

Organizational Cultures Effect on Productivity in Manufacturing

by

Jonathan Karl Foley

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Manufacturing industry continues to struggle due to the inability to fill scheduled orders as a result a depleted workforce. Now more than ever, the importance of sustaining a workforce is essential to the success or failure of an organization. Organizational culture initiatives such as job satisfaction, employee commitment, and employee motivation represent a pivotal addition to all organizations. A strong leadership foundation that can develop and establish strong working cultures by utilizing these initiatives to retain employees is imperative to combat high employee turnover, low morale, and decreased productivity. The study has been affected by a qualitative approach, employing a single case study to acquire understanding of how strong leadership and a positive organizational culture helps institute a strong working culture in manufacturing. Developing a strong foundation of leaders and developing a genuine organizational culture will occur through calculated training and development of leaders. Participant responses revealed these discovered themes to include (a) positive company culture, (b) employee engagement, (c) job satisfaction, (d) leadership effectiveness, (e) and communication.

Key words: manufacturing, leadership, organizational culture, employee turnover

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Dedication

I would like to dedicate this dissertation to my wife, first and foremost, Wendy Green Foley, my son, Johnathan Eran Foley, and my wife's family, Rebecca Lynch, Tim Lynch, Adam Green, and Emily Green. I would also like to include my nephews Bennett and Logan Green. Thank you all for your support through this process. It has been one of the most difficult goals that I have tried to accomplish, and I could not have done it without all your support. I love you all.

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Section 1: Foundation of the Study

This study addressed a gap in literature focused on business culture by concentrating on the impact organizational culture had on the overall profitability of an organization.

Organizational culture represents an extensively scrutinized topic, due to the fact it is perceived as an integral component of the enhancement of financial performance of the organization (Booth & Hamer, 2009). The commitment facet of organizational culture is believed to be highly reliable in examining human behavior in organized groups. This is especially true when compared with other theoretical formulations, such as job satisfaction or job involvement (Giauque & Varone, 2019). According to Saini (2018), organizational performance can be enhanced by a greater level of employee commitment, and the productivity of the organization will eventually increase with the assistance of organizational commitment. Saini (2018) suggests that dedicated employees result in greater organizational performance. Current business literature focus on the heightened importance of colleague engagement for its strategic advantages and rates of project success. Notwithstanding, there was a minimal amount of literature that concentrated on the impact colleague engagement had on organizational culture. This research study addressed a gap in business practice pertaining to one specified manufacturing organization due to a lack of organizational culture initiatives focused on employee commitment, employee satisfaction, and employee commitment, and how these factors effected productivity. These initiatives presented an opportunity for cultural intelligence factors, which are an output of implementing culture, to be put into practice to help managers better align strategy with action and to engage organizational colleagues.

Background of the Problem

Creating value in a competitive business environment is one of the greatest challenges that organizational leaders experience. To generate value, companies must associate business goals with action by cultivating a strategy that creates a competitive advantage (Hsieh & Chen, 2011). Abdullah et al. (2015) advocated that a company's organizational culture influences an array of organizational and individual outcomes including but not limited to productivity, performance, commitment, and self-confidence. Therefore, it is so important to keep employees engaged and stimulated through proper cultural initiatives. According to Miller (n.d.), unmotivated employees generate a negative culture with those persons associated with them and all their work could quickly splinter. By realizing what inspires employees from a motivational standpoint and correlating that with work as well as thinking and behavioral preferences, a more integrated approach to hiring, training, and retaining the employees would speak for the make-up of the company's culture. According to a Harvard Business School study of more than 60,000 employees, a stellar employee that imitated desired values and contributed consistent performance generated more than \$5,300 in cost savings to an organization, where avoiding a toxic hire equated to \$12,500 in cost savings (Levin, 2018).

According to Boyce et al. (2015), organizational culture is a key driver of company performance. Organizational culture serves as an ongoing system of checks and balances that must to be supported at all areas of the organizational and employee life cycle. This study focused on a systematic view of organizational culture. To improve on an ever-evolving managerial prototype, there are seven key approaches that offered an essential framework and perspective within which to analyze and improve company culture and performance. This was where the opportunity lied. Organizations needed to have a better understanding of what type of

cultural environment they current possessed and what cultural environment is better suited for their business strategy. According to Kulapov et al. (2019), specification of a prescribed type of organizational culture is essential for the development of an organization due in part because it allows for accurately defined values, norms, behaviors, morals and identifies the existing corporate culture and lays out the guidance for its change. This understanding of organizational culture allows companies to strengthen their working environments and align their business strategy with human resources initiatives to properly achieve organizational culture conformity and financial success.

The company selected for this examination operated manufacturing products that are fabricated in the United States and are distributed throughout the world. Scholars had published very little research on organizational culture initiatives in relation to its effect on financial growth or decline, and almost exclusively from the perspective of the employee's work responsibilities or job function. To fully understand the influence of perceived cultural consciousness through employee engagement within the context of organizational culture leadership would need to necessitate a more thorough study.

Problem Statement

The general problem to be addressed is the absence of intrinsic institutional culture initiatives in organizations contributed to an unmotivated employee presence resulting in a negative impact on production and potential earnings. According to Eaton and Kilby (2015), 72 percent of corporate officers recognize the significance of organizational culture to financial performance but only 25 percent established a sufficient organizational culture in their own organizations. Motyka (2018) determined that a low-level commitment by colleagues represents an absence of organizational culture which culminated into a 33 percent decrease in operating

income and an 11 percent decrease in earnings development. Glavas (2016) indicated that based on a study of 50,000 businesses, detached workers experienced a 37 percent higher level of absenteeism, were involved in more accidents 49 percent of the time working and caused 60 percent more errors and defects. Not to mention, detached employees contributed 18 percent less productivity and produced 16 percent less profitability. Ilieş and Metz (2017) argued that a supportive organizational culture is extremely important for adequate performance of organizations. Practices such as strategic adjustment by management and manager/employee interactions influence how successful an organization could be. Jackson et al. (2014) collaborated these assumptions by describing that organizational culture must be acknowledged as an important mitigating variable in terms of the strategy-human resources-performance interrelationship. The specific problem to be addressed is the potential absence of intrinsic institutional culture initiatives in manufacturing organizations which contributes to a potential unmotivated employee presence resulting in a possible loss of production and earnings.

Purpose Statement

An examination of the organizational and business culture literature in relation to its effect on employee production and cultural initiatives was the focus on this research. This was accomplished by exploring several different theories of organizational culture and considering how those concepts affected the human resource allocation process within an individual manufacturing organization. This study identified the organizational culture currently present in these facilities, introduced several different types of organizational culture theory that had been deemed to be successful in other similar organizations, and determined how any adjustment could have affected the productivity levels of the organization. The main intention of the study was to address a gap in financial management literature by conducting an in-depth study of the

link between effective and ineffective organizational culture environments and the effect on the overall productivity of the organization at a specified period in time.

Research Questions

In a study conducted by Ballaro and Washington (2016), organizational development signifies a strong representation of a firm's leaders' willingness to institute an organizational culture that establishes the qualities and characteristics needed for employees to flourish within the defined environment. According to van Hoorn (2017), when evaluating organizational culture, there is an indirect correlation in relation to the link between employees' personal and professional attributes and the success of an industry or organization. The following research questions guided this study.

RQ1: How would employees of an organization describe how culture and productivity affect manufacturing?

RQ2: What are employees' impressions of how organizational initiatives affect or do not affect employee motivation?

RQ3: How do employees' viewpoints of organizational culture initiatives affect their commitment level?

RQ4: How do employees' points of view regarding organizational culture initiatives affect their satisfaction levels in an organization?

Thesis Statement

While there was no correlation between productivity and organizational culture in manufacturing, implementing organizational culture initiatives in a manufacturing setting will have a positive effect on productivity because if an organization focuses on employee job

satisfaction, organizational commitment, and employee motivation the result of that is positive productivity.

Nature of the Study

This study implemented a qualitative single case study research design. In qualitative research, the researcher examines a specific question, collects the data, then analyzes the results to prove whether the thesis statement is likely to be true or false. According to Gzeskin and Chapman (2014), most qualitative research is designed to compile data on a relatively small specifically focused group. Those findings are then presented to a wider group which involves measuring and counting sample data directly and is then utilized to assimilate deductive reasoning to test the thesis statement.

A qualitative research methodology was utilized for this research study. Qualitative research was utilized when very little was known about the subject and present knowledge or theories regarding its significance were varied. The prominent designs for qualitative method are case study, phenomenology, grounded theory, ethnography, and the narrative research designs (Yin, 2012). A quantitative research methodology was not appropriate for this study because this study did not rely on numerically measurable quantities to justify the data. A tertiary type of research combines elements of both qualitative and quantitative research to form mixed methods research (Olivier, 2017). This type of research methodology was not implemented due to the fact it necessitated such a substantial time commitment and this level of meticulousness was not needed.

Discussion of Research Paradigms

According to Denscombe (2008), research paradigms are described as a set of prevailing beliefs and agreements shared between researchers to determine how obstacles should be

understood and addressed. A paradigm-driven research approach assists the researcher to be better prepared for design research projects by utilizing interviews and other data collecting techniques in ways that are consistent with their epistemological and theoretical assumptions regarding knowledge production (Wolgemuth et al., 2014). There are four different paradigms that exist in the modern research community, and they form the pillars of research design. Those paradigms are the positivist, post-positivist, constructivist, and interpretivist (Creswell & Poth, 2018).

Positivism is described as the self-governing, independent, and objective existence of truth. It is recognized as a research paradigm that was created utilizing the ontological principle and employed doctrine that truth and reality are free and independent of the viewer and observer (Kankam, 2019). This study could have successfully used this paradigm. Post-positivism represents complementary ontological and epistemological beliefs as positivism; however, it contrasted in several ways. The ideas of positivism are consistent but post-positivism suggests that knowledge is not unbiased, and all knowledge is socially constructed (Kankam, 2019). This study could not successfully use this paradigm because there could have been unintentional bias in this study. Constructivism views knowledge as a social construct, resulting from exchanges and interplay between individuals and the settings within which they are developed rely heavily on the analysis of social dialogue that is recorded through information collected through activities such as observations and interviews (Bogna et al., 2020). This study could have successfully used this paradigm. Interpretivism suggests that truth and knowledge are subjective, not to mention culturally and historically situated, based on people's backgrounds and their perception of them (Gemma, 2014). This research paradigm contends that researchers can never completely

isolate themselves from their own values and beliefs. This study could not successfully utilize this paradigm.

Regarding this research, the researcher constituted a constructivism research paradigm. A constructivism paradigm was most suitable for this research because this approach aspired to understand the social world of those being studied and necessitated the interpretation of that world from the viewpoints of those within it (Bogna et al., 2020). Constructivism provided that if worldviews could be endemic to individuals or swayed within groups of individuals that these worldviews could be created and developed within social structures established or utilized by those individuals (Peters et al., 2013).

Discussion of Research Methodology

Academic research represents a systematic investigation into a problem or situation, where the objective is to identify facts and/or opinions that aids in resolving the problem or dealing with the situation. This type of research has traditionally included the process of theory generation followed by meticulous theory testing. The goal of this researcher was to better understand different research methodologies and select the most appropriate design to answer the research questions posed in the study.

Research methodology represents the pathway through which researchers conduct their research. The research methodology displays the course through which researchers develop their problem and objective and introduce the result from the data accumulated during the research period. The research design serves as a framework for devising research and responding to research questions. The research design establishes the specifications of the study by determining what will and will not be included. The research design also designates the criteria by which the

researcher assesses the results and draws conclusions. There were several approaches to be considered when examining which research method design to implement for the study.

Quantitative research

Quantitative research is the process of gathering and examining numerical data. The intention of quantitative research is to produce a substantive contribution to research through narrative, explanation, or prognosis. Most quantitative research is framed as deductive research which suggests that the researcher first rely on existing theoretical acumen to devise hypotheses on distinct relationships between different constructs (Faems, 2020). Quantitative research data can be utilized to validate or reject a hypothesis by examining causal relationships between variables. Quantitative researchers aspire to institute general laws of behavior and circumstance across different contexts. With the goal of producing descriptions that compliment worldly phenomena, quantitative researchers characterize their core purpose of researching to be the creation of true, valid, or unbiased inferences (Zyphur & Pierides, 2017).

Quantitative research provides measurable statistics that work to quantify the opinions and attitudes of the research participants. According to Burns et al. (2015), quantitative research is defined as a proper, impartial, systematic process used to illustrate variables, test relationships between them, and analyze cause and effect associations between variables. The purpose of a quantitative research is to generate a substantive contribution to research literature through explanation, clarification, or prediction (Nielson, 2011). With quantitative studies, a deliberate approach is used where the researcher identifies a theory that corresponds with the topic being studied, creates hypotheses based on this theory, and then tests those hypotheses with data that either substantiates the hypotheses or not (Barczak, 2015).

