and external stakeholders threaten the success of their organizations. Knowing strategies that business leaders use to reduce work stress provide a better understanding of practical methods and tools to enhance business success and growth and satisfy stakeholders (Mosadeghrad, 2014).

The results of this research may serve as reassurance and motivation for private security organizations to elevate their understanding of successful occupational stress mitigation practices to protect officers' health and increase the positive outcomes. Identifying stressors associated with security work and implementing stress reduction strategies is essential to avoid the negative impact on the security officers and their organizations (Lee et al., 2015; Money & Ehimwenma, 2016). The information shared by the participants can aid private security leaders to identify and develop appropriate stress mitigation strategies for reducing the negative impact of job stress and increasing work performance, productivity, and profits. Occupational stress reduction strategies have a positive impact on security officers' wellbeing and which bring desirable results in the whole communities (Khuong & Yen, 2016).

Socially, the findings of this study encourage more efforts and investments in occupational stress mitigation strategies as a means to protect and improve the health and

wellbeing of employees, citizens, and societies. Organizations that provide social support to their employees interact positively with job stressors to reduce levels of strains employees suffer (Dawson, O'Brien, & Beehr, 2016). The findings of this study can simplify the development and implementation of a well-established occupational stress mitigation process to make a positive contribution to the business success and overall economic growth.

Recommendations for Action

The themes resulting from this study's interviews and the archived documents review, as well as the current literature, facilitated the identification of several recommendations for action. The recommendations can support private security organizational leaders adopt effective strategies for mitigating occupational stress negative impact to protect security officers' health and increases work performance and productivity. The first recommendation is private security leaders should understand that maintaining security officers' health in good condition is essential for maintaining their work performance at a productive level. They should recognize the value of private security officers' health and well-being as a primary strategy for business sustainability. Organizational leaders should consider employees' health as a strategy for being a more competitive organization (Mosadeghrad, 2014).

Security leaders should also recognize work-related stress as a harmful factor for security officers' health, work performance, and productivity. The third recommendation is for private security organizations to develop and encourage comprehensive health protection policies that address occupational stress, identify the appropriate leadership

style, ethical practices, open communication, workplace wellness programs, and other strategies to achieve improved work productivity and continuous business growth.

Duncan (2016) found that health protection policies play a significant role in protecting employees' health to achieve better performance, productivity, and profit. The fourth recommendation is to develop, communicate, and implement occupational stress mitigation strategies with the objective to protect employees' health and improve their work performance. Schmitt, Den Hartog, and Belschak (2016) noted work stress mitigation strategies are necessary for preserving employees' good health, work performance, productivity, profitability, and sustainability. Schmitt et al. added that the absence of occupational stress mitigation strategies might have a significant negative influence on employees' health, work performance, and productivity.

The themes derived from the participants support the fourth recommendation as the participants highlighted the value of occupational stress mitigation strategies, such as workplace wellness programs, leadership style, and health protection policies. Condon and Edwards (2018) and Long, Johnson, Faught, and Wilson (2018) stated that workplace wellness programs benefits include reducing the rate of employees' absenteeism, and presenteeism, save on the cost of rehiring employees to replace ill employees, and increase morale and job satisfaction.

Participants also emphasized the critical role of leaders. Healthy relationships and open communication between private security leaders and their security officers promote mutual efforts and a shared vision of joint initiatives to identify and implement effective strategies for reducing the negative impact of occupational stress. Private security

organizations should consider the appropriate leadership style that could achieve desirable outcomes. The literature identifies transformational, health-promotion, and servant leaders whose characteristics can help reduce the negative impact of elevated work stress (Dunkl et al., 2015; Li et al., 2017).

The audience of this study should include private security leaders, stakeholders, consultants, associations, academic practitioners, and researchers. I attempt to present the results of this study to the security leaders of the organization where I conducted the research and my organization. I also plan to introduce the findings at private security conferences and publish an article on the results of the study in a private security-related journal.

The results of this study encourage additional exploration and research for strategies private security leaders use to mitigate the negative impact of occupational stress on security officers. Researchers should conduct further studies to explore other issues and concerns that associate with work stress and identify solutions to the business problem not covered in this study to add to the body of knowledge on private security occupational stress mitigation strategies.

Recommendations for Further Research

The limitation of this qualitative single case study was the small size of the population. Recommendations for future studies include developing research with more participants. Also, the qualitative single case research study restricted the types of perceptions to leaders working in one organization within one geographical location. The opportunity for additional research may involve international private security leaders

working in different organizations from different geographic areas and working conditions to add more and diverse expertise and perceptions. The third recommendation for future research is to conduct mixed methods research. In mixed methods research, the researchers have the power and advantages of both qualitative and quantitative research methods combined (Sparkes, 2015). The qualitative study approach, combined with quantitative research method, could add further insight into occupational stress mitigation strategies to improve security officers' health and work performance. A mixed methods research study applying a survey distributed to the larger population of security leaders and officers may include valuable data to inform private security leaders about issues relating to occupational stress and mitigation strategies.

The fourth recommendation is to develop a phenomenological research study to involve participants more to have a stronger understanding of their experiences and perceptions. Van Manen (2014) stated researchers who conduct a phenomenological study often attempt to engage participants in a profound and meaningful discussion to comprehend and appreciate the uniqueness of their lived experiences. The results of a phenomenological approach could reveal specifics about lived experiences adding in-depth understanding of the business problem under investigation leading into a broader context to add to the body of knowledge on stress reduction strategies for long-term business growth and sustainability.

Reflections

Before deciding on the topic of this study, I reviewed business literature and consulted several people who have extensive experience in the private security business. I

wanted to ensure that this issue: (a) addressed a relevant business problem, (b) was of interest to scholars and researchers, (c) added value to the private security industry (officers and organizations), and (d) had a positive social impact. The goal of conducting the qualitative exploratory case study was to build competence as a qualitative researcher with no predetermined outcomes. I followed the interview protocol (Appendix) while holding the interviews to ensure consistency with all interviewees. I took detailed notes to support the audio recordings and to confirm accuracy by comparing the notes to the audio recordings. I took all the time I needed to transcribe interviews correctly; I never rushed the time while transcribing the interviews.

The study results confirmed the assumption a qualitative single case study approach was appropriate to explore strategies private security leaders used to mitigate the negative impact of occupational stress on security officers' health and work performance to increase organizational productivity and profitability. The findings of this research study provided evidence to support the existence of concerns for the social wellbeing of security officers and communities despite the organizational efforts of socially responsible practices in some international private security organizations.

Developing the research study enriched my research development knowledge and skills, such as research methods and designs, protecting participants' rights, interview process, data collection, and analysis. Furthermore, reading peer-reviewed journal articles and collecting data on the topic of occupational stress in private security work and other industries expanded my understanding of the subject and trends in private security and other businesses. My perception and understanding of doctoral level study broadened

dramatically during the research development process. For example, I realized how much effort it takes researchers to acquire participants' consent and schedule them for interviews. Some candidates did not respond to my emails correspondence although they had already agreed to participate in the study when I talked to them over the phone.

Regardless of the challenges I had to overcome to conduct the interviews, the interview process was inspiring and stimulating. The participants seemed excited to participate in the study. To the best of my knowledge and understating, they responded to the interview questions completely and accurately. I could feel that they had the desire to add value to the subject, to answer the research question, and support mitigating the negative impact of occupational stress on security officers' health and work performance. Participants, since our initial communication until the end of the study development, including the times of interviews, reflected on their years of experience and service to private security business and officers. They expressed the excitement they have for the continued improvement of the industry and its working conditions, including the mitigation of the negative impact of occupational stress on security officers and their organizations.