A quantitative research method often deals with quantifying and interpreting variables with the intention of obtaining results. This process requires the application and analysis of numerical data utilizing specialized statistical techniques to answer questions like who, how much, what, where, when, how many, and how (Apuke, 2017). If the researcher chose to utilize quantitative research, the researcher would have the ability to make use of large amounts of data. Quantitative studies are used to investigate the relationship between variables, and the data collected emphasizes this objectively (Cathala & Moorley, 2018). This process almost eliminates bias, and if other researchers completed an analysis on the data, the result would be the same.

Quantitative design. It is essential that the researcher chooses a design that best combines their resource distribution for the study and can substantiate or reject the hypothesis with validity. For this study, a quantitative research design was chosen due to the fact quantitative research consists of the collection, summarization, and analysis of numerical data for the purposes of answering research questions or hypothesis (Levine, 2017). The researcher did not try to prove hypotheses but instead validate the thesis statement. However, if a researcher chose to utilize this type of research design, the design models that are germane to this type of study are descriptive, causal-comparative, and correlational.

Descriptive. Descriptive research methods consist of basic surveys, questionnaires, and polls. Descriptive research is mainly interested in examining a model, which leads to the comprehension and interpretation of the characteristics of the model (Bertrand & Fransco, 2002). This type of qualitative research is used to illustrate a population, with questions asked of a random sample of people and the results of the inquiry forecast to a larger group to recognize meaningful patterns and trends more easily. This research design was not used because the results are often unreliable.

Casual-Comparative. When researchers are interested in designating cause and effect to a situation, they are using causal-comparative research methods. A casual-comparative methodical approach evokes cross-cultural comparisons selected as two distinct different sample groups (Hui-Wen et al., 2010). A causal-comparative design ventures to find relationships between independent and dependent variables after an action or event has already occurred. The researcher's goal is to find out whether the independent variable affected the outcome, or dependent variable, by examining two or more groups of individuals. This type of research design was not used because the study did utilize information that has not already been documented.

Correlational. Correlational research methods are utilized when investigating whether a relationship exists between two, and sometimes more, variables. Researchers typically do not choose to control one variable over another. They just simply observe and document how each exists in comparison to the other variable(s). According to Martin et al. (2019), correlational designs are intrinsically flexible and allow contrasting acumen into a core construct and can advance research and the understanding of the targeted construct. This category of qualitative research method can feature interesting approaches to investigate further, but it cannot conclusively prove causation. The correlational design was applied in this research to determine the strength and direction of the study.

Mixed method research

Mixed method research represents the linking of qualitative and quantitative approaches and dimensions together to create a new whole or a more holistic understanding than achieved by either alone. Some authors have discovered that mixed methods research generates value by increasing validity in the findings, communicating the collection of the second data source, and

helping with knowledge formulation (Fetters & Molina-Azorin, 2017). It is argued that studies implementing a mixed methods approach achieve a deeper, broader understanding of the phenomenon than studies that do not take advantage of both a quantitative and qualitative approach (McKim, 2017). A mixed method research design was not utilized because it demanded too great of a time commitment due to the collection and analyzation of two different types of data.

Qualitative research

One of the fundamental strengths of qualitative research methods is the variety of different approaches and the methodologies are flexible and adaptable (Köhler et al., 2018). Basias and Pollalis (2018) contend that qualitative research generates advantages such as: (1) helping the researcher identify and understand the characteristics of the paradox being considered, (2) permits research in significant new areas and (3) provides for exploration in its natural environment. Notwithstanding a wide assortment of outlooks, opinions, and research practices among qualitative researchers, this type of methodology shares an assumption regarding the existence of multiple realities interpreted as intangible, contextually located and shaped and kept up or translated by the experiences and meanings of participants (Anderson, 2017).

A qualitative research design was utilized in this study to regulate the outcomes through an objective and focused methodology. This researcher chose to use a qualitative method because it was imperative in this study to demonstrate the degree and accentuate objective measurements through polls, questionnaires, and surveys and this was best explained through implementing a qualitative methodology. The research design models relevant to this category of

qualitative research study are: ethnography, narrative, grounded theory, case study, and phenomenological.

Ethnography. Ethnography serves as a type of study that focuses on social interactions, behaviors, and perceptions that develop within groups, teams, and organizations (Reeves et al., 2008). Ethnography represents an approach where the researcher employs a process of drawn-out observations with candidates with the sole purpose of examining behaviors, values, and interactions among the group (Mohajan, 2018). These experiences are then thoroughly studied, described, and interpreted by the researcher. According to Hammersley (2019), one of the main ethnomethodological critiques of conventional ethnography is that it is insufficiently meticulous and exceedingly arbitrary due to participants often not understanding the phenomena being investigated. The fundamental goal of ethnography is to provide affluent, comprehensive insights into a population's perspectives and actions, as well as the nature of the location the population inhabits, through the compilation of detailed observations and interviews (Reeves et al., 2008). The researcher chose not to utilize this type of qualitative study because this type of study would take too much time to administer and demands the ability to build relationships with the participants which the researcher did not have.

Narrative. According to Holley and Colyar (2009), narrative inquiry is based on the presumption that people are basically narrators that tell their story through observing the world and interacting with others. Narrative research is created through participants' exploratory composability and has a particular structure in its explanation (Holley & Colyar, 2009). According to Noda and Oyama (2021), it is often thought that people establish their sense of self through a narrative and demonstrate the meaning of their experiences in narrative forms. Narrative analysis presents a specific framework and terminology that researchers utilize to

formulate texts and content, ultimately giving qualitative researchers the ability to make intentional choices regarding writing (Holley & Colyar, 2009). The researcher chose not to utilize this type of qualitative study because there was often difficult clarifying what was factual and not factual in the research study.

Grounded Theory. According to Charmaz and Thornberg (2020), the grounded theory method proposes beneficial strategies for the purpose of developing researchers' theoretical analyses. In grounded theory studies, the researcher's analytic focal point appears during the research process, instead of emerging before empirical inquiry begins (Charmaz & Thornberg, 2020). According to Timmerman and Tavory (2012), grounded theory starts with inductive analyses of data but progresses beyond introduction to establish an inventive interpretation of studied life. Researchers utilizing a grounded theory research methodology accept that the method is a technique of thinking about, manufacturing, and collaborating with data throughout the research process (Charmaz & Thornberg, 2020). The researcher chose not to utilize this type of qualitative study because this type of research often produces large amounts of data. This study relied solely on the researcher, the participants, and the information acquired from one-on-one interviews.

Phenomenological. According to Giorgi (2012), phenomenological research design is described as a study that seeks to understand people's viewpoints, outlooks and create an understanding of a phenomenon. Phenomenological research is based on a person's personal intuitiveness and subjectivity and focuses on personal experiences and interpretations (Giorgi, 2012). According to Williams (2021), phenomenological research suggests that the researcher wants to understand the phenomenon from the participant's view which entails undergoing different experiences. This type of research design recommends that the qualitative researcher

allows the participant to tell their story and then tries to understand what it is like to live in their world (Williams, 2021). The researcher chose not to utilize this type of qualitative study because this type of study often demonstrates difficulty with the analyzation and interpretation of the data. A phenomenological research design also contributes a lower level of validity and reliability in comparison to other forms of research study.

Case Study. According to Farquhar et al. (2020), case study research represents a form of empirical examination that explores a contemporary phenomenon in-depth within a real-life framework through mapping the area of study to a single or small number of groups. The case study method explores a real-life example (case) or multiple examples (cases) over time, through comprehensive, detailed data collection requiring multiple sources of information (Mishra & Dey, 2021). A case study's comprehensive focus enables the researcher to look at one or a few strategically chosen cases in realistic settings, allowing the researcher to learn about organizations firsthand (Farquhar et al., 2020). According to Mishra and Dey (2021), case study research is generally an exploratory process; hence the literature should not be visited to cultivate assumptions. The researcher chose to utilize this type of qualitative study because this type of research helped with the generation of new ideas and displayed how different elements of a person's life were related to the subject matter.

Summary of the Nature of the Study

The purpose of this research was to assess organizational culture and its relationship to overall production and financial outcomes of a single organization. The researcher performed a single case study qualitative inquiry where the design tested the thesis statement that was under investigation without manipulating variables. The significant data from this study presented evidence that proved the thesis statement of the study. The non-experimental single case study

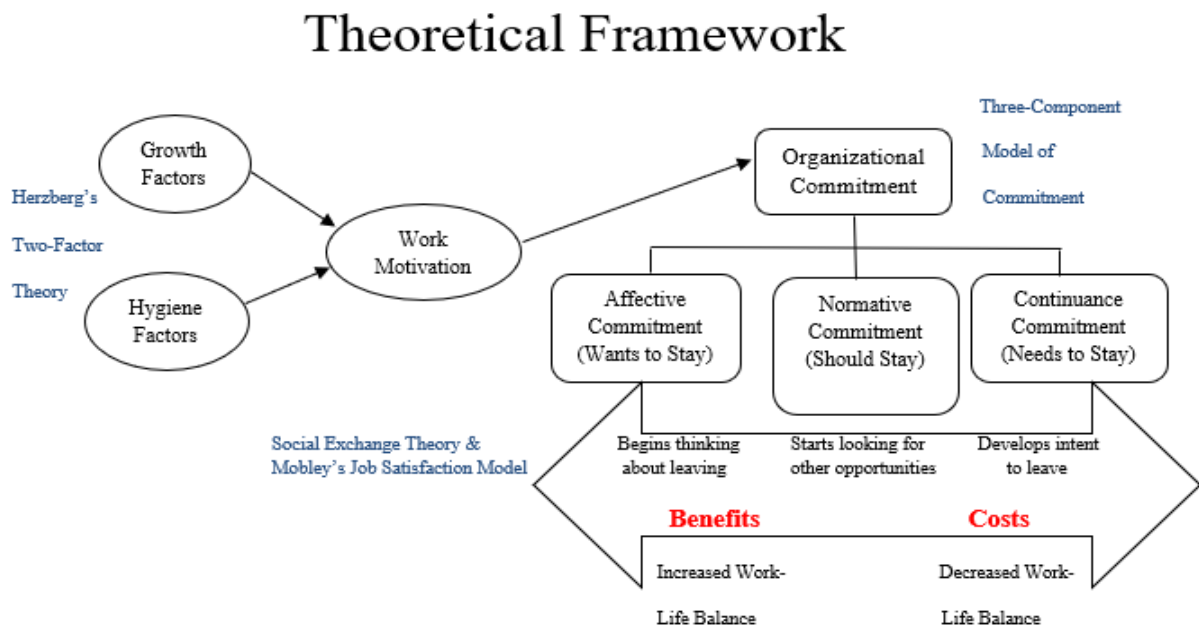
qualitative research approach was best to answer the research questions and was the most appropriate research method and design for this research.

Theoretical Framework

Theories provide an opportunity for related concepts to work together to define, predict, and describe phenomena. They also contribute a basis, founded in research, to anticipate behaviors or occurrences, hence is the reasoning for creating a theoretical framework. A theoretical framework establishes structure and creates a vision for an academic study (Grant & Osanloo, 2014). This researcher elected four theories related to the employee's work experience that supported the framework for this study. Social Exchange Theory, the Three-Component Model of Commitment, Mobley's Job Satisfaction Model, and Herzberg's Motivation Theory. Mobley's Job Satisfaction Model and Herzberg's Motivation Theory reinforced the need to investigate employee job satisfaction. Each of these theories are briefly examined in the next few paragraphs. The literature review contributed a more comprehensive discussion of these theories. The last paragraph of this section illustrated how this theoretical framework pertained to the variables, and ultimately, the thesis statement of this study.

Figure 1

Theoretical Framework: Relationship between Theories



Theories

Social Exchange Theory. Social exchange theory is one of the main philosophies used for understanding employees' workplace behavior. The social exchange theory originated from economic exchange theory. Just like economic exchange theory, social exchange estimates that people participate in exchange behavior because it is assumed that the reward will justify the cost (Liao, 2008). If it is understood that the reward that is gained is less than the cost that is invested, then the activity will end. According to Aryee et al. (2015), social exchange theory presents an alternative avenue through which fair and just actions influence job performance. Trust and other attributes such as loyalty and commitment represent the foundations for social exchange. Employees' experiences of workplace integrity represent the primary measure whereby an organization demonstrates its investment in a social exchange relationship with its

employees (Aryee et al., 2015). Given that social exchange theory is predicated on the employee's impression of the organization, job-related perceptions in the form of job satisfaction and organizational commitment are strongly associated within this theoretical perspective (Teh et al., 2015). The primary research question was addressed through the utilization of the Social Exchange Theory.