Participants highlighted standardized occupational stress mitigation strategies, such as workplace wellness programs, leadership involvement, and health protection policies, open communication and ethical practices, and to mitigate the negative impact of occupational stress. The study findings presented by the literature review and participants input support the assumption that a positive relationship exists between occupational stress, poor health condition, and work performance, however, the

significance of the relationship was stronger than I expected. I am appreciative to the participants for sharing the information they learned throughout the years of working in the private security business, including their accomplishments and occupational stress mitigation initiatives.

Conclusion

The aim of this research study was to explore strategies private security leaders used to mitigate the negative impact of occupational stressors on security officers' health and work performance. The development of this research study included conducting semistructured interviews and a review of related archival documents. In harmony with previous studies, the findings of this research suggest workplace wellness programs, open communication, and health protection policies as effective strategies to mitigate the negative impact of occupational stress on security officers' health and work performance. Other strategies included reasonable minimum wage, leadership involvement, avoiding long working hours fair, and equal treatment. The implications for social change from the findings of this study include improving private security leadership skills and improving employees' health, which leads to optimizing employee skills, satisfy stakeholders' expectations, and maintaining stable business growth.

Without the active involvement and support of business leaders to encourage occupational stress mitigation strategies, occupational stress may continue to produce a negative impact on employees' and organizations (George, Chiba, & Scheepers, 2017). Private security leaders must involve themselves in the development and implementation of standard occupational stress mitigation strategies to increase productivity and profit,

create a positive influence in the society, and strengthen employees' satisfaction and loyalty. Promoting occupational stress mitigation strategies is an essential component of organizational effectiveness, productivity, and profitability (Scuffham et al., 2014).

Business leaders should work in partnership with human resources management (HRM) to develop and implement the right strategies for their employees and organizations. Arora (2016) and Jayasinghe (2016) clarified business leaders could not separate organizations' strategic objectives from HRM practices, because business issues deeply relate to human resources. Business leaders should insert the HRM initiatives into the organizational system to generate a work environment support achieving organizational goals and business sustainability (Meyer & Dunphy, 2016).

I concluded from the study results that standardized occupational stress mitigation strategies, such as workplace wellness programs, open communication, and health protection policies, are essential approaches to increasing work performance, productivity, and profitability. The collective efforts to incorporate occupational stress reduction strategies may help private security leaders obtain a better understanding of the critical factors that associate with their businesses. Moreover, leaders could be more likely to realize the benefits of effective implementation of those strategies on the current as well as the future generations of security officers, which will, in turn, increase their organizations' long-term productivity and sustainability.

References

- Adderley, S., & Mellor, D. (2014). Who's influencing whom? Developing sustainable business partnerships. *EuroMed Journal of Business*, 9(1), 60-74.
doi:10.1108/EMJB-06-2013-0033
- Ajagbe, M. A., Sholanke, A. B., Isiyawwe, D. T., & Oke, A. O. (2015). Qualitative inquiry for social sciences. *International Conference on African Development Issues: Social and Economic Models for Development Track*. Retrieved from <https://www.eprints.covenantuniversity.edu>
- Alcadipani, R., & Hodgson, D. (2009). By any means necessary? Ethnographic access, ethics and the critical researcher. *Tamara Journal for Critical Organization Inquiry*, 7, 127-146. Retrieved from <http://www.crow.kozminski.edu.pl>
- Allen, R. E., & Wiles, J. L. (2016). A rose by any other name: Participants choosing research pseudonyms. *Qualitative Research in Psychology*, 13, 149-165.
doi:10.1080/14780887.2015.1133746
- Alzola, M. (2018). Decent work: The moral status of labor in human resource management. *Journal of Business Ethics*, 147, 835-853. doi:10.1007/s10551-017-3507-5
- Amankwaa, L. (2016). Creating protocols for trustworthiness in qualitative research. *Journal of Cultural Diversity*, 23, 121-127. Retrieved from <http://www.tuckerpub.com/jcd.htm>
- Andrew, A., & Kishokumar, R. (2014). Influence of working environment and workload on occupational stress among staff in the financial services industry. *International*

- Journal on Global Business Management & Research*, 3(1). Retrieved from <http://www.rajalakshmi.org/ijgbmr>
- Arocena, P., & Nunez, I. (2014). Depression affecting work performance: Gender differentials across occupations. *International Journal of Manpower*, 35, 250-266. doi:10.1108/IJM-04-2014-0090
- Arora, R. (2016). Role of performance improvement and instructional design in strategic human resource management. *Journal of Strategic Human Resource Management*, 5, 23-46. Retrieved from <http://www.publishingindia.com>
- Aryasri, A. R., & Mouly, N. C. (2017). Occupational stress and burnout among police constabulary: An analysis. *The Journal of Institute of Public Enterprise*, 40(3&4), 51-68. Retrieved from <http://www.ipeindia.org>
- Asomah, J. Y. (2017) Understating the development of private policing in South Africa. *African Journal of Criminology and Justice Studies*, 10(1), 61-82. Retrieved from <https://www.umes.edu>
- Baechler, N. (2016). Does sustainable development make good strategies for corporate actors? *Marmara University Journal of Economic & Administrative Sciences*, 2016(1), 57-72. doi:10.14780/iibd.17509
- Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *Leadership Quarterly*, 27, 634-652. doi:10.1016/j.leaqua.2016.02.006

- Barbiņa, A., Dan, I. S., & Mureșan, C. (2017). Bernard Bass - Founder of the transformational leadership theory. *Review of Management & Economic Engineering, 16*, 758-762. Retrieved from <http://www.rmee.org>
- Bass, B. M. (1985). *Leadership and performance beyond expectation*. New York: Free Press.
- Becker, G. S. (1962). Investment in human capital: A theoretical analysis. *Journal of Political Economy, 70*(5), 9-49. doi:10.1086/258724
- Benavides-Velasco, C., Quintana-García, C., & Marchante-Lara, M. (2014). Total quality management, corporate social responsibility and performance in the hotel industry. *International Journal of Hospitality Management, 41*, 77-87. Retrieved from <https://www.sciencedirect.com>
- Bennett, E. E., & McWhorter, R. R. (2016). Opening the black box and searching for smoking guns process causality in qualitative research. *European Journal of Training and Development, 40*, 691-718. doi:10.1108/EJTD-07-2015-0049
- Berger, R. (2015). Now I see it, now I don't: Researcher's position and reflexivity in qualitative research. *Qualitative Research, 15*, 219-234. doi:10.1177/146879411246847
- Bilyalova, A. A., Ryseva, Y. V., & Kalashnikova, M. M. (2016). Levels of operating police officers' stress-tolerance development. *Journal of Organizational Culture, Communication and Conflict, 20*(2). Retrieved from <http://www.alliedacademies.org>

- Birt, L., Scott, S., Cavers, D., Campbell, C., & Walter, F. (2016). Member checking: A tool to enhance trustworthiness or merely a nod to validation? *Qualitative Health Research, 26*, 1802-1811. doi:10.1177/1049732316654870
- Boddy, C. R. (2016). Sample size for qualitative research. *Qualitative Market Research: An International Journal, 19*, 426-432. doi:10.1108/QMR-06-2016-0053
- Boden, A., Muller, C., & Nett, B. (2011). Conducting a business ethnography in global software development projects of small German enterprises. *Information and Software Technology, 53*, 1012-1021. doi:10.1016/j.infsof.2011.01.009
- Borgman, C. L. (2012). The conundrum of sharing research data. *Journal of the American Society for Information Science and Technology, 63*, 1059-1078. doi:10.1002/asi.22634
- Bradbury-Jones, C., Taylor, J., & Herber, O. (2014). How theory is used and articulated in qualitative research: Development of a new typology. *Social Science & Medicine, 120*, 135-141. doi:10.1016/j.socscimed.2014.09.014
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology, 87*, 138-157. doi:10.1111/joop.12041
- Brinkmann, S. (2014). Unstructured and semi-structured interviewing. In P. Leavy (Ed.), *The Oxford handbook of qualitative research* (pp. 277-299). doi:10.1093/oxfordhb/9780199811755.013.030

- Cameron, R., & Molina-Azorin, J. F. (2011). The acceptance of mixed methods in business and management research. *International Journal of Organizational Analysis, 19*, 256-271. doi:10.1108/19348831111149204
- Chang, Y. Y. (2015). Strategic human resource management, transformational leadership organizational ambidexterity: Evidence from Taiwan. *Asia Pacific Business Review, 21*, 517-533. doi:10.1080/13602381.2015.1029298
- Che, X. X., Zhou, Z. E., Kessler, S. R., & Spector P. E. (2017). Stressors beget stressors: The effect of passive leadership on employee health through workload and work-family conflict. *Work & Stress, 31*, 338-354.
doi:10.1080/02678373.2017.1317881
- Chiaburu, D., Smith, T. A., Wang, J., & Zimmerman, R. (2014). Relative importance of leader influences for subordinates' proactive behaviors, prosocial behaviors, and task performance: A meta-analysis. *Journal of Personnel Psychology, 13*(2), 70-86. doi:10.1027/1866-5888/a000105
- Chikweche, T., & Fletcher, R. (2012). Undertaking research at the bottom of the pyramid using qualitative methods. *Qualitative Market Research: An International Journal, 15*, 242-267. doi:10.1108/13522751211231978
- Chowdhury, M. (2015). Coding, sorting and sifting of qualitative data analysis: Debates and discussion. *Quality & Quantity, 49*, 1135-1143. doi:10.1007/s11135-0140039-2

- Cihan, A. (2012). The private security industry in Turkey: Officer characteristics and their perception of training sufficiency. *Security Journal*, 29(2), 169-184.
Retrieved from <https://www.link.springer.com>
- Clark, M. A., Michel, J. S., Early, R. J., & Baltes, B. B. (2014). Strategies for coping with work stressors and family stressors: Scale development and validation. *Journal of Business Psychology*, 29, 617-638. doi:10.1007/s10869-014-9356-7
- Cobbina, J. E., Nalla, M. K., & Bender, K. A. (2016). Security officers' attitudes towards training and their work environment. *Security Journal* 29, 385-399. Retrieved from <http://www.palgrave-journals.com>
- Condon, M. J., & Edwards, J. B. (2018). A healthy workforce: How workers' compensation & wellness programs go together. *Professional Safety* 63(3), 32-37.
Retrieved from <http://www.asse.org>
- Connelly, L. M. (2016). Understanding research. Trustworthiness in qualitative research. *MEDSURG Nursing*, 25, 435-436. Retrieved from <http://www.ajj.com>
- Contan, A. L. (2015). *The importance of a good work performance*. International Conference on Management and Industrial Engineering. Bucharest, Romania: Niculescu Publishing House Retrieved from <http://www.publishersglobal.com>
- Crowe, M., Inder, M., & Porter, R. (2015). Conducting qualitative research in mental health: Thematic and content analysis. *Australia and New Zealand Journal of Psychiatry*, 49, 616-623. doi:10.1177/0004867415582053.
- Dawson, K. M., O'Brien, K. E., & Beehr, T. A. (2016). The role of hindrance stressors in the job demand-control-support model of occupational stress: A proposed theory

revision. *Journal of Organizational Behavior*, 37, 397 - 415.

doi:10.1002/job.2049

- Delery, J., & Gupta, N. (2016). Human resource management practices and organizational effectiveness: Internal fit matters. *Journal of Organizational Effectiveness: People and Performance*, 3, 139-163. doi:10.1108/JOEPP-03-2016-0028
- DeLysér, D., & Sui, D. (2013). Crossing the qualitative-quantitative divide II: Inventive approaches to big data, mobile methods, and rhythm-analysis. *Progress in Human Geography*, 37, 293-305. doi:10.1177/0309132512444063
- De Massis, A., & Kotlar, J. (2014). The case study method in family business research: Guidelines for qualitative scholarship. *Journal of Family Business Strategy*, 5, 15-29. doi:10.1016/j.jfbs.2014.01.007
- Denzin, N. K., & Lincoln, Y. S. (2017). *The SAGE handbook of qualitative research* (5th ed.). Thousand Oaks, CA; Sage.
- Donaldson, A., & Harriss, A. (2016). Workplace stress - An occupational health case study. *Occupational Health & Wellbeing*, 68(7). Retrieved from <http://www.personneltoday.com>
- Drabble, L., Trocki, K. F., Salcedo, B., Walker, P. C., & Korcha, R. A. (2016). Conducting qualitative interviews by telephone. Lessons learned from a study of alcohol use among sexual minority and heterosexual women. *Qualitative Social Work*, 15, 118-133. doi:10.1177/1473325015585613

- Dresch, A., Lacerda, D. P., & Miguel, P. A. C. (2015). A distinctive analysis of case study, action research and design science research. *Review of Business Management, 17*, 1116-1133. doi:10.7819/rbgn.v17i56.2069
- Duggleby, W., & Williams, A. (2016). Methodological and epistemological considerations in utilizing qualitative inquiry to develop interventions. *Qualitative Health Research, 26*, 147-153. doi:10.1177/1049732315590403
- Duncan, D. (2016). Regulating work that kills us slowly: The challenge of chronic work-related health problems. *New Zealand Journal of Employment Relations, 41*(2), 87-103. Retrieved from <https://www.search.informit.com.au>
- Dunkl, A., Jimenez, P., Zizek, S. S., Milfelner, B., & Kallus, W. K. (2015). Similarities and differences of health-promoting leadership and transformational leadership. *Nase Gospodarstvo/Our Economy, 61*(4), 3-13. doi:10.1515/ngoe-2015-0013
- Elia, J., & Rouse, M. J. (2016). Do workplace wellness programs work? *Plans & Trusts, 34*(5), 12-17. Retrieved from <http://www.ifebp.org>
- Elsawah, S., Guillaume, J. S. A., Filatova, T., Rook, J., & Jakeman, A. J. (2015). A methodology for eliciting, representing, and analyzing stakeholder knowledge for decision making on complex socio-ecological systems: From cognitive maps to agent-based models. *Journal of Environmental Management, 151*, 500-516. doi:10.1016/j.jenvman.2014.11028
- Espin, J. A. G., Jiménez, D. J., & Costa, M. M. (2015). The mediating role of human capital in the relationship between the organizational culture and performance.

Academic Conferences and Publishing International. Retrieved from

<http://www.academic-conferences.org>

Ferri, P., Guadi, M., Marcheselli, L., Balduzzi, S., Magnani, D., & Lorenzo, R. D. (2016).

The impact of shift work on the psychological and physical health of nurses in a general hospital: A comparison between rotating night shifts and day shifts. *Risk Management Health Care Policy*, *9*, 203-211. doi:10.2147/RMHP.S115326

Forsgren, E., Skott, C., Hartelius, L., & Saldert, C. (2016). Communicative barriers and

resources in nursing homes from the enrolled nurses' perspective: A qualitative interview study. *International Journal of Nursing Studies*, *54*, 112-121.

doi:10.1016/j.ijnurstu.2015.05.006

Foss, N. J., & Hallberg, N. L. (2014). How symmetrical assumptions advance strategic

management research. *Strategic Management Journal*, *35*, 903-913.

doi:10.1002/smj.2130

Frank, J. Lambert, E. G., & Qureshi, H. (2017). Examining police officer work stress

using the job demands-resources model. *Journal of Contemporary Criminal Justice*, *33*, 348-367. doi:10.1177/1043986217724248

Frankfort-Nachmias, C., & Nachmias, D. (2008). *Research methods in the social sciences*

(7th ed.). New York, NY: Worth Publishers.