The Three-Component Model of Commitment. Organizational commitment is the connection employees experience inside their organization. It represents a conclusive impression that is experienced in contrasting ways by various colleagues including: an emotional attachment and connection with the organization, a perceived obligation to the organization, and a consciousness of the costs correlated with suspending involvement with the organization (Meyer & Maltin, 2010). It is essential to understand that organizational commitment is analogous to two very important variables: the motive to leave an organization and actual disengaged behavior (Nandan et al., 2018). According to Nandan et al. (2018), actions in the organization that satisfy the employees' needs to feel comfortable within the organization and proficient in their work role establishes affective commitment.

According to Meyer and Morin (2016), Meyer and Allen's three-component model of commitment demonstrates that an employee's commitment to an organization is a psychological mindset and has three specific elements: affective commitment (AC) (emotional connection to job); continuance commitment (CC) (fear of loss); and normative commitment (NC) (sense of responsibility to stay). It was understood that these differing mindsets are important to understand with AC generally possessing the most substantial positive connection to both organization and employee-related outcomes. Connections with NC were commonly positive but not as strong, and relations with CC were weaker still, and occasionally negative. Connections

with CC have been shown to be dependent on whether the anticipated cost demonstrates a lack of alternatives or what can possibly be lost that is associated with leaving (Meyer et al., 2017).

Research Question one and two were addressed through the utilization of the Three-Component Model of Commitment.

Mobley's Job Satisfaction Model. Mobley (1977) hypothesized a model based on interconnections between job satisfaction and voluntary turnover, which summarized several cognitive determinations made by colleagues that experienced job dissatisfaction and contemplated leaving their organization. Mobley's model suggests that there are intermediary variables between job dissatisfaction and actual turnover (Wittmer et al., 2014). These variables consisted of: (1) the thought of quitting, (2) an assessment of the anticipated advantages of searching for a new job and the costs incurred from quitting, (3) the intention to search, the alternatives, and an evaluation of those alternatives, (4) the comparison of those alternatives to the current job, and (5) the intention of quitting.

Job performance effects voluntary turnover obliquely through the intention to quit, and directly through spontaneous resignation. According to Zimmerman and Darnold (2009), this direct effect on voluntary turnover exhibits itself in the form of an unplanned departure from the organization. In fact, researchers have examined the connection between turnover intent and other various factors such as job satisfaction, job stress, work demand and control over one's work responsibilities with job satisfaction being reported as the most critical determinant influencing turnover, retention and recruitment (Chen et al., 2015). The primary research question as well as research question two were addressed through utilization of Mobley's Job Satisfaction Model.

Herzberg's Two-Factor Theory. There is an undeniable relationship between work satisfaction and employee turnover (Jarupathirun & Gennaro, 2018). The question is what causes employees to leave their place of employment for other opportunities? Fredrick Herzberg created a theory that addressed this very question. According to Kotni and Karumuri (2018), Herzberg proposed that there are two primary factors that impact colleague motivation at work – hygiene factors that discourage colleagues when they are unsuitable, and motivators that preserve effort levels. This concept has marshalled one of the most vigorously debated areas of management theory, largely due to the contention that there is a weak parallel between financial reward and job satisfaction. According to Bassett-Jones and Lloyd (2005), the theory disputed the leading theoretical assumptions established at the time that job satisfaction and dissatisfaction could be bestowed on a continuum, at the axis of which, a colleague would experience an impartial state being neither satisfied nor dissatisfied.

Job satisfaction represents one of the most substantial components that can increase work motivation. This is due to the fact if employees are more satisfied at work, they tend to be more motivated, which shows through their increased work performance, all other things being equal (Hur, 2018). The needs-based perspective related to motivation describes how employees' job satisfaction can ultimately lead to their motivation. If employees experience need inadequacy in comparison to what they generally expect from their organizations, they may work at a less productive pace to find harmony between their contributions to the organization, and the organization's suggested incentives (Kotni & Karumuri, 2018). Research Question one and two were addressed through the utilization of Herzberg's Two-Factor Model.

Conceptual Framework

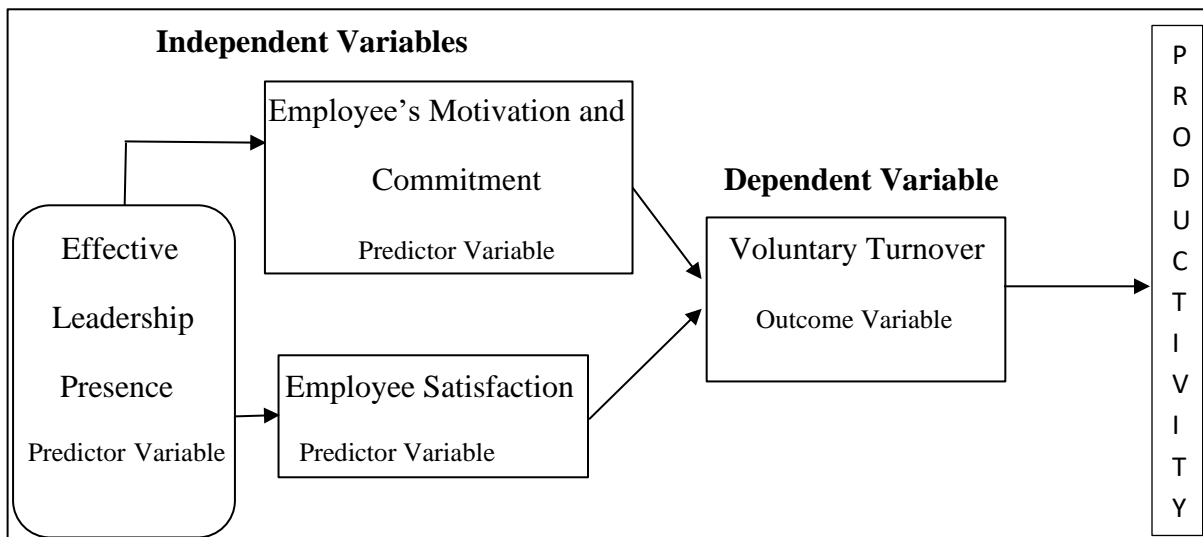
The conceptual framework of a research study, the arrangement of concepts,

assumptions, expectations, beliefs, and theories that upholds and communicates the research represents an essential part of a researcher's study design (Gusnardi & Muda, 2019). The concept of such a model is beneficial to the study from two separate viewpoints. First, according to Shasti et al. (2019), a conceptual framework gives the researcher the ability to summarize the research on organizational culture utilizing independent and dependent variables data from different perspectives into one exclusive model. Secondly, other researchers would have the ability to choose the model in their own research and, if applicable, integrate it into new empirical examinations (Shashi et al., 2018). The conceptual framework below assembled a collective logic of disparate empirical studies regarding organizational culture initiatives in manufacturing utilizing the same platform. This framework consists of three basic elements – drivers (employee motivation, commitment, and satisfaction), enablers (voluntary turnover) and outcomes (performance) of implementation of organizational culture in manufacturing (Mishra et al., 2014).

Figure 2

Relationship between Variables

Conceptual Framework



Actors

According to Bonn and Prinxtion (2021), a research actor is defined as any person incorporated in the setup, funding, execution, organization, evaluation, and/or publication of research. This study included actors that were connected to the practical work of this research including all the individuals that are affected by it. It is necessary to understand the actor's interactions, including how to manage the intercommunication among employees and supervisory members inside the organization which contribute to the levels of employee commitment, motivation, and voluntary turnover (Bintoro et al., 2015). The actors associated with this research are:

Employees

An employee is an individual that is employed to perform a specific job. Regarding the research being done, employees represent the focus of the research. Employee commitment, motivation and job satisfaction represent the major components being measured. The importance of employee job satisfaction is a depiction of conformity between what employees want from their job and what employees feel they receive (Wang & Brower, 2018).

Middle Management/Supervisors

The significance of a supervisory skillset is situated in its ability to influence employees' eagerness to engage in creative endeavors by creating a work context. (Zhou & Wu, 2018). A middle manager/supervisor should have the ability to express their immediate influence by directing and evaluating the employees' work and regulating their access to resources and information.

Senior Management

Senior Management's aim is to elevate the recognition of employees' innovative behavior and improve its promotion within the organization with highly developed political skills which present themselves throughout the establishment of proper work procedure (Bysted and Jespersen, 2014).

Directors

At this level, management allows their bureaucratic skills to play a pivotal role in their management and organizational decisions (Ferris et al., 2007). Politically proficient leaders utilize their delegation skills to ensure that their preferred strategic developments are set in motion.

Operational Definition of Variables

To achieve higher levels of credibility, dependability, transferability, validity, and reliability in research, it is imperative that researchers pay strict attention to the variables and phenomena that they are examining or measuring (Blakeman, 2020). It is important in psychological research to clearly signify independent and dependent variables. The focus of specifying variables is to make absolutely clear what is meant by the terms in relation to what is being studied and measured in the research. If the variables are not perfectly transparent, it can be very difficult to compare the findings of different studies with relation to the same behavior or research comparable. This chart represents an example of the operational definition of variables for this research.

Table 1*Research Variables*

Research Variable	Operational Definition	Variable Measure
Employee's Motivation and Commitment (Predictor Variable)	This predictor variable was based on the reported reactions represented by employees in response to organizational culture initiatives.	Ordinal, Interview Item
Employee Satisfaction (Predictor Variable)	This predictor variable was based upon overall employee satisfaction levels by examining organizational supervision methods.	Ordinal, Interview Item
Voluntary Turnover (Outcome Variable)	The outcome variable was self-reported identifying employees that have left the organization based on their views of organizational culture.	Ordinal, Interview Item

This list represents the variables that were revealed in this research:

Leadership

The main assertion of leadership behavior theories is that leaders' arrangement of behaviors or behavioral tendencies determine the followers' actions and team functioning (Ceri-Booms et al., (2017). In a functional perspective, team leaders need to have the ability to manage

personnel resources and the progression toward the task completion to promote team performance.

Job Satisfaction

Job satisfaction is an element of the broader construct of life satisfaction, which itself is classified under subjective well-being (Steel et al., 2018).

Employee Commitment

Employee commitment foresees a variety of work outcomes, including but not limited to job performance, pro-social behaviors, and withdrawal behaviors such as absenteeism, tardiness, and turnover (Vance et al., 2020).

Employee Motivation

Individual employees' performance is pre-determined by their motivation. Highly motivated employees tend to deliver higher quality services and donate increased efforts as they work tirelessly for the organization, hence promoting organizational efficiency. Employers need to understand their employees' motivation levels because human motivations and actions play a pivotal role in the success of enabled value co-creation processes (Kreye, 2016).

Voluntary Turnover

Voluntary turnover represents a voluntary discontinuance of employment with an organization by an individual who receives monetary compensation for participation in that organization (Rubenstein et al., 2020).

Gross Profit from Product Sales

Gross profits are needed to endure operating expenses, income taxes, and net earnings (Edwards, 2016). In some businesses, the right sequence of prices, product costs, and availabilities at the right moment is becoming more and more difficult.

Productivity

Productivity is a representation of the output–input ratio and therefore productivity growth, the surplus between output growth and input growth (Gatto et al., 2011).

Relationship between the theories, actors, and variables

Figure 1 depicts the relationship between Social Exchange Theory, Mobley’s Job Satisfaction Model, Meyer and Allen’s Three-Component Model of Organizational Commitment, and Herzberg’s Two-Factor Theory. The left side of the figure represents Herzberg’s Two-Factor Theory. This part of the figure identifies the two most important factors that are most important related to what motivates employees, Growth and Hygiene Factors. Growth factors symbolize characteristics that motivate employees such as achievement, recognition, and advancement. Hygiene factors present examples that motivate employees that are more affected by the organization such as salary, work conditions, and work relationships. Herzberg’s Two-Factor Theory describes what motivates employees which leads to understanding their level of employee commitment. The top right of the figure illustrates the three types of organizational commitment (affective, normative and continuance). This figure specifically recognized the fundamental indicator of each type of organizational commitment. For example, an employee with affective commitment wants to continue employment with the organization, an employee with normative commitment feels as if they should stay with the organization for the time being and an employee with continuance commitment feels as if they need to stay with the organization.

The bottom part of the figure illustrates the connection between the Social Exchange Theory and Mobley’s Job Satisfaction Model. The Social Exchange Theory contemplates the benefits and costs of continuing to stay with the organization. Work-life balance represents a

benefit or cost for the employee, which is the reasoning behind why it is considered one of the independent variables for this study. Mobley's Job Satisfaction Model interprets the thought process of an employee as they examine other opportunities along the Social Exchange Theory perpetuity. A great example of this would be an employee beginning to consider other opportunities by comparing their current compensation and benefits to other organizations. As current organizational benefits start to decrease and the costs begin to increase, employees may start to search for other opportunities or establish an intent to leave the organization.