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative

research. *The Qualitative Report*, *20*, 1408-1416. Retrieved from

<http://www.tqr.nova.edu>

- Gandy, D. (2015). Small business strategies for company profitability and sustainability (Doctoral dissertation). Retrieved from ProQuest Dissertations and Theses database. (UMI No. 3700959)
- Garcia, N. & Kleiner, B. (2016). There's profit in wellness and social responsibility. *Industrial Management*, 58(6), 24-27. Retrieved from <http://www.iise.org>
- Gaya, H. J., & Smith, E. E. (2016). Developing a qualitative single case study in the strategic management realm: An appropriate research design? *International Journal of Business Management and Economic Research*, 7, 529-538. Retrieved from <http://www.inderscience.com>
- George, R., Chiba, M. & Scheepers, C. B. (2017). An investigation into the effect of leadership style on stress-related presenteeism in South African knowledge workers. *SA Journal of Human Resource Management*, 15, 1683-7584. doi.10.4102/sajhrm.v15i0.754
- Goswami, T. G. (2015). Job stress and its effect on employee performance in banking sector. *Indian Journal of Commerce & Management Studies*, 6(2), 51-56. Retrieved from <http://www.scholarshub.net>
- Gozukara, I. & Çolakoglu, N. (2015). The impact of manager support and work family conflict on job satisfaction. *Business Management Dynamics*, 5(6), 13-25. Retrieved from <http://www.bmdynamics.com>
- Groeneveld, S., Tummers, L., Bronkhorst, B., Ashikali, T., & van Thiel, S. (2015). Quantitative methods in public administration: Their use and development

through time. *International Public Management Journal*, 18, 61-86.

doi:10.1080/10967494.2014.972484

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). Thousand Oaks, CA: Sage Publication, Inc.

Guercini, S. (2014). New qualitative research methodologies in management.

Management Decision, 52, 662-674. doi:10.1108/MD-11-2013-0592

Haddon, J. (2018). The impact of employees' well-being on performance in the

workplace. *Strategic HR Review*, 17(2), 72-75. doi:10.1108/SHR-01-2018-0009

Hamstra, M., Yperen, N., Wisse, B., Sassenberg, K. (2014). Transformational and

transactional leadership and followers' achievement goals. *Journal of Business & Psychology*. doi:10.1007/s10869-013-9322-9

Hardicre, J. (2014). An overview of research ethics and learning from the past. *British*

Journal of Nursing, 23, 483-486. doi:10.12968/bjon.2014.23.9

Harvey, L. (2015). Beyond member-checking: A dialogic approach to the research

interview. *International Journal of Research & Method in Education*, 38, 23-38.

doi:10.1080/1743727X.2014.914487

Ho, S. (2017). The future of workplace wellness programs. *Strategic HR Review*, 16(1),

2-6. doi:10.1108/SHR-11-2016-0101

Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013). Rigour in qualitative case study research. *Nurse Researcher*, 20(4), 12-17.

doi:10.7748/nr2013.03.20.4.12.e326

- Idris, M. A., Dollard, M. F., & Winefield, A. H. (2010). Lay theory explanations of occupational stress: The Malaysian context. *Cross Cultural Management: An International Journal*, 17, 135-153. doi:10.1108/13527601011038714
- Jackson, S. E., & Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of Occupational Behavior*, 3(1). 63-77. Retrieved from <http://www.onlinelibrary.wiley.com>
- Jacob, S. A., & Furgerson, S. P. (2012). Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. *Qualitative Report*, 17(42), 1-10. Retrieved from <http://www.tqr.nova.edu>
- Jamison, J. & Kleiner, B. (2015). Excellence in wellness program incentives. *Insights to a Changing World Journal*, 2015(3), 78-84. Retrieved from <http://www.franklinpublishing.net>
- Jannoo, Z., Yap, B. W., & Haron, H. (2015). Evaluation of the job stress survey and its factor structure. *Quality & Quantity*, 49, 711-726. doi:10.1007/s11135-014-0019-6
- Jao, I., Kombe, F., Mwalukore, S., Bull, S., Parker, M., Kamuya, D. Marsh, V. (2015). Involving research stakeholders in developing policy on sharing public health research data in Kenya. Views on fair process for informed consent, access, oversight, and community engagement. *Journal of Empirical Research on Human Research Ethics*, 10, 264-277. doi:10.1177/1556264615592385
- Jarman, L., Martin, A., Venn, A., Otahal, P., Blizzard, L., Teale, B., & Sanderson, K. (2016). Workplace health promotion and mental health: Three-year findings from

partnering healthy@work. *Plos One*, 11(8), 1-14.

doi:10.1371/journal.pone.0156791

Jayasinghe, M. (2016). The operational and signaling benefits of voluntary labor code adoption: Reconceptualizing the scope of human resource management in emerging economies. *Academy of Management Journal*, 59, 658-677.

doi:10.5465/amj.2014.0478

Jimenez, P., Winkler, B., & Dunkl, A. (2017). Creating a healthy working environment with leadership: The concept of health-promoting leadership. *The International Journal of Human Resource Management*, 28, 2430-2448.

doi:10.1080/09585192.2015.1137609

Johnson, B. D., Dunlap, E., & Benoit, E. (2010). Structured qualitative research: Organizing “mountains of words” for data analysis, both qualitative and quantitative. *Substance Use & Misuse*, 45, 648-670.

doi:10.1002/97804470752135.ch17

Joslin, R., & Muller, R. (2016). Identifying interesting project phenomena using philosophical and methodological triangulation. *International Journal of Project Management*, 34, 1043-1056. doi:10.1016/j.ijproman.2016.05.005

Kass, N. E., Taylor, H. A., Ali, J., Hallez, K., & Chaisson, L. (2015). A pilot study of simple interventions to improve informed consent in clinical research: Feasibility, approach, and results. *Clinical Trials*, 12, 54-66. doi:10.1177/1740774514560831

Khuong, M. N., & Yen, V. H. (2016). Investigate the effects of job stress on employee job performance - A case study at Dong Xuyen Industrial Zone, Vietnam.

International Journal of Trade, Economics, and Finance, 7(2), 31-37. Retrieved from <http://www.ijtef.org>

Kinnunen-Amoroso, M & Liira, J. (2016). Work-related stress management between workplace and occupational health care. *Work* 54, 507-515. doi:10.3233/WOR-162317

Kirkwood, A., & Price, L. (2013). Examining some assumptions and limitations of research on the effects of emerging technologies for teaching and learning in higher education. *British Journal of Educational Technology*, 44, 536-543. doi:10.1111/bjet.12049

Kocakulah, M., & Powers, J. (2015). Saving money through wellness programs. *Strategic Finance*, 23-33. Retrieved from <http://www.sfmagazine.com>

Konrad, A. M., Yang Y., & Maurer, C. C. (2016). Antecedents and outcomes of diversity and equality management systems: An integrated institutional agency and strategic human resource management approach. *Human Resource Management*, 55, 83-107. doi:10.1002/hrm.21713

Koruda, E. (2016). More carrot, less stick: Workplace wellness programs & the discriminatory impact of financial and health-based incentives. *Boston College Journal of Law & Social Justice*, 36. 131-158. Retrieved from <https://www.lawdigitalcommons.bc.edu/jlsj>

Krainz, K. D. (2015). Enhancing wellbeing of employees through corporate social responsibility context. *Megatrend Review*, 12, 137-154. Retrieved from <http://www.megatrendreview.naisbitt.edu.rs>

- Kristensen, G. K., & Ravn, M. N. (2015). The voices heard and the voices silenced: Recruitment processes in qualitative interview studies. *Qualitative Research, 15*, 722-737. doi:10.1177/1468794114567496
- Kwasnicka, D., Dombrowski, S., White, M., & Sniehotta, F. (2015). Data-prompted interviews: Using individual ecological data to stimulate narratives and explore meanings. *Health Psychology, 34*, 1191-1194. doi:10.1037/hea0000234
- Lahman, M., Rodriguez, K., Moses, L., Griffin, K., Mendoza, B., & Yacoub, W. (2015). A rose by any other name is still a rose? Problematizing pseudonyms in research. *Qualitative Inquiry, 21*, 445-453. doi:10.1177/1077800415572391
- Lally, S. (2016). Changing attitude around worker health. *Professional Safety, 61*(6), 54-55. Retrieved from <https://www.asse.org>
- Lamatic, M. (2011). Program evaluation: Qualitative methods and techniques. *Economy Transdisciplinarity Cognition, 14*, 197-203. Retrieved from <http://www.ugb.ro>
- Lather, A. S., Aggarwal, V., & Samantray, L. M. (2011). A comparative study of personality dimensions between officers and subordinates of security force personnel and their effect on their occupational stress. *Drishtikon: A Management Journal, 3*(2), 61-107. Retrieved from <http://www.publishingindia.com>
- Lee, S., Yun, T., & Lee, S. (2015). Moderating role of social support in the stressor-satisfaction relationship: Evidence from police officers in Korea. *International Review of Public Administration, 20*, 102-116.
doi:10.1080/12294659.2014.982271
- Leedy, P. D., & Ormrod, J. E. (2013). *Practical research: Planning and design* (10th

ed.). Upper Saddle River, NJ: Pearson Education.

- Leppaaho, T., Plakoyiannaki, E., & Dimitratos, P. (2015). The case study in family business: An analysis of current research practices and recommendations. *Family Business Review*, 29, 159-173. doi:10.1177/0894486515614157
- Li, Y., Li, D., Tu, Y., & Liu, J. (2018). How and when servant leadership enhances life satisfaction. *Personnel Review*, 47, 1077-1093. doi:10.1108/PR-07-2017-0223
- Lim, S., Wang, T. K., & Lee, S. Y. (2017). Shedding new light on strategic human resource management: The impact of human resource management practices and human resources on the perception of federal agency mission accomplishment. *Public Personnel Management*, 46, 91-117. doi:10.1177/0091026017704440
- Liu, Y., Combs, J. G., Ketchen, Jr., D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business Horizons*, 50, 503-511. doi:10.1016/j.bushor.2007.07.002
- Long, J., Johnson, C., Faught, S., & Wilson, J. (2018). Chronic conditions: A motivator for reexamining the effectiveness of promotions and communications of organizational wellness programs. *International Journal of the Academic Business World*, 12(1), 39-47. Retrieved from <https://www.interaction-design.org>
- Loo, I. D., Cooper, S., & Manochin, M. (2016). Enhancing the transparency of accounting research: The case of narrative analysis. *Qualitative Research in Accounting & Management*, 12, 34-54. doi:10.1108/QRAM-02-2013-0007
- Lord, R. G., Brown, D. J., Freiberg, S. J. (1999). Understanding the dynamics of leadership: The role of follower self-concepts in the leader/follower relationship.

Organizational Behavior and Human Decision Processes 78, 167-203.

doi:10.1006/obhd.1999.2832

Lub, V. (2015). Validity in qualitative evaluation: Linking purposes, paradigms, and perspectives. *International Journal of Qualitative Methods*, 14(5), 1-8.

doi:10.1177/1609406915621406

Malterud, K., Siersma, V. D., & Guassora, A. D. (2015). Sample size in qualitative interview studies: Guided by information power. *Qualitative Health Research*, 26, 1753-1760. doi:10.1177/1049732315617444

Maran, D. A., Varetto, A., Zedda, M., & Franscini, M. (2014). Stress among Italian male and female patrol police officers: A quali-quantitative survey. *An International Journal of Police Strategies & Management*, 37, 875-890. doi:10.1108/PIJPSM-05-2014-0056

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Thousand Oaks, CA: Sage Publications.

Marzec, M. L., Scibelli, A., & Edington, D. (2015). Impact of changes in medical condition burden index and stress on absenteeism among employees of a US utility company. *International Journal of Workplace Health Management*, 8, 15-33. doi:10.1108/IJWHM-09-2013-0035

McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion*, 30, 537-542.

doi:10.1177/0267659114559116

- McIntosh, M. J., & Morse, J. M. (2015). Situating and constructing diversity in semi-structured interviews. *Global Qualitative Nursing Research, 2*, 1-12.
doi:10.1177/2333393615597674
- McIntyre, S. M. (2002). Human capital theory at work: The generalists meet the symbolic analysts in a changing workplace and marketplace. Paper Presented at the Conference for “The Changing Face of Work and Learning” at the University of Alberta, Canada. Retrieved from <http://www.wln.ualberta.ca>
- Menon, S. (2016). George Elton Mayo: The father of human resource management & his Hawthorne studies. *Human Resources Management Practice*. Retrieved from <http://www.hrmpractice.com>
- Mensah, J., & Amponsah-Tawiah, K. (2016). Mitigating occupational stress: The role of psychological capital. *Journal of Workplace Behavioral Health, 31*, 189-203,
doi:10.1080/15555240.2016.1198701
- Merriam, S., & Bierema, L. (2013). *Adult learning: Linking theory and practice*. San Francisco, CA: Jossey-Bass.
- Meuser, J. D., Gardner, W. L., Jessica E., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management, 42*, 1374-1403. doi:10.1177/0149206316647099
- Meyer, D., & Dunphy, S. (2016). The role of knowledge-based psychological climates in human resource management systems. *Management Decision, 54*, 1222-1246.
doi:10.1108/MD-02-2015-0068

- Miles, M. B., Huberman, A. M., & Saldaña, J. (2013). *Qualitative data analysis: A methods sourcebook*. Thousand Oaks, CA: Sage.
- Mitchell, K. R., & Wellings, K. (2013). Measuring sexual function in community surveys: Development of a conceptual framework. *Journal of Sex Research, 50*, 17-28. doi:10.1080/00224499.2011.621038
- Money, U., & Ehimewenma, E. I. (2016). The Nigeria police stress: Its organization and operations. *Indian Journal of Commerce & Management Studies, 7*(1), 67-74. Retrieved from <http://www.scholarshub.net>
- Moon, N. W., Linden, M. A., Bricout, J. C., & Baker, P. M. (2014). Telework rationale and implementation for people with disabilities: Considerations for employer policymaking. *Work, 48*, 105-115. doi:10.3233/WOR-131819
- Morris, G. J. (2014). The positive deviance phenomenon of leading successful strategic change (Doctoral dissertation). Retrieved from ProQuest Dissertations & Thesis Full-Text database. (UMI No. 3623421)
- Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research, 25*, 1212-1222. doi:10.1177/1049732315588501
- Morse, W. C., Lowery, D. R., & Steury, T. (2014). Exploring saturation of themes and spatial locations in qualitative public participation geographic information systems research. *Society & Natural Resources, 27*, 557-571. doi:10.1080/08941920.2014.888791