In comparison, the difference between Herzberg's Two-Factor Theory and Meyer and Allen's Three-Component Model is that Herzberg presumes that all people have a need for higher order essentials whereas Meyer and Allen prescribe to the philosophy that all people do not have the same level of higher order needs (Cohen, 2007). Another compelling point of interest is Herzberg's theory gravitates more toward emphasizing job satisfaction rather than organizational commitment. Personality traits such as the need for accomplishment, relationships, autonomy, personal work ethic, need for control and enthusiasm about work, represent personal predispositions. If these personal predispositions are consistent with what the organization is offering, then organizational commitment can result. Although, according to Locke (1976), the meaning of organizational commitment can be perceived as a more generalized evaluation than job satisfaction; commitment speaks to the evaluation of the organization whole whereas job satisfaction represents the appraisal or certain facets of the job.

Summary of Research Framework

This theoretical framework demonstrated the concepts and theories from the literature to explain the phenomenon of this study. Potential themes and perceptions and their relationships were specific and updated in this section as the researcher progressed throughout the study.

Likewise, the researcher presented the finalized themes and perspectives following data collection and analysis to reflect the results.

Definition of Terms

The following are fundamental terms and definitions throughout this research that provide lucidity for the study:

Affective Commitment

Affective organizational commitment (AC) discusses how employees connect to, establish, and get involved in the organization exposed through work behaviors such as absenteeism, job involvement and turnover, but also provokes spillover effects to behaviors like creativeness and innovativeness (Gao-Urhahn et al., 2016).

Continuance Commitment

Continuance commitment comes from two distinct factors: nature and/or significance of investments that employees generate during their tenure with the organization and the anticipated costs in relation to leaving the organization (Uppal, 2017). Employees with higher continuance commitment tend to feel it more necessary to stay longer, and to avoid financial or other expenses incurred by leaving an already established position.

Cultural Intelligence Factors

Cultural intelligence (CQ) describes a set of attributes and abilities that allow one to adequately interact with differing cultural settings (Jyoti & Kour, 2017).

Growth/Motivator Factors

Growth/Motivator factors are key attributes that are associated with accomplishment, supervisor recognition of achievement, supervisor's rapport and caring, pertinent work, and the opportunity for growth (Costello & Welch, 2014).

Hygiene Factors

Hygiene factors are components such as interpersonal relationships, pay/compensation, working conditions, and social relationships that need to be met by the organization to prevent job dissatisfaction among employees (Costello & Welch, 2014; Khanna, 2017).

Job Satisfaction

Job satisfaction is associated with a positive emotional state of mind resulting from the gratification from one's job and is negatively correlated to a poor fit between a person and a job (Fasbender et al., 2018; Warr, 2012).

Motivation

Motivation is the instrument by which individuals and groups of individuals adopt a behavior and continue to preserve that characteristic (McInerney, 2019).

Normative Commitment

Normative commitment is defined as a perceived commitment to stay on the part of the individual and has been subject to conceptual reconfiguration over time most recently recognized as a moral obligation (McCormick & Donohoe, 2016).

Organizational Commitment

Organizational commitment describes the level of an individual's identification with and connect to his or her organization (Chen et al., 2013). Giauque and Varone (2019) emphasizes that organizational commitment is comprised of three specific factors—a healthy belief in and compliance with the organization's values and principles, a willingness to work diligently for one's organization and an aspiration to remain a member of it.

Organizational Culture

Organizational culture is considered the foundation of organizational systems represented by a foundation of shared values which demonstrates the principles of management for employees to pursue and establishes the way in which an organization regulates its business (Mu et al., (2018).

Social Exchange

Social exchange theory represents a social activity in which tangible and intangible exchanges are shared between at least two parties (Oliver & Robison, 2017).

Assumptions, Limitations, Delimitations

The assumptions, limitations, and delimitations explain, inform, and clarify the research, participants, and demographics involved in the research. The assumptions associated with this research represent components that will likely influence the research and are specialized to this research but serve as generic to correlational research in a generalized sense.

Assumptions

Assumptions reflect concepts wherein individuals and groups view the world as it is, and conscientious and purposeful cognition could reveal the singular solution to any managerial determination (Martin & Parmar, 2012). However, assumptions symbolize determinants that the researcher considers are true, but are not confirmed (Kent, 2009). This research is composed of two major assumptions. First, the participants will truthfully and accurately respond to the questions asked, and secondly, that participants will understand the content of the questions. For this to be accomplished, it is important to allow the participants to feel as if their views are anonymous. According to Leedy and Ormond (2016), the researcher must provide a safe environment for participants to articulate their true opinions and specifications must be taken to ensure that namelessness and confidentiality are preserved.

Participant responses. The researcher believed that this non-experimental qualitative single case study could suffer from response bias by participants who have not given satisfactory thought or misrepresent facts on the survey (Leedy & Ormrod, 2016). Response bias should also be considered when analyzing the results. Response bias describes various conditions and biases that may impact participant responses. Bias could be intentional or accidental, but in the case of biased responses, research data becomes less valuable as it is unreliable. There are several different types of response bias: demand characteristics, social desirability bias, extreme/non-extreme responses, neutral responding, acquiescence bias, and dissent bias. There are a few ways to hinder a company's exposure to response bias. This researcher ensured confidentiality by implementing a completely anonymous participation option where the participant never met the experimenter which provided a sense of safety. Another way the researcher mitigated bias was by asking neutrally worded questions making make sure the options were not swaying the participant to a conclusion. These concepts were considered when analyzing the validity of the research.

Demand Characteristics. Demand characteristics are strategic features that unintentionally expose the purpose of the research study to the participant (Rung & Madden, 2019).

Social Desirability Bias. Social desirability bias weakens data quality when respondents alter how they answer questions, leading to responses that are less accurate (Stodel, 2015).

Extreme/Non-Extreme Responses. There are two prevailing response styles. The extreme response style (ERS) where a participant is prone to choose only the extreme ends of the scale, and (2) the non-extreme response style (NERS) where a participant is prone to regularly avoid choosing the extreme ends of the scale (Liu et al., 2017).

Neutral Responding. Neutral responding results when the participant delivers a neutral response to all the questions asked. Many respondents utilize neutral responding when they are indecisive or are unknowledgeable of the question being asked.

Acquiescence Bias. Acquiescence bias is a form of response bias where respondents answer all questions positively.

Dissent Bias. The dissent bias is the opposite of acquiescence bias where respondents answer all questions negatively.

Limitations

A limitation is any restriction out of the researcher's control that could possibly impact the study (Connelly, 2013). This study utilized a specially formulated series of questions, designed by the author, which could have been influenced by a lack of participation, or a series of incomplete responses in the sample. A way to mitigate this was to engage in the analysis with the understanding that certain groups of people were less likely to respond. This was accomplished by comparing the demographics of respondents with population estimates from a more comprehensive data collection where the results were utilized to control totals in weighting. Secondly, influenced by the research method and design selected, only assumptions regarding the population were made. This means that detached or non-explanatory conclusions were not utilized in this qualitative single case study. A way to minimize this would be to retain a comprehensive amount of experience in the subject matter and have the capability to reveal confidence in the information through detailed explanation to eliminate or reduce the presumptions of research participants.

Finally, the questions of the study evaluated the employee's impressions of their work through self-reported feedback. This research project was limited by the employee's opinion at

the point in time that the questioning was concluded. Self-reported data tends to be biased because participants tend to reply in a way that positions the employee to seem positive, rather than give honest or objective responses (Podsakoff et al., 2003). The best way to contest this form of bias is to reassure participants that their feedback will be anonymous. In doing so, it will inspire the participants to be more open and honest with their feedback.

Delimitations

Researchers utilize delimitations to establish boundaries for the research (Madsen, 2013). The first delimitation of this study corresponded to the results only related to individuals that are employed in manufacturing industry. The results of this study focused on manufacturing industry and did not apply to other sectors. Additionally, exclusion criteria included individuals that did not agree to the informed consent, individuals that were younger than 18 years of age, and individuals that were not employed in manufacturing industry.

Significance of the Study

This study addressed a gap in literature focused on business culture, and how this concept influenced productivity by concentrating on the impact organizational culture had on the overall profitability of manufacturing industry. The data in this study focused on work motivation, the factors that influenced motivation, three types of organizational commitment to included affective, normative, and continuance, job satisfaction and social exchange theory. The results of this study will have an undeviating impact on the field of human resources. This research study addressed an ongoing concern faced by human resource professionals within manufacturing industry and helped determine areas of focus pertaining to motivation, organizational commitment, and work-life balance. One of the most difficult challenges of human resource professionals in today's day and age is keeping the organization staffed and retaining the talent.

Closing the gap in knowledge in relation to motivation, organizational commitment, and work-life balance may help improve the overall understanding of human resources practices in relation to understanding employee needs and how these employees affect the organizational culture and profitability of an organization.

Reduction of Gaps in the Literature

The results of this study contributed to the body of knowledge in relation to how organizational culture affected the productivity of organizations, as well as its financial sustainability. This was accomplished by assisting organizations in determining their employee's motivational influences, their specific type(s) of organization commitment (affective, normative or continuance) to the organizations, as well as their work/life balance and satisfaction levels. This study furnished managers and supervisors with the workforce data that helped concentrate their human resource policies and procedures to decrease turnover. This study addressed a missing component in cultural literature pertaining to employee motivation, organizational commitment, and the work-life balance of employees working in manufacturing and how this relationship affects productivity.

Implications for Biblical Integration

Researchers can apply scripture to both business and colleague equity. Organizational commitment, motivation and work/life satisfaction are three concepts for which scripture provides guidance. In terms of organizational commitment, the Book of Timothy tells us, "Do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth" (English Standard Version, 2 Timothy 2:15). This verse represents the commitment of the employee. In relation to the organization, scripture tells us in the Book of Leviticous, "Thou shalt not defraud thy neighbor, neither rob him: the wages of him

that is hired shall not abide with thee all night until morning (English Standard Version, Leviticous 19:13). This verse represents the commitment of the organization to the employee. There must be an equal balance for the partnership to thrive. According to Keller and Alsdorf (2012), the higher the commitment made by the participant and organization, the more successful the endeavor can be.

Scripture also provides guidance in the way Christians should see motivation. According to McInerney (2019), motivation represents a psychological construct created to interpret the device by which individuals and groups embrace distinct behaviors and continue them. It is important to stay motivated when doing work to create a culture that honors God and enables people to succeed. In the Book of Romans, the Bible tells us “Do not be slothful in zeal, be fervent in spirit, and serve the Lord (English Standard Version, Romans 12:11). Lack of motivation destroy an employee’s confidence and affect the potential for success. The more motivated employees are, the more momentum that is created and the easier it becomes to accomplish goals and reach higher levels of success in the organization.

Benefit to Business Practice and Relationship to Cognate

Human resource productivity (HRP) is defined as the maximum use of resources regarding human resources and is utilized to decrease costs and improve the satisfaction of employees, managers, and consumers (Ardakani et al. 2016). Today organizations are perceiving their human resources support as critical to their survival, and therefore value their perceptions and respect their opinions (Rubel et al., 2018). Some organizations consider the human resources expertise as one of the most important components affecting productivity to the extent that this influence has been one of the main variables in determining productivity in many countries (Ardakani et al., 2016). According to Bahadori et al. (2016), the most successful organizations

are those have paid a significant amount of attention to this factor. Therefore, it gets imperative to discuss any elements that can potentially influence the perceptions of employees. Employees that display good performance characteristics, commitment, longevity, and loyalty lead to a high-performing business (Jehanzeb & Mohanty, 2018).

The benefit of researching this subject matter from a Human Resources perspective was to better explain how stimulated, confident, happy employees who feel a strong allegiance to their company work inside the organization. These colleagues not only provide the performance the organization is looking for but also be the greatest advocate of the business and the customer in this socially connected technological world. According to Ardakani et al. (2016), a lack of attention to HRP not only weakens the effectiveness and efficiency of the organization, but also increases wastage, collisions, turnover, dissatisfaction, and misbehavior in employees. Therefore, the organization must understand its barriers and facilitators. With the increase of managers' awareness from human resource diversity and differences, employers can increase job satisfaction, job involvement, and decrease turnover intention (barrier factors); in other words, a higher output than input is ascertained from Human Resources and increases HRP (Ardakani et al., 2016).