- Mosadeghrad, A. M. (2014). Occupational stress and its consequences: Implications for health policy and management. *Leadership in Health Services, 27*, 224-239.
doi:10.1108/LHS-07-2013-0032
- Mushkin, S. J. (1962). Health as an investment. *Journal of Political Economy, 70*, 129-157. Retrieved from <https://www.jstor.org>
- Nerurkar, A. (2014). A study of stress among Mumbai police personnel. *SUMEDHA Journal of Management, 3*(3), 4-19. Retrieved from <http://www.indianjournals.com>
- Nielsen, S. K. (2014). A multi-source model of perceived organizational support and performance. *Journal of Organizational Psychology, 14*(2), 78-92. Retrieved from <http://www.onlinelibrary.wiley.com>
- Nikezic, S., Puric, S., & Puric, J. (2012). Transactional and transformational leadership: Development through changes. *International Journal for Quality research, 6*, 285-296. Retrieved from <http://www.ijqr.net/>
- Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage Publications.
- O'Keefe, L. C., Brown, K. C., & Christian, B. J. (2014). Policy perspective on occupational stress. *Workplace Health & Safety, 62*. 432-438.
doi:10.3928/21650799-20140813-02
- Olson, A., Leko, M. M., & Roberts, C. A. (2016). Providing students with severe disabilities access to the general education curriculum. *Research & Practice for Persons with Severe Disabilities, 41*, 143-157. doi:10.1177/1540796916651975

- Onwuegbuzie, A. J., & Byers, V. T. (2014). An exemplar for combining the collection, analysis, and interpretations of verbal and nonverbal data in qualitative research. *International Journal of Education, 6*, 183-246. doi:10.5296/ije.v6i1.4399
- Onwuegbuzie, A. J., & Corrigan, J. A. (2014). Improving the quality of mixed research reports in the field of human resource development and beyond: A call for rigor as an ethical practice. *Human Resource Development Quarterly, 25*, 273-299. doi:10.1002/hrdq.21197
- Osibanjo, A. O., Akinbode, J. O., Falola, H. O., & Oludayo, A. O. (2015). Work ethics and employees' job performance. *Journal of Leadership, Accounting and Ethics, 12*, 107-117. Retrieved from <http://www.na-businesspress.com>
- Otenyo, E. E., & Smith, E. A. (2017). An overview of employee wellness programs (EWPs) in large U.S. cities: Does geography matter? *Public Personnel Management, 46*(1), 3-24. doi:10.1177/0091026016689668
- Padden-Denmead, M. L., Scaffidi, R. M., Kerley, R. M., & Farside, A. L. (2016). Simulation with debriefing and guided reflective journaling to stimulate critical thinking in prelicensure baccalaureate degree nursing students. *Journal of Nursing Education, 55*, 645-650. doi:10.392801484834-20161011-07
- Patterson, G. T., Chung, I. W. & Swan, P. W. (2014). Stress management interventions for police officers and recruits: A meta-analysis. *Journal of Experimental Criminology, 10*, 487-513. doi:10.1007/s11292-014-9214-7
- Patton, M. Q. (2015). *Qualitative research & evaluation methods* (4th ed.). Thousand Oaks, CA: Sage Publications.

- Pereira, M.J., Coombes, B.K., Comans, T.A., & Johnston, V. (2015). The impact of onsite workplace health-enhancing physical activity interventions on worker productivity: A systematic review. *Occupational and Environmental Medicine*, 72, 401-412. doi:10.1136/oemed-2014-102678
- Pijalovic, V. (2013). *Health as a part of human capital*. Paper presented at the Second International Scientific Conference Economic and Social Development, Varazdin, Croatia. Retrieved from <https://www.search.proquest.com>
- Pluta, A., & Rudawska, A. (2016). Holistic approach to human resources and organizational acceleration. *Journal of Organizational Change Management*, 2, 293-309. doi:10.1108/JOCM-11-2014-0210
- Pocas, A. (2014). Human capital dimensions-education and health-and economic growth. *Advances in Business-Related Scientific Research Journal*, 5, 111-120. Retrieved from <http://www.absrc.org/publications>
- Posel, N., Shore, B. M., & Fleischer, D. (2012). Virtual patient cases: A qualitative study of the requirements and perceptions of authors. *International Journal of Medical Education*, 3, 175-181. doi:10.5116/ijme.5038.alel
- Qubaisi, J., Elanain, H., Badri, M., & Ajmal, M. (2015). Leadership, culture and team communication: Analysis of project success causality-a UAE case. *International Journal of Applied Management Science*, 7, 223-243. doi:10.1504/IJAMS.2015.071149

- Ramsey, J. R., Rutti, R. M., Lorenz, M. P., Barakat, L. L. & Sant'anna, A. S. (2017). Developing global transformational leader. *Journal of World Business*, 52, 461-473. doi:10.1016/j.jwb.2016.06.002
- Rao, A. S., & Abdul, W. K. (2015). Impact of transformational leadership on team performance: An empirical study in UAE. *Measuring Business Excellence*, 19(4), 30-56. doi:10.1108/MBE-07-2014-0022
- Ray, D. C. (2015). Single-case research design and analysis: Counseling applications. *Journal of Counseling & development*, 93, 394-402. doi:10.1002/jcad.12037
- Richardson, K. M. (2017). Managing employee stress and wellness in the new millennium. *Journal of Occupational Health Psychology* 22, 423-428. doi:10.1037/ocp0000066
- Robertson, I. (2016). Stress: Cause and effect. *Occupational Health & Wellbeing*, 68(11). Retrieved from <https://www.personneltoday.com>
- Robinson, O. C. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Qualitative Research in Psychology*, 11, 25-41. doi:10.1080/14780887.2013.801543
- Robinson, S. G. (2013). The relevancy of ethnography to nursing research. *Nursing Science Quarterly*, 26, 14-19. doi:10.1177/0894318412466742
- Rose, T., & Unnithan, P. (2015). In or out of the group? Police subculture and occupational stress. *An International Journal of Police*, 38, 279-294. doi:10.1108/PIJPSM-10-2014-0111

- Roy, K., Zvonkovic, A., Goldberg, A., Sharp, E., & LaRossa, R. (2015). Sampling richness and qualitative integrity: Challenges for research with families. *Journal of Marriage and Family, 77*, 243-260. doi:10.1111/jomf.12147
- Rubin, H., & Rubin, I. (2012). *Qualitative interviewing the art of hearing data* (3rd ed.). Thousand Oaks, CA: Sage.
- Russell, L. M., Cole, B. M., & Jones, R. J. (2014). High-risk occupations: How leadership, stress, and ability to cope influence burnout in law enforcement. *Journal of Leadership, Accounting and Ethics, 11*(3), 49-69. Retrieved from <https://www.researchgate.net>
- Sabir, R. I., Akhtar, N., Zakir, U., Nadeem, I., & Rehman, A. (2014). Impact of job stress on consumer satisfaction with role of mediating variables (employee satisfaction and employee performance): A study of Punjab emergency service (Rescue 1122) Sahiwal, Pakistan. *Journal of Asian Business Strategy, 4*(5), 58-73. Retrieved from <http://www.aessweb.com>
- Salem, I. B. (2015). Transformational leadership: Relationship to job stress and job burnout in five-star hotels. *Tourism and Hospitality Research, 15*, 240-253. doi:10.1177/1467358415581445
- Samad, A., Reaburn, P., Davis, H., & Ahmed, E. (2015). Towards an understanding of the effect of leadership on employee wellbeing and organizational outcomes in Australian universities. *The Journal of Developing Areas, 49*, 441-448. Retrieved from <https://www.muse.jhu.edu>