Summary of the Significance of the Study

The purpose of this study was to focus on the role leadership plays in employee satisfaction, employee commitment, and voluntary turnover. The data in this study focused on work motivation, the factors that influenced motivation, three types of organizational commitment that included affective, normative, and continuance, job satisfaction and social exchange theory. The results of this study had an undeviating impact on the field of human resources. This research study addressed an ongoing concern faced by human resource

professionals within manufacturing industry and helped determine areas of focus pertaining to motivation, organizational commitment, and work-life balance. This study from a Human Resources perspective reduced the current research gap that focuses on the internal controls, monitoring, and oversight roles by exploring how human resources aligns strategy and results through the motivation and development of others, including the leadership governing productivity and financial processes. As previously stated, there are many leadership styles, but the goal is to mentor and educate employees through trust and loyalty so they can be trusted regarding delegation of responsibility. Reliance on the leadership and productivity information produced by an organization begins with a robust corporate governance environment overseen and monitored by Senior and Middle Management leading to enhanced organizational effectiveness and productivity levels.

A Review of the Professional and Academic Literature

The main purpose of a literature review was to outline and examine the pertinent and existing literature to recognize future research questions (Ben-Daya et al., 2017). A literature review examines books, scholarly articles, and any other sources pertinent to a particular subject, area of research, or theory, and provides a narrative, summary, and critical evaluation of this information in relation to the research problem being studied. Literature reviews are created to provide a synopsis of sources that have examined while researching a topic and to demonstrate to the readers how the research falls within a larger field of study. It also represented the best possible approach to provide a basis for explaining research questions and guiding future research on issues related to cross-cultural expertise (Andresen & Bergdolt, 2017). A literature review follows a general-to-specific approach that includes generalized material to provide an overall perspective and ends with relevant information that is closely related to the purpose of

the study (Roberts, 2010). The purpose of this literature review was to examine the knowledge base on organizational commitment, work-life balance and voluntary turnover intention of employees working in manufacturing industry. The literature built an initial knowledge base of the main topics of the study. The literature review included 196 references from peer-reviewed articles. Additionally, 177 of the literature articles reviewed had publication dates that fell within five years of the completion of this dissertation.

The literature review discussed and evaluated the historical and existing literature of motivation theory, organizational commitment, work-life balance, voluntary turnover intention, and the theories that supported this research. The first section of the literature review examined the body of literature that discussed the theoretical framework of this study. These four theories examined are Herzberg's Two-Factor Theory, Social Exchange Theory, Mobley's Job Satisfaction Model, and Meyer and Allen's Three-Component Model of Organizational Commitment. The second section of the review introduced motivation theory, organizational commitment, work-life balance, and voluntary turnover intention from a historical review. The next section of the literature review discussed more current literature on motivation theory, organizational commitment, work life balance, and voluntary turnover intention to discover themes in the research. The final section discussed specifically motivation theory, organizational commitment, work-life balance, and turnover intention of colleagues working in the manufacturing industry, to include a summary of a quantitative, correlational study on these topics.

Theoretical Perspective (Herzberg's Two-Factor Theory)

In the late 1950s, Fredrick Herzberg and his team developed a concept of motivation theory based on two main factors, also known as two-factor theory. The intention of the study

was to identify the various factors involved in attaining organizational goals while assuring that the motivation levels of employees did not falter. Herzberg concluded that these factors were identified as needs and there are two different types that which independent of each other. These needs were recognized as motivator and hygiene needs. According to Kang (2016), Herzberg's (1959) two-factor theory postulates that job satisfaction and job dissatisfaction are perceived as concepts unconnected to one another. According to Khanna (2017), motivational components such as job autonomy directly affected job satisfaction, whereas hygiene components such as job environment directly affected job dissatisfaction. To enhance the job satisfaction among employees, the need described as motivators were utilized to increase the job satisfaction among employees (Khanna, 2017). Examples of this are: opportunity for growth and development, recognition, and achievement. The second need discovered was the hygiene need. Hygiene factors are those aspects of a job which may cause dissatisfaction if they are not managed improperly (Khanna, 2017). Examples of this are: interpersonal relationship, pay/compensation, and working conditions, need to be met by the organization to prevent the job dissatisfaction among employees.

Herzberg's (1959) motivation-hygiene theory also examines the intrinsic and extrinsic components in relation to the measurement of satisfaction at work (Jarupathirun & De Gennero, 2018). According to Teck-Hong and Waheed (2011), Herzberg's theory regarding motivation and satisfaction are complementary and that, in many cases, are synonymous terms. Employees would be better motivated, and productivity could escalate as a result, when they experience these sensations at work. This is in comparison to being provided with better working conditions such as higher pay and more job security. According to Hur (2018), given the restraint of providing monetary rewards as a type of motivation in the public sector, Herzberg's Two-Factor

Theory of Motivation establishes a great deal of benefit to organizations as long as the employees can be successfully motivated by experiencing feelings such as achievement, recognition, and responsibility at work.

Herzberg proposed the Two-Factor Theory of Motivation and contended that both satisfaction and dissatisfaction do not belong in the same exchange (Hur, 2018). According to Hur (2018), Herzberg contends satisfaction and dissatisfaction are not contrary to each other. In fact, satisfaction and non-satisfaction are situated at the differing ends of the same continuum. Sources of job satisfaction among active employees represented a major focus of inquiry, so much so that they were utilized to strengthen perceived job satisfaction and in turn, increase employees' effectiveness and commitment while decreasing their impulse to quit jobs (Wnuk, 2017). Herzberg's position was that if employees are more satisfied at work, they tend to be more motivated and demonstrate higher work performance, all other things being equal. The need-based perspective on motivation illustrates how employees' job satisfaction has the potential to drive their motivation. Employees' satisfaction techniques incorporate different types of rewards or working conditions which help determine the necessary working conditions for an employee's optimal motivation. Job satisfaction represents one of the major factors that can increase work motivation. Job satisfaction refers to the overall evaluative judgment one has about one's job and is an assessment of the favorability of a job, typically displayed along a continuum from positive to negative (Judge et al., 2017). Therefore, if employees struggle with need deficiencies, compared to what they would expect from their organizations, they may work with less passion in order to find a balance between their contributions to an organization (e.g., efforts, time, loyalty) and their organization's provided motives (e.g., pay, job security, benefits, career development). This theory is important to this doctoral dissertation due to the fact it

demonstrates how interactions between the employer and employee could possibly affect the relationship between the two, and ultimately the sustainability of this fragile relationship.

Theoretical Perspective (Social Exchange Theory)

The Social Exchange Theory (SET) can be traced back to the 1920's (Cannon & Herda, 2016). SET represents a speculative social psychological viewpoint that attempts to illustrate how human social relationships are created, maintained, and concluded. The basic postulation of this theory examines how people feel about a given relationship or interaction reliant on the outcomes that they perceive to be associated with it. SET suggests that social behavior is the result of an exchange process and interpersonal interactions which includes the exchange of resources (Vasillios Priporas et al., 2017). Satisfaction is primarily influenced by the economic and social outcomes of these exchanges. Research has demonstrated that social exchange designs such as recognized organizational support, trust, and fairness leads to positive affect or emotions at work (Aryee et al., 2015). Social Exchange Theory's basic assumption is that human relations are created based on idiosyncratic cost-benefit analysis. The assertion that people are more apt to duplicate actions rewarded in the past, and the more often that behavior has been rewarded, the higher the probability of recurrence (Chernyak-Hai & Rabenu, 2018). According to Chang (2018), the basic transactional behavior of social exchange theory proposes, in relation to benefits exchange disagreements among groups, that it may resolve the benefits through group influence and develop value unanimity and resolve imbalances in benefits exchange. Quite often, the employer or supervisor may introduce a social exchange with the employee by inducing a positive interaction with the employee with the expectation that she/he will realize higher outcomes such as job performance (Sungu et al., 2019). As social exchange theory and the suggestion of reciprocity propose, individuals who receive favorable treatment are more likely to

repay the exchange obligation (Birtch et al., 2016). According to Chernyak-Hai and Rabenu (2018), organizational situational work relationships are part of socialization development, a source of information necessary for successful performance and satisfaction, and a thoroughfare for social support and networking. Social exchange motivates employees to develop positive relations in the workplace.

According to Gould-Williams and Davies (2005), social exchanges represent voluntary actions which are introduced by an organization's treatment of its employees, with the expectation that such positive treatment will be reciprocated. The social exchange view of the employment exchange process advocates that when an employee achieves his or her job demands but does not receive a suitable job resource in return will be perceived as the employee does not participate in an inequitable employee–employer relationship (Birtch et al., 2016). Social exchange theory suggests that residents who recognize the personal benefit from social exchange are more prone to express positive attitudes toward it, therefore supporting social expression (Kang & Lee, 2018). According to Sungu et al. (2019), although employer-initiated exchanges like favorable treatment by the organization may engender obligation on the employee, however the intention of the employee to reciprocate may not be a sufficient reward to facilitate high performance. This theory is important to this doctoral dissertation because it explained how transactions between the employer and employee could affect the relationship between the two, and ultimately the sustainability of this relationship.

Theoretical Perspective (Mobley's Job Satisfaction Model)

The third theory considered supports Mobley's (1977) study which explains how job satisfaction might eventually lead employees to leave the organization. The intention of this model is to acknowledge the cognitive and behavioral processes that mediate the relationship

between job and turnover intuitive reaction. This model also recognizes the measurement of overall satisfaction, age, tenure, and the intermediate interconnections: probability of finding acceptable alternatives, intention of quitting, motive to search, and consideration of leaving (Spencer et al., 1983). According to Whittmer et al. (2014), the significance of the job satisfaction model is the recognition of the behavioral process that advances from dissatisfaction to turnover. It describes a sequence of steps that employees undergo when they are dissatisfied with their job. The first step is employees start thinking about abandoning their current position (Mobley, 1977). The second step is that employees begin to start pursuing other jobs or substitutes to their current position (Mobley, 1977). The third step is the employees start to create an intention to depart the organization, which formulates a high probability of them leaving the organization (Mobley, 1977).

Job satisfaction is defined as a pleasant or positive emotional state that culminates from one's perception of work or their work experience. According to Khalida and Satitri (2016), from a job satisfaction point of view, it can also be defined as the value the organization and the employee contribute to their fulfillment while in the work setting proposing that employees who have high job satisfaction will contribute to a lower turnover intention. Job satisfaction symbolizes the measure to which personnel's demands and desires are met inside the organization (Lui et al., 2018). Higher levels of job satisfaction have been found to be correlated to lower total productivity-related costs and costs associated with not being at work among employees in general, but not to decrease absenteeism costs in the long-term. However, as the relationship between job satisfaction and productivity-related costs has been discovered to vary across job types, improving job satisfaction may be an effective strategy solitarily for improving total productivity-related costs (Arnold et al., 2016). According to Whitmer et al. (2014), job

satisfaction assists in foreseeing turnover intentions for most employees. In regard to the possible organizational stimulus of job satisfaction, studies have found that certain characteristics play a major role in its effectiveness: the components of the work itself (type of activities, variety, possibility of feedback, etc.); the components of the working environment (space, tools, relationships with colleagues, style of supervisors, etc.); the components of the work organization (rhythms, schedules, shifts, etc.); the management methodologies and the staff evolution adopted by the organization (communication, training, evaluation, salary, etc.) (Zito et al., 2018). Subordinates tend to reciprocate in relation to positive work-related conduct and behaviors, including job satisfaction. In negative relationships, there is perception of limited trust and respect, and employee and organizational obligations are predicated exclusively on an exchange of instrumental rewards for effort. Negative relationships such as these sabotage work-related attitudes (Robert et al., 2015). This theory is important to this doctoral dissertation due in part because it described how interactions between the employer and employee could influence the relationship between the two, and ultimately the viability of this relationship.

Theoretical Perspective (Three-Component Model)

The Three Component Model proposes that commitment may be defined by three apparent mindsets: a longing to stay with the organization (affective commitment: AC), a responsibility to remain with the organization (normative commitment: NC), and the foreseen cost of leaving the organization (continuance commitment: CC). Importantly, it has been established that these mindsets matter, with affective commitment commonly representing the strongest correlation to both organization- (e.g., retention, job performance) and employee-relevant (e.g., well-being) outcomes (Meyer et al., 2017). Meyer and Allen (1997) proposed that organizational commitment is comprised of three components: affective commitment, normative

commitment, and continuance commitment. According to Nandan et al. (2018), the three-component model of commitment describes that the commitment to an organization represents a psychological state of mind and has three unmistakable elements: affective commitment (emotional connection to job); continuance commitment (fear of lose the job); and normative commitment (sense of responsibility to stay at the job).

Organizational Commitment. One of the most important outcomes examined in this research has been a better understanding of organizational commitment which represents an individual's psychological bond with an organization (Chen et al., 2019). It was found that organizational commitment has become a more valuable predictor of voluntary turnover than other variables such as job satisfaction. Employee development behaviors of empowering leadership which include modeling, guiding, and coaching give colleagues' opportunities to enhance their job-related skill, ability, and learning and mastery experiences, which will in turn strengthen personal competence or perceived personal efficacy (Kim & Beehr (2018). According to Mesu et al. (2015), research has discovered affective organizational commitment has become a key immediate precursor for organizationally pertinent outcomes such as organizational citizenship behavior, absenteeism, and organizational performance. According to De Jong et al. (2016), there is an opportunity for future research to explore trust as a mediating variable of empowering leadership with positive employee attitudes and behaviors. The presumption being that an employee's perception of being trusted (and often reciprocating that trust) have been displayed in other research, correspond to a variety of positive outcomes such as organizational commitment, citizenship behaviors, and team performance.

Organizational commitment is a dependable way to forecast voluntary employee turnover and an employee's intention to leave the organization (Saha, 2016). According to Fullerton

(2019), these three comparable components all have unequivocal implications for leaving or staying with an organization yet are theoretically different. These three types of organizational commitment represent the independent variables that symbolize this research. Table 1 below introduces the three components of organizational commitment and their basic characteristics.

Table 2

Three Components of Organizational Commitment

Types of Commitment	Characteristics of Commitment
Affective Commitment	Psychological Attachment; Want to
Continuance Commitment	Lack of Alternatives; Need to
Normative Commitment	Moral Obligation; Should do

Affective Commitment. Affective commitment represents one of the three components found in Meyer and Allen's employee commitment model. According to Gao-Urjanh et al. (2016), affective commitment symbolizes the emotional connection that an employee has to the organization, especially in relation to the psychological attachment which characterizes the employee's willingness to stay in an organization due to the fact they want to. Compared to other commitment mindsets, such as continuance commitment and normative commitment, affective commitment has the most pronounced and consist relationships with extensive ranges of employee performance. According to Kim and Beehr (2018), affective commitment demonstrates a sentimental relationship of the employee with the organization as opposed to staying with the organization due to feelings of feelings of obligation or working for only

financial reasons. Empowering leaders to perform in ways that foster motivation and efficacy among employees, as well as promote colleague involvement in the work processes, employees will feel more confidence and experience more positive feelings about their work. Affective commitment also serves as an integral element of organizational commitment. Compared to the other forms utilized in Meyer and Allen's three-component model of commitment, affective commitment represented the primary component that addressed the individual's association to the organization (Mercurio, 2015).

Affective commitment describes the attachment employees have with their organization to develop knowledge and carry out activities (Rafiaue et al., 2019). Mercurio (2015), determined that affective commitment is created simply by an individual's connection to and identification with the organization. Perceived organizational support has the potential to expand affective commitment by fulfilling employee needs such as esteem, approval, and affiliation, eventually progressing to the incorporation of organizational membership and role status into social identity (Stinglhamber et al., 2015). According to Morin et al. (2016), affectively committed employees would openly accept change in an organization, remain focused on executing any assigned tasks or goals, and be willingness to strengthen their workload if it assures the success of the implemented change.

Xiong et al. (2016) have identified that employees' confidence in supervisors reflects a positive relationship with their organizational commitment and employees' confidence in their supervisors is positively correlated to their affective commitment. Work practices that allow an employee to feel they are contributing positively at work influence the employee's affective commitment in a beneficial way (Kloutsiniotis & Mihail, 2017). Business leaders benefit when assessing an employee's affective commitment because it helps to identify an individual's

perceived loyalty and self-sacrifice to a company. As one the core elements of organizational commitment, affective commitment assigns itself to the emotional connection workers feel toward an organization and is shown through recognition with and involvement in the organization, as well as gratification to be part of the organization (Xiong et al., 2016).

Organizational commitment has many dimensions in nature and of the three components, affective commitment represents one of the most important attributes since it occupies the principal meaning of commitment, which is an emotional connection between employee and the organization (Kloutsiniotis & Mihail, 2017). Employees tend to reciprocate fairness and harmony with increased trust and a sense of responsibility that is exhibited as an affective commitment toward an organization. The affective form of commitment goes far beyond cost–benefit calculations and culminates in inclinations for certain exchange which associates itself largely independent of financial gains (Ahlers et al., 2016). Neelam et al. (2015) suggested that high affective commitment has a high probability of increasing employee satisfaction as well as lead to a decrease in turnover.

Continuance Commitment. Continuance commitment represents a second component found in Meyer and Allen’s employee commitment model. The continuance component examines commitment in relation to the costs that are associated with an employee leaving the organization (Muthukumaran, 2017). In other words, the continuance component refers to commitment in relation to how much will the departure from the organization will cost the employee not only from a compensation standpoint but also in other ways as well (Devece, 2016). The length of time the employee has been working with the organization also has an impact on the employee’s continuance commitment. According to Aiswarya and Ramasundarm (2017), continuance commitment does not exist if an employee leaves the organization and is not

aware by leaving, there are costs involved. The factors that influence continuance commitment among employees' is evident when the employee generates tangible and intangible investments that are limited to employment opportunities outside the organization. Individual investments have been seen to increase when employees decide to stay with a company over an extended period, which, in turn, increases the probability of high employee continuance commitment (Ma et al., 2016).

Continuance commitment drives an employees' demand for employment and is commonly referred to as the employee's recognition of the costs related to their leaving the organization (Presbitero et al., 2019). Employees' continuance commitment, which emanates from the adversity employees correlate with exiting their current employer for reasoning such as they feel may limit their employment alternatives, might assuage this effect though. Compared to affective and normative forms, which concentrate on psychological connections or moral commitments that employees experience toward their employer, continuance commitment demonstrates employees' job security concerns, which lessen if they can adjust to their current work environment, even one that dictates significant pressures on their daily operations (Gamble & Tian 2015). According to DeClercq et al. (2019), the motivation that encapsulates continuance commitment is related to both the cost of leaving and the influential benefits of remaining with the current employer.

Continuance commitment in employees which subsequently effects job performance. Therefore, it may be that the point of inflection in the relationship between organizational tenure and job performance is a function of continuance commitment. Employees with a higher continuance commitment feel impelled to stay in their jobs longer and avoid financial or other opportunity costs, while doing little more than the minimum amount necessary to maintain their

employment (Uppal, 2017). According to Kaplan and Kaplan (2018), continuance commitment indicates the requirement to stay with the organization simply because employees would start to face costs related to leaving the organization due to the fact they may not have any other job alternatives and are not willing to learn new job skills.

Normative Commitment. Normative commitment is the least studied of the three types of organizational commitment (Ross & Ali, 2017). Normative commitment has a perception of having a responsibility to stay on the part of the employee. The connotation is that normative commitment represents an important inspirational force that has been forgotten and underutilized, particularly regarding the conceivably effective and beneficial implications of it being experienced as sense of morality rather than as an indebted obligation (McCormick & Donahue, 2016). Normative commitment increases as a result of morality in order to reimburse the organization for benefits received or the social experiences that highlighted the importance and necessity of staying faithful to the employer (Lee et al., 2017). An employee may feel that it is nefarious to leave the organization because strong affective commitment on the part of employees is thought to be expected in relation to the individual's priorities, personal capabilities, and interests.

The social exchange rapport is a representation of a more invested interpersonal relationship steadily developed through exchanged behaviors by reciprocal partners (Meng et al., 2019). This is in relation to high organizational social exchange symbolizes that the organization actively expects its employees to accomplish activities that mirror their loyalty and prescribed duty. Employees that exhibit a high individual-level power distance may experience a greater normative pressure to satisfy their moral obligations in relation to responding to organizational social exchange. This type of employee tends to appreciate their social exchange relationship

with the organization and find a way to establish a higher level of normative commitment. These employees are driven to remain with their organization, largely because they believe that it is the right thing to do from a moral standpoint (Liu et al, 2020).

In summation, social construction is created in a very open setting, in that it requires processes of intersubjectively generated social realities by which ongoing interpretation and interaction occur (Endres & Weibler, 2016). All three forms of commitment relate positively to compliance with the requirements for organizational change, but only affective commitment and normative commitment relate positively to higher levels of support (Meyer et al, 2010).

According to Sommers et al. (2020), employees who support the change and want to contribute to its success or feel a sense of obligation to support the change should be willing to do more than is required of them, even if it involves some personal sacrifice. In contrast, employees whose commitment to the change is focused primarily on the perceived cost of the change being unsuccessful should do little more than is required. Meyer et al. (2010) suggest that any form of commitment is adequate to produce non-discretionary behaviors, however the correlation between any one component of commitment and behavior will be weakened by the fact that the behavior is likely to materialize even at low levels of that component if one or both other components are strong.

Organizational Commitment

Organizational commitment was discussed previously in the theoretical perspective section of this literature review; however, this section continued to discuss organizational commitment as one of the two independent variables for this study. Organizational commitment is a representation of a concept that discusses the exchange between the employee and the organization. Social exchange theory dictates that there are positive interconnections between

transformational leadership behaviors and organizational commitment (Kim & Shin, 2017). The conceptual differentiation between organizational commitment and work engagement is that organizational commitment holds a positive perspective toward the organization, whereas work engagement is attributed to an individual's job (van der Voet & Vermeeren, 2017). An individual's psychological attachment reflects the degree to which the employee incorporates the key attributes and tendencies of their organization which connects the individual to the organization (Presbitero et al., 2019). Fu and Deshpande (2014) suggested that employees of organizations should utilize more caring adjustments and fewer uncaring adjustments. This is because greater affective and normative organizational commitment will better benefit the employees of the organization. Organizational commitment has the capability to improve performance, decrease absenteeism and reduce turnover intention and actual turnover (Wang et al., 2015). It is known that an organization's success is profoundly dependent on maximizing and preserving talent of its workforce (McManus & Mosca, 2015).

Historical Overview of Organizational Commitment. According to Chen et al. (2019), organizational commitment represents the psychology of the organization's employee and their attachment to the organization. Organizational commitment and its research represented a crucial component in the determination of whether an employee will stay with the organization for an extended amount of time and work towards achieving the organization's goals. Organizational commitment research has a long history but became of interest in the early 1970s (Meyer & Allen, 1997). Organizational commitment has continued to be a theme in the research of today. Studies on organizational commitment have mainly focused on the elements of commitment as individual variables (Oh, 2019). According to Kam et al. (2016), several recent empirical studies

on the subject have discussed that the different commitment variables collaborate to create differing profiles of commitment, which all have dissimilar employee consequences.

Organizational commitment has had a strong interrelationship to an employee's happiness at work. According to Vitrano (2016), Amitai Etzioni imposed the dominant meta-conception of human nature that concentrates solely on happiness, implying it be replaced by the perception of a person as a moral grappler, who is subject to an uncompromising conflict between the search for happiness...and the search to satisfy their moral values. Organizational commitment has been defined in several different ways, but some models in terms of approach embraced were focused on the behavioral approach which illustrates that organizational commitment is a behavior that surpasses formal and/or normative expectations (Grupta, 2017). According to Suliman and Iles (2000), there are five areas in which organizations can stimulate commitment, particularly: preparing the change program, suitability of line management styles and skills, the nature of communication, the assurance of senior management to the change and the formulation of the organization's future direction.

Definition of Organizational Commitment. There are several definitions of organizational commitment captured in literature. According to Imran et al. (2017), organizational commitment represents the psychological connection an employee has toward their organization and serves as a strong indicator of how an employee's decision of staying or leaving will prevail. According to Yahaya and Ebrahim (2016), organizational commitment is distinguished by three psychological components: first, a understanding of and acceptance for organizational goals and values (identification); second, an enthusiasm to exercise a reasonable effort toward organizational goal completion (involvement); and third, an overwhelming desire

to remain with the organization (loyalty). Li et al. (2018) recognized organizational commitment as one of the most essential components of the employee's relationship with the organization.

Meyer and Allen (1997) determined three common topics in the conceptualization of commitment. They argue that the several definitions of commitment can be categorized into three general classifications: affective orientation, cost-based, and obligation or moral responsibility. The three classifications were later better known as affective, normative, and continuance commitment. Organizational commitment represents the connection the employee has with the organization that induces the employee to want to stay with the organization and assists the organization with meeting its goals and objectives (DeLotell & Cates, 2016).

According to Berberoglu (2018), organizational commitment of employees, in relation to their organization, has been found to represent a meaningful relationship with and influence on the overall organizational performance. Lastly, individual employee performance has been found to be directly correlated with organizational commitment.