- Santonen, T., & Paasonen, J. (2015). Evaluating private security sector market perceptions in Finland. *Security Journal* 28, 230-251. Retrieved from <http://www.palgrave-journals.com>
- Schmitt, A. Den Hartog, D. N., & Belschak, F. D. (2016). Transformational leadership and proactive work behaviour: A moderated mediation model including work engagement and job strain. *Journal of Occupational and Organizational Psychology* 89, 588-610. doi:10.1111/joop.12143
- Scuffham, P. A., Vecchio, N., & Whiteford, H. A. (2014). Exploring the validity of HPQ-based presenteeism measures to estimate productivity losses in the health and education sectors. *Medical Decision Making*, 34, 127-137. doi:10.1177/0272989X13497996
- Secchi, D., Bui, H. T. M., & Gamroth, K. (2015). Involuntary wellness programs: The case of a large U.S. company. *Evidence Based HRM: A Global Forum for Empirical Scholarship*, 3(1), 2-24. doi:10.1108/EBHRM-09-2013-0031
- Sharma, E. (2015). Occupational stress and leadership styles: indian automobile industry. *SCMS Journal of Indian Management*, 12. 98-109. Retrieved from <https://www.scms.edu.in>
- Shoba, K., & Kalpana, R. P. (2016). A study on determinants that cause the occupational stress among the information technology employees in Chennai city. *SUMEDHA Journal of Management*, 5, 147-156. Received from <http://www.indianjournals.com>

Silcox, S. (2016). Staying well at work. *Occupational Health & Wellbeing*, 68(8), 12.

Retrieved from <http://www.personneltoday.com>

Simundic, A. M. (2013). Bias in research. *Biochemia Medica*, 23(1), 12-15.

doi:10.11613/BM.2013.003

Siu, O. L., Cheung, F., & Lui, S. (2015). Linking positive emotions to work well-being and turnover intention among Hong Kong police officers: The role of psychological capital. *Journal of Happiness Studies*, 16, 367-380.

doi:10.1007/s10902-014-9513-8

Skare, M., & Lacmanovic, S. (2015). Human capital and economic growth: A review essay. *Amfiteatru Economic*, 17, 735-760. Retrieved from

<http://www.amfiteatruconomic.ro>

Smith, A. D., Damron, T., & Melton, A. (2017). Aspects of corporate wellness programs: Comparisons of customer satisfaction. *Benchmarking: An International Journal*, 24, 1523-1551. doi:10.1108/bij-02-2016-0020

Sorsa, M. A., Kiikkala, I., & Åstedt-Kurki, P. (2015). Bracketing as a skill in conducting unstructured qualitative interviews. *Nurse Researcher*, 22(4), 8-12.

doi:10.7748/nr.22.4.8.e1317

Sparkes, A. C. (2015). Developing mixed methods research in sport and exercise psychology: Critical reflections on five points of controversy. *Psychology of Sport and Exercise*, 16, 49-58. doi:10.1016/j.psychsport.2014.08.014

- Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations driving positive social change: A review and an integrative framework of change processes. *Journal of Management*, *42*, 1250-1281. doi:10.1177/0149206316633268
- Stewart, D. W., & Shamdasani, P. N. (2014). *Focus groups: Theory and practice* (Vol. 20). Thousand Oaks, CA: Sage.
- Strauss, A., & Corbin, J. (2014). *Basics of qualitative research: grounded theory procedures and techniques*. Newbury Park, CA: Sage.
- Su, Z. X., Wright, P. M., & Ulrich, M. D. (2018). Going beyond the SHRM paradigm: Examining four approaches to governing employees. *Journal of Management*, *44*, 1598-1619. doi:10.1177/0149206315618011
- Suginraj, M. (2016). A study on stress management of security guards with special reference to Trivandrum District. *International Journal of Research - GRANTHAALAYAH*, *4*(5), 12-17. Retrieved from <http://www.granthaalayah.com>
- Sun, L., & Yu, T. R. (2015). The impact of corporate social responsibility on employee performance and cost. *Review of Accounting and Finance*, *14*(3), 262-284. doi:10.1108/RAF-03-2014-0025
- Suri, H. (2011). Purposeful sampling in qualitative research synthesis. *Qualitative Research Journal*, *11*, 63-75. doi:10.3316/QRJ1102063
- Suri, H. (2013). Epistemological pluralism in research synthesis methods. *International Journal of Qualitative Studies in Education*, *26*, 889-911. doi:10.1080/09518398.2012.691565

- Svendsen, M., Unterrainer, C., & Jonsson, T. F. (2018). The effect of transformational leadership and job autonomy on promotive and prohibitive voice: A two-wave study. *Journal of Leadership & Organizational Studies, 25*, 171-183.
doi:10.1177/1548051817750536
- Sweetland, S. R. (1996). Human capital theory: Foundations of a field of inquiry. *Review of Educational Research, 66*, 341-359. Retrieved from
<http://www.journals.sagepub.com>
- Tomazevic, N., Seljak, J., & Aristovnik, A. (2014). Factors influencing employee satisfaction in the police service: The case of Slovenia. *Personnel Review, 43*. 209-227. doi:10.1108/PR-10-2012-0176
- Torlak, O., Tiltay, M. A., Ozkara, B. Y., & Dogan, V. (2014). The perception of institutionalization of ethics and quality of work-life: The perspective of Turkish managers. *Social Business, 4*(2), 169-180.
doi:10.1362/204440814X14024779688197
- Tramm, R., Daws, K., & Schadewaldt, V. (2013). Clinical trial recruitment: A complex intervention? *Journal of Clinical Nursing, 22*, 2436-2443. doi:10.1111/jocn.12145
- Treloar, A., Stone, T. E., McMillan, M., & Flakus, K. (2015). A narrative in search of a methodology. *Perspectives in Psychiatric Care, 51*, 202-210.
doi:10.1111/ppc.12081
- Tufford, L., & Newman, P. (2010). Bracketing in qualitative research. *Qualitative Social Work, 11*, 80-96. doi:10.1177/1473325010368316

- Tutenges, S., Sogaard, T. F., Kroll, L. T., Bloomfield, K., & Hesse, M. (2015). Violent work environments. *International Journal of Workplace Health Management*, 8, 129-141. doi:10.1108/IJWH-062014-0023
- U.S. Department of Health and Human Services, Office of Human Research Protection (1979). *The Belmont Report*. Retrieved from <http://www.hhs.gov>
- Ulrich, D., & Smallwood, N. (2005). HR's new ROI: Return on intangibles. *Human Resources Management*, 44, 137-142. doi:10.1002/hrm.20055
- Valentine, M. A., Nembhard, I. M., & Edmondson, A. C. (2015). Measuring teamwork in health care settings: A review of survey instruments. *Medical Care*, 53, 16-30. doi:10.1097/MLR.0b013e31827feef6
- van Griensven, H., Moore, A. P., & Hall, V. (2014). Mixed methods research – The best of both worlds? *Manual Therapy*, 19, 367-371. doi:10.1016/j.math.2014.05.005
- van Manen, M. (2014). *Phenomenology of practice: Meaning-giving methods in phenomenological research and writing (Developing qualitative inquiry)*. Walnut Creek, CA: Left Coast Press.
- Wallace, M., & Sheldon, N. (2015). Business research ethics: Participant observer perspectives. *Journal of Business Ethics*, 128, 267-277. doi:10.1007/s10551-014-2102-2
- Wang, Y., Zheng, L., Hu, T., & Zheng, Q. (2014). Stress, burnout, and job satisfaction: Case of police force in China. *Public Personnel Management*, 43, 325-339. doi:1177/0091026014535179