Measures of Organizational Commitment. The literature regarding organizational commitment offered numerous tools to measure organizational commitment. Mowday et al. (1979) created a 15-item Organizational Commitment Questionnaire (OCQ) in 1979 that allowed researchers to improve on the study of organizational commitment by determining an employee's desire to stay with the company, welcome and believe in the beliefs of the organization, and their eagerness to remain effective at work. However, according to Al-Yami et al. (2019), the questionnaire represents a one-dimensional survey and focused exclusively on an employee's attachment to the organization. O'Reilly and Chatman (2016) developed an organizational commitment questionnaire which was composed of twelve components that measured three dimensions of organizational commitment which include internalization, identification, and

compliance. However, it also struggled the same one-dimensional bias as the Organizational Commitment Questionnaire model did. Then came the Three-Component Model that was developed by Meyer and Allen. The Three-Component Model of Employee Commitment questionnaire can anticipate an employee's affective, continuance, and normative commitment. According to Somers et al. (2020), the three components of this model are made up of existing commitment theory and research that create what is proposed to be a unified, comprehensive model.

An integral part of the process for evaluating workplace devotion refers to its recommendations and finding an understanding of the relationship to worker and business. These outcomes develop from the creation of assessment tools that efficiently capture and implement the organizations best practice recommendations (Sorensen et al., 2018). Allen and Meyer (1990) introduced a multi-dimensional measurement instrument that was utilized to measure the three previously discussed components of organizational commitment. The three-components of organizational commitment were included in the questionnaire and were recorded based on various criteria to determine how each type of commitment effects turnover intention and occupational commitment. This type of quantitative, correlational study served as a guide for this research. The following paragraphs categorically discussed the affective, continuance and normative scales of measurement. An updated version of this measurement tool was used in this study.

The affective commitment scale was created to measure the employee's comfort level in relation to their work role and their organization. The tool used to measure affective commitment aligns with the affective commitment scale, established in 1984 by Meyer and Allen (Singh, 2018). The accuracy and legitimacy of this questionnaire have been proven with multiple studies

that these affective commitment scales reflect two distinct levels: one measuring affective commitment to the job and one measuring affective commitment to the organization (Schoemmel et al., 2015).

The continuance commitment scale is utilized to measure the employee's desire to stay with the organization based on the cost to the employee. This questionnaire is utilized to measure continuance commitment along the continuance commitment scale, developed in 1984 by Meyer and Allen. The original continuance commitment questionnaire incorporated eight items and discussed personal sacrifices the employees have made when leaving the organization (Meyer & Allen, 1997). According to Grabowski et al. (2019), Meyer and Allen determined that the continuance commitment scale contributed an assessment of the pressures that influenced the employee's decision to remain with the company, which differ from the affective and normative scales that address the employee's attachment to the organization.

The normative commitment scale was designed to measure the feelings of obligation that employees face with they decide to remain with an organization. The questionnaire utilized to measure normative commitment was the normative commitment scale, developed by Allen and Meyer in 1990. The questionnaire is comprised of fifteen items examining Corporate Social Responsibility (CSR), five questions focusing on Employee Organizational Identification (EOI), eight items gauging the normative commitment, a five-item scale calculating the importance of ethics and social responsibility to employees, and demographics (El-Kasser et al., 2017). The scale assists in measuring the extent employees feel they should stay at their organization or how interested they are to leave the business.

Organizational Commitment and Turnover Intention. Organizational Commitment indicates an employee's psychological connection to the organization or a representation of an

employee's individuality with the organization. According to Kim and Shin (2017), a formalized organization empowers an enigmatic situation to be structurally strong by developing a boundary of work and formulating working procedures which assists employees to increase their commitment to their work by fulfilling their need for a structured environment. This formalized structure allowed and complimented employees' work motivation, which leads to high organizational commitment. Work-related and external repercussions seem to be the principal determinants that influence turnover intention of employees. Ohunakin (2018), advocated that employee turnover intention serves as one of the employee's behavioral outcomes which is in accordance with Fishbein and Ajzen attitude-behavioral theory of 1975. Fishbein and Ajzen's Theory of Reasoned Action (TRA) proposes that a person's demeanor is driven by their intention to perform the behavior, and that this intention is a function of their attitude regarding the behavior and subjective standard (Li et al., 2016). Nawaz and Pangil (2016) argue that the more consistent the employees' commitment is to the organization reflects a lessening of turnover intention probability, which boosts their commitment overall throughout the organization and enhances the colleague's sense of belongingness. In contrast to this, different types of organizational withdrawal which include being late, absenteeism, and turnover intention indicated patterns of employees' negative behavior toward the job and the organization, representing a disassociation from work physically and psychologically (Kim & Beehr, 2018). Kerdngrern and Thanitbenjasith (2017) advocate that employees are more likely to be devoted to the organization if they can trust their leaders. Organizations with an appreciation of organizational commitment possess better awareness in relation to the turnover intention of their employees.

The study of turnover intentions is essential because turnover intentions reiterate the volitional aspects of turnover while eliminating non-volitional determinants (Flickinger et al., 2016). The concept of turnover intention has attracted a fair amount of academic attention as an influential subject due to its potential negative impacts, such as increased hiring and training costs as well as its negative ramifications on customer service (Kim et al, 2016). According to Kim et al. (2016), this view of turnover intentions could negatively affect organizational commitment regarding employees' turnover and job satisfaction levels. Given the high turnover rate in the manufacturing and high-tech labor industry, it is essential to experimentally examine potential precursors of turnover intentions such as organizational commitment in various settings. According to Park et al. (2014), socially responsible companies are inclined to have positive public notoriety which makes employees feel appreciative of working for these companies. Consequently, corporate responsible company initiatives play an important role in acquiring competitive advantages and advocating employee recruitment and retention.

Work-Life Conflict

There has been a radical transformation in the last forty years in relation to work and employment conditions in the U.S. and globally. Consequently, American workers are working longer hours, experiencing upswings in shift work participation, facing rising levels of psychosocial job stressors, and struggling with critical work-life imbalances (Hege et al., 2019). According to Hege et al. (2019), these types of working conditions are shown to have intense health impacts and serve as a significant contributor to occupational health imbalances. Chen et al. (2018) argue that work–family conflict can lead to loss of resources at work where managers reallocate their resources in their life and work and experience role conflict and pressure. Work-life conflict influences employee health outcomes and workplace productivity and is reportedly

related to psychological stress, life and job satisfaction, substance abuse, and physical health (Jiang & Shen, 2015). At the behavioral level, unfavorable work environments are related to more risky health behaviors, while also altering medical outcomes such as obesity and cardiometabolic disease, sleep, and mental illness.

According to Kim and Cho (2018), work-life conflict is determined by asking three questions. (1) Work–life fit: How easily do the hours worked fit into your family or social engagements? (2) The frequency of overtime: In the last calendar year, how frequently have you worked to meet work demands during off-time? (3) Work-schedule adjustment: How easily can your work schedule be changed to take care of personal or family matters?

The concept of the work–life conflict effectuated a substantial standard of how individuals mentally process their work situation and private-life situation, which assisted in explaining their levels of job satisfaction. An employee with a work–life conflict views collaboration in one role as being more challenging by virtue of participation in another role (Dorenkamp & Ruhle, 2019). According to Dorenkamp and Ruhle (2019), this form of conflict can go only one of two directions: A work-to-life conflict develops when the work function impedes with the private role, and a life-to-work conflict manifests itself when the private role impedes with the work role. These two measures of the work–life conflict are clearly associated, but they should be examined independently, as the work-to-life conflict is generally more ubiquitous among employees than the life-to-work conflict is (Kehm, 2015).

Work-Life Balance

According to Kelliher (2018), the study of work-life balance adopted a restricted conception of what the word life entails. The assumption is that life is based on a traditional model of work, which does not include recent developments and employment relationships.

Working hours represent a critical determinant regarding achieving and managing work-life balance (Mubeen & Rashidi, 2014). This is because having a schedule where an employee works excessive hours causes an imbalance in their homelife which negatively affects personal and social lives. There are substantial amounts of evidence that stress patterns of long working hours without adaptability will result in a poor work-life balance (Adisa et al., 2017). According to Adisa et al. (2017), these patterns of work without adaptability affect the employees home life negatively and expose employees to higher risks of making erroneous mistakes.

Work-life balance can be delineated by three career development components that have been regarded as contributors to the successful prosperity of a career: career planning, career capital, and employability (Direnzo et al., (2015). Career planning represented a premeditated effort to diagram future career developments through the creation of clear career goals and the strategies fashioned to accomplish a goal. Career capital represented the resources and relationships that can advocate career-related results and is an accumulation of three separate forms: human capital, social capital, and psychological capital. According to Direnzo et al. (2015), employability symbolizes the competency to control one's employment alternatives through the creation, identification, and realization of career opportunities and compares to an individual's ability to sustain employment appropriate with one's qualification level. Meta-analytic results have indicated that work schedules, work role stressors, work social support, work characteristics and character traits are precursors to work/family conflict (Ferreira et al., 2017).

Work-life balance can also be defined in other ways such as work-life conflict and work-family conflict. Work-family conflict discusses disagreements between work roles and family roles, especially those that are mutually unsuited (Torp et al., 2018). Mansour and Tremblay

(2018) presuppose that attitudes and behavioral characteristics can be transmitted from working life to family life (examples being employees that feel satisfied with their work will also feel satisfied with their lives outside of work) and vice versa. Work and family schedules have started to become more demanding to balance, conclusively making work flexibility an attractive feature for organizations (Jijena Michel & Jijena Michel, 2015).

Work-Family Conflict

According to Mansour and Trembley (2016), work/family conflict represents a form of inter-role conflict in which role pressures from the work and family realms are mutually conflicting. Work-family conflict can be conceptualized from two different perspectives: work-to-family, where demands at the work affect performance in the presence of family, and family-to-work, where family difficulties affect performance at work. Work-family conflict reflected conflicting demands due to work and family roles, making participation in each of these roles more difficult. Work–family conflict resulted when the occurrences at work obstruct family life. Such happenings are attributed job stress, career progression, extreme, irregular, or inflexible working hours, constant travel, interpersonal discord, role encumbrance, coworker support, and unsupportive supervisors (Taşdelen-Karçkay & Bakalim, 2017). Work-family conflict can negatively affect the well-being of individuals as well as the organizations. Earlier studies have shown that work-family conflict numerous factors such as: organizational commitment, stress at work, service recovery performance, turnover intention, job satisfaction, and exhaustion (Mansour & Tremblay, 2018). Lui et al. (2015) found that continuous work and family role stressors deplete resources over time and result in negative consequences. These negative effects of work–family conflict is more likely to manifest itself in employees with insufficient personal and circumstantial resources. Wang et al. (2017) pointed out that when employees are

experiencing work-family conflict, many may leave that organization to lessen work impedance and family conflict.

Work-family conflict is described as a form of inter-role turmoil by which pressures from the demands of work and family are so incongruous that it causes them both to negatively affect each other. Work-family conflict also represents the initial stages of mental and physical health problems. According to Jiang and Shen (2015), personal electronic communication devices, such as laptops and smart phones, have also increased the incidence of work-life conflict. Work-family conflict has become an increasingly significant subject due to the upsurge in labor-market participation as well as the increased demand for a capable workforce (Kim & Cho, 2018). According to Kim and Cho (2018), recent research has utilized the term work-life conflict to broaden the scope of work-family conflict to better explain non-work demands and responsibilities outside the limits of those related to one's family. Family demands identified the time spent, level of engagement to, and obligations toward family-related demands and responsibilities. Although family interests and work-life conflict are determining factors in understanding the effects of work and family life on health, they are not the only influences.

High levels of work-family conflict is connected to negative results for individual employees, their families, and organizations for which they work (Haslam et al., 2015). These research findings have led to a heightened focus on the progression of interventions, and the recognition of policy and organizational factors that tend to reduce the employee's experiences with work-family conflict. According to Haslam et al. (2015), several measures of work-family conflict exist that possess a high level of reliability and are commonly used in the research literature. In relation to interventions, the measures must be brief so they can be used properly;

and benefit from utilizing wider response dimensions to avoid anchor bias and to insure they are delicate enough to discover subtle intervention changes.

Work-Life Balance Questionnaire. Work-life balance can be viewed as a barometer of satisfaction by which people can exist in accordance with their contemporary life values (Wepfer et al. (2015). When referring to measuring work-life balance, it is essential to have a precise and modernized instrument, which can measure the present-day factors that are causing the job stress (Shukla & Srivastava, 2016). Sexton and Adair (2019) discovered six common definitions of work-life balance, all of which complement to their own unique research instrument. This research created a 4-item Work-Life Balance Questionnaire, which was utilized in this study. In this questionnaire employees were asked to respond based on a consideration of their work and non-work interests using a Likert-scale with “1” being strongly disagree and “5” being strongly agree (Asún et al., 2016). Higher scores on this questionnaire symbolized a better work-life balance.