- Warnsley, D. J. (2015). *Strategies to decrease health-related employee absenteeism* (Doctoral dissertation). Retrieved from ProQuest Dissertation and Theses database. (AAT 3733668)
- Wilkerson, J. M., Iantaffi, A., Grey, J. A., Bockting, W. O., & Rosser, B. R. S. (2014). Recommendations for internet-based qualitative health research with hard-to-reach populations. *Qualitative Health Research, 24*, 561-574.
doi:10.1177/1049732314524635
- Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam, and Stake. *The Qualitative Report, 20*, 134-152. Retrieved from <http://www.nsuworks.nova.edu>
- Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European Journal of Education, 48*, 311-325. doi:10.1111/ejed.12014
- Yilmaz, Y., & Kitapci, H. (2017). The impact of strategic human resource management on institutionalization process. *Business Management Dynamics, 7*(3), 26-38.
doi:10.5296/bms.v8i2.11403
- Yin, R. K. (2014). *Case study research. Design and methods* (5th ed.). Thousand Oaks, CA: Sage Publications.
- Yin, R. K. (2016). *Qualitative research from start to finish* (2nd ed.). New York, NY: The Guilford Press.
- Young, I., Gropp, K., Pintar, K., Waddell, L., Marshall, B., Thomas, K., & Rajic, A. (2014). Experiences and attitudes towards evidence-informed policy-making

- among research and policy stakeholders in the Canadian agri-food public health sector. *Zoonoses and Public Health*, 61, 581-589. doi:10.1111/zph.12108
- Zappella, E. (2015). Employers' attitudes on hiring workers with intellectual disabilities in small and medium enterprises: An Italian research. *Journal of Intellectual Disabilities*, 19, 381-392. doi:10.1177/1744629515580883
- Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2015). Developing individual and organizational work-life balance strategies to improve employee health and wellbeing. *Employee Relations*, 37, 354-379. doi:10.1108/ER-10-2013-0142
- Zineldin, M. (2017). Transformational leadership behavior, emotions, and outcomes: Health psychology perspective in the workplace. *Journal of Workplace Behavioral Health*, 32(1), 14-25. doi:10.1080/15555240.2016.1273782
- Zizek, S. S., & Mulej, M. (2016). Creating a healthy company by occupational health promotion as a part of social responsibility. *Kybernetes*, 45, 223-243. doi:10.1108/K-02-2015-0051
- Zohrabi, M. (2013). Theory and practice in language studies, *Review of Educational Research*, 3, 254-262. doi:10.4304/tpls.3.2.254-262
- Zwetsloot, G. I., Scheppingen, A. R., Dijkman, A. J., Heinrich, J., & Besten, H., (2010). The organizational benefits of investing in workplace health. *International Journal of Workplace Health Management*, 3, 143-159. doi:10.1108/17538351011055032

Appendix: Interview Protocol

Action	Script
Introduce the interview and set the stage	<p>Hello, my name is [redacted], I am currently a graduate student at Walden University pursuing a Doctoral Degree in Business Administration (DBA). I am the researcher the data collection instrument of this study.</p> <p>I like to thank you again for participating in this study as an interviewee who has significant background and expertise in the subject which is “Occupational Stress Impact on Private Security Officers Work Performance.” The objective of the study is to identify strategies for private security leaders to mitigate the negative impact of occupational stressors on security officers’ health and work performance.</p> <p>The interview should take around 60 to 90 minutes. I will record this interview to double check and ensure that I grasp your answers and input completely and accurately.</p> <p>Moreover, after the interview, we will meet again for member checking where you will have the opportunity to review a transcript of your answers to confirm that I enter them correctly.</p> <p>Before our member checking interview, I will e-mail you a copy of your responses to review and prepare for the member checking meeting.</p> <p>Please feel comfortable as you answer the questions during the interviews as there is no wrong or right answer, just answer to the best of your personal experience and knowledge about the subject.</p> <p>I e-mailed you a copy of the informed consent form for your review, do you have any questions regarding the form or any other questions?</p> <p>Please sign the consent form and let us start our interview with the first question.</p>
	Interview Questions
Make sure to do the following while conducting the interview:	<ol style="list-style-type: none"> 1. What strategies do you use to mitigate the occupational stress that leads to poor work performance by private security officers? 2. How do you implement each of your occupational stress mitigation strategies?

<p>a. Listen for verbal and non-verbal (body language) cues that could trigger additional essential questions for clarification.</p> <p>b. As and when required, ask follow-up probing questions to get more in-depth understating.</p> <p>c. Paraphrase as needed</p>	3. How effective have your strategies been in reducing security officers' occupational stress?
	4. What means do you use to measure the effectiveness of your strategies in mitigating the private security officers' occupational stress?
	5. What else can you share with me about strategies to mitigate security officers' occupational stress?
Wrap up the interview. Thank participant	<p>With this, we conclude our questions and interview session for today. Thank you for your time and support and for the valuable information you provided on the subject.</p> <p>Do you have any additional questions or comments on the subject?</p>
Schedule follow-up member checking interview	<p>I would like to schedule the follow-up member checking interview after two weeks from today. The interviews will take between 30 to 60 minutes. When would be a convenient time for you to meet? Ok</p> <p>Once I synthesis your answers to the questions, I will e-mail you an English version of your responses to ensure that I recorded all your answers completely and accurately and to prepare for the member checking interview.</p>
Follow-up Member Checking Interview	
Actions	Script
Introduce follow-on (member checking) interview and set the stage	<p>Hello and thank you again for your participation in this follow-on interview. Today, we will go over the interview questions with the synthesis of your responses. Typically, this is one paragraph per question response; in some instances, the response may be slightly less or more. Before we start, do you have any questions or concerns that you like to share?</p> <p>Let us start</p>
Share a copy of the succinct synthesis for each individual question	<p>Please open up your copy of the questions and responses from the first interview which I e-mailed you for review. As we move thru the questions and responses, I will ask clarification questions to ensure completeness and accuracy of your answers.</p>

<p>Bring in probing questions related to other information that may have been found— information must be related so that probing and adhering to the IRB approval.</p> <p>Walk through each question, read the interpretation and ask:</p> <p>Did I miss anything? Or, What would you like to add?</p>	<p>1. What strategies do you use to mitigate the occupational stress that leads to poor work performance by private security officers?</p> <p>1. Succinct synthesis of response 2. Ask did I miss anything or is there anything you would like to add?</p> <hr/> <p>2. How do you implement each of your occupational stress mitigation strategies?</p> <p>1. Succinct synthesis of response 2. Ask did I miss anything or is there anything you would like to add?</p> <hr/> <p>3. How effective have your strategies been in reducing security officers' occupational stress?</p> <p>1. Succinct synthesis of response 2. Ask did I miss anything or is there anything you would like to add?</p> <hr/> <p>4. What means do you use to measure the effectiveness of your strategies in mitigating the private security officers' occupational stress?</p> <p>1. Succinct synthesis of response 2. Ask did I miss anything or is there anything you would like to add?</p> <hr/> <p>5. What else can you share with me about strategies to mitigate security officers' occupational stress?</p> <p>1. Succinct synthesis of response 2. Ask did I miss anything or is there anything you would like to add?</p>
	<p>Thank you for your time and support of the study. Do you have any additional questions or comments? I will send you a copy of the transcript of this interview and the research once completed. I like to ask you if I may reach out to you if I need any clarification in the future.</p> <p>Again, thank you for your participation, please contact me if you have any questions.</p>