Employee Turnover

Employee turnover has been thought of as one of the major contributors of an organization’s losses due to its effect on human and social capital depletion, operational disruptions, and organizational performance negatively (De Winne et al., 2018). According to Horn et al. (2017), organizational researchers have proven that turnover interrupts various productivity-related and negatively impacts financial performance and often causes organizations to struggle by them not having the ability to predict and manage it. According to De Winne et al. (2018), turnover volatility relates to the degree by which strong changes occur with relation to turnover across time. The perception is that if the level of turnover remains stable across an extended amount of time, the development of turnover routines can be functional for the

organization by coordinating the course of actions that need to be set in motion. In this case, organizations can establish successful functional organizational routines. In contrast, when the level of turnover faces heavy peaks and lows across different years, the organization will face problems staffing and existing organizational routines have become dysfunctional.

Sender et al. (2018) examined 1,205 employees that left their places of work and found that roughly 31% of all turnover determinations involved other job offers, most of which were unsolicited. These unsolicited job offers creates a discordant event that encourages psychological evaluation for the potential of leaving. Although some of the aspects that contribute to turnover such as the state of the economy are well beyond the organization's command, other aspects such as human resource factors are within the organization's control (Kiazad et al., 2015). Turnover has been one of the most studied concepts in relation to an outcome, however the benefit of interest for the organization is not the outcome, it is what guides employees toward that outcome (Imran et al., 2017).

Motivation. Motivation, the psychological design invented to explain the mechanism by which individuals and groups choose a behavior and continue it, has a history going back millennia in all cultures (McInerney, 2019). In a business setting, motivation describes a set of associated beliefs and sentiments which can regulate one's behavior. Motivation generates a desire within an employee to carry out one's job to the best of their ability and through their own initiative (Imran et al., 2017). In a positive organizational climate, employees tend to be more inspired, content, and expect more from their career and the organization, but most importantly, they are devoted to the organization and its goals (Majdalani & Maamari, 2017). Organizational climate reflects how employees discern their workplace and how their place of work makes them feel. Organizational culture influences employees' motivation, interest to work and leadership.

Diskiene et al. (2019), argues that a positive organizational climate has a tremendous impact not only on human resources, e.g. employees' motivation, interest to work and initiative, but also on financial outcomes, e. g. revenue growth, profits and return on sales. Different researchers have used different theories to determine this viewpoint.

Types of Employee Turnover

There are several categories of turnover, as indicated by the literature. Employee turnover can be voluntary, involuntary, functional, dysfunctional, avoidable, or unavoidable. Each of these categories has its own reasoning behind it. Voluntary turnover discusses the voluntary ending of participation within an organization, by an individual who earns monetary compensation for cooperation with that organization (Rubenstein et al., 2017). Voluntary turnover takes place for reasons such as a poor match between job and the abilities of the employee, reduced opportunities for growth, and internal pay equity among others. Involuntary turnover arises when the employee does not leave the organization according to their own will and the employer either fires or lays them off (An, 2019). With involuntary turnover, the employee is typically discharged from the organization. Functional turnover simply means that poor performers have decided to leave the organization. Functional turnover takes place when an employee that is not effective or that is not an asset to the organization leaves for employment elsewhere (Baselga et al., 2017). Dysfunctional turnover materializes when top performers choose to leave the organization and avoidable turnover ensues when management has control of the factors that have encouraged the employee to leave the organization, which can also be referred to as dysfunctional turnover. Unavoidable turnover is the opposite of dysfunctional turnover where management has no control over the factors that encouraged the employee to

leave the organization (Rubenstein et al., 2019). The focus of this study and this literature review was voluntary turnover and voluntary turnover intention.

Voluntary Turnover Intention. Voluntary turnover arises when the employee chooses to exit the organization, however voluntary turnover intention describes an individual that aspires to leave the organization or quit their current position but have not acted on it yet (Sun & Wang, 2017). Turnover intention represents the final step of an employee's cognitive methodology of withdrawal from an organization prior to the employee actively deciding to quit and begin searching for other employment (Mobley, 1977). Guan et al. (2017) found that both self-referent and other-referent career prosperity played exclusive roles in envisioning career satisfaction, which, in turn, anticipated turnover intention. Saridakis et al. (2017) discovered the measures that employee goes through in the voluntary turnover intention process. The first step is to evaluate their current position (Saridakis et al., 2017). The second step is that the employee determines his or her satisfaction level with the company and/or the job (Saridakis et al., 2017). The third step is that the employee contemplates the costs and consequences that are associated with leaving the organization (Saridakis et al. 2017). The final step is employee evaluates the alternatives that are available and administers a pro/con analysis of all these options (Saridakis et al., 2017).

Job Embeddedness. The primary component describing voluntary turnover intention has been job embeddedness theory which explains the reasoning that keeps employees from leaving their organizations. Specifically, there are key components of job embeddedness which are person–job and person and organization fit. Job embeddedness describes the link between colleagues and work activities, and potential hardships associated with changes in employment and together these factors determine whether employees choose to stay in their organizations

(Peltokorpi et al. 2015). With most employees if they are embedded in their jobs are also embedded in their organizations. According to Ghosh (2017), employees who possess a higher sense of job embeddedness tend to draw upon their achievement orientation in the context of job insecurity, so that they feel confident they are avoiding the slippery slope falling from the core of the organization to becoming a contingent employee.

Factors Affecting Employee Turnover. Employee turnover has thought of as the component of business that has the most potential to create substantial losses for organizations due to human and social capital depletion, and operational disruptions and would therefore affect organizational performance negatively (Winne et al., 2018). According to Horn et al. (2017), a substantial amount of research has found a negative direct relationship between turnover and organizational performance, such as sales, profits, productivity, customer satisfaction and value-added activities. Mamum and Hasan (2017) identified classifications of voluntary employment turnover which are external, internal and employee factors. External factors are composed of job availability, economic conditions, and location (Mamum & Hasan, 2017). Internal factors represent compensation, culture, socialization, and training/development opportunities (Mamum & Hasan, 2017). Factors that could affect employee turnover also include, but are not limited to, pay and benefits, team culture, management, orientation, training and development, recognition, and job characteristics (Mamum & Hasan, 2017).

Proof of this concept has also shown that generational differences exist regarding career expectations. Job security and business vitality are often treasured by older workers who are looking for a stable work and family life. Regarding their younger counterparts, completely different motivations are the expectation. To create the desired effect, it is important to design retention strategies that are tailored according to each employee segment (Retaining key

workers, 2017). Ultimately, business leaders who comprehend the reasoning and consequences of turnover have a much better opportunity to cultivate strategies to reduce the effects of turnover (Stankevičiūtė & Savanevičiėnė, 2018). The effects of turnover are discussed in the next few paragraphs.

Effects of Employee Turnover. Employee turnover has always been a substantial concern for most industries. Organizations that can hold onto skilled employees have a significant competitive advantage (Chih et al., 2016). The Society of Human Resources (SHRM) has investigated for the longest time how organization's human resource management preparations influence organizational effects such as the employee turnover rate (Kim et al., 2018). Organizations tend to struggle with turnover in two stages, disruption, and recovery (Hale et al., 2016). Disruption occurs as an adjustment in collective efficiency when an employee exits the organization. The theoretical focus of the disruption is initiated on two different pathways. One pathway targets the significance of the employee's departure from the viewpoint of the interruption of the employee–customer relationships (relational capital). The other pathway targets the interference of the actual intra-organizational methodology (human and social capital) required to supply high-quality service (Holtom & Burch, 2016). Recovery refers to the increase in collective performance caused by the employee separation (Hale et al., 2016). Effective service recovery can improve image of the quality of goods and services as well as generate a favorable perception of the firm. Service recovery represents a critical tool for producing customer satisfaction (Nadiri & Tanova, 2016).

Cost of Turnover. Turnover represents one of the largest expenses to an organization and is a substantial problem for every industry that does business (Kang et al., 2018). While some labor expenses are apparent, such as salaries and benefits, other expenses are more arduous to

measure. The cost of employee turnover is not transparently clear, but turnover costs can equate to be as high as 90-200% of an employee's annual salary (Kiernan, 2018). From an economic standpoint, the elements that are most influential for reducing employee turnover are direct financial expenses (wages and bonuses, development, the cost of regulating working conditions) and indirect expenses (the opportunity costs, career development, trust building) (Buzeti et al., 2016). According to Buzeti et al. (2016), research has shown that employee turnover costs are greater in more complex and better-paid jobs which require substantial effort. The costs of replacing this type of employee can reach an average of one third of the annual earnings. Turnover costs are typically described in two ways, direct costs, and indirect costs. Both types of turnover costs are explained more closely in the next few paragraphs.

Direct Costs. Direct costs are related to business expenses that can be applied precisely to a specific cost object, like a good or service. Cost objects represent components that costs are charged to. Examples of direct costs include, but are not limited to, direct labor, direct materials, and manufacturing supplies. According to Hoeve et al. (2020), categories of direct costs can include many different classifications from separation costs to exit an employee, the cost to temporarily staffing a position, to replacement and development costs in order to bring a new colleague in. Regarding direct labor, when an employee exits, the organization acquires direct costs to include recruitment, development, and general administrative costs (Nelissen et al., 2017). According to Upadhayay and Vrat (2016), the total employee turnover culpability associated with a colleague leaving the business could cost as much as 100 per cent of a single employee's annual salary.

Indirect Costs. The loss of well-trained workers has been shown to negatively affect profitability, productivity, and sustainability (McManus & Mosca, 2015). According to Buzeti et

al. (2016), employee turnover indirect costs may include: the costs of loss to the business and/or customers, the building of new relationships between employees, and the expense of knowledge walking out the door. If the indirect employee turnover costs are calculated with the organization's direct costs, the expenses start to really add up. This could possibly lead to lower efficiency and higher waste, customer dissatisfaction, and lost productivity that dramatically affect the bottom line (DiPietro et al., 2019). According to Hoeve et al. (2020), other indirectly and negatively related organizational costs can be attributed to a lack of organizational control and work-life imbalance as well as conflicting job demands.

Voluntary Turnover Intention Questionnaires. Organizational leaders across all industries are anxious about employee turnover and face challenges in decreasing the rate of this occurring so frequently (Zhang et al., 2019). The intention of this quantitative descriptive, correlation study is to research this probable relationship between employee commitment and productivity. Like Work-Life balance, this questionnaire asked employees questions based on their view of work and non-work activities compared to voluntary turnover intention using a Likert-scale with "1" being strongly disagree and "5" being strongly agree. Higher scores on this questionnaire represented a higher probability of voluntary turnover intention.

Turnover of Colleagues in Manufacturing Industry

Turnover has a negative impact on an organization's financial achievement. Turnover has indirect costs, which encompasses a loss of organizational workers with implicit knowledge, decreased socialization causing lower retention and disorganization resulting from job changeover and direct costs, which include the overhead of recruiting, selecting, and developing new talent (Moqbel et al., 2020). This is especially ubiquitous in manufacturing industry. An interrelationship exists between the financial performance and employee turnover, indicating that

employee turnover intent represents a valuable area of study within the manufacturing industry (Skelton et al., 2019).

Skelton et al. (2019) suggest that there is a significant correlation present in relation to financial performance of manufacturers and employee turnover. This would imply that turnover intent represents a critical area of study regarding the manufacturing industry. Employee turnover is imperative to discuss due in part because high attrition can dramatically affect companies, directly and indirectly, resulting in heightened hiring and training costs, unrecoverable production, diminished profits, and lower employee morale (Hayward et al., 2016). According to Santhanam and Srinivas (2019), employees in the manufacturing industry are expected to execute highly monotonous job tasks for an extended amount of time during their career. In addition, production employees are constantly expected to achieve the targeted productivity level with stellar quality. Performing the same job responsibility with an intensified focus on a constant and unending basis could cause a substantial increase in the employees' level of exhaustion and stress inducing job burnout.

Reasons for turnover. Labor turnover is intertwined with two main components- demographic components and employee satisfaction (biographic components). Demographic components include seniority, educational competence, age, gender, marital status, and work experience, among others. Biographic components include financial accolades, work atmosphere, promotion, feelings of employee self- accomplishment and self-recognition, just to name a few (Qureshi & Khalid, 2015). Radical changes have occurred over last few decades and there is still lots of changes left to come in the manufacturing industry. Due to the high level of competition in the manufacturing and high-tech sectors of business, non-flexible production tendencies by the organization may an uptick in employees' cases of overload, role uncertainty,

and role conflict that would make employees in all levels feel obligated to work longer hours (Perumal et al., 2018). Such a work environment would take away from employee's quality family time from the colleagues.

Demographic Components. According to Gieter and Hofmans (2015), reflection theory, attributing to its focus on the values that individuals attach to pay, suggests there are moderating effects of demographics with relation to merit-based rewards and work attitudes and behavior. Related research suggests that employees of different age groups, gender and educational levels attach contrasting meanings to and have different preferences for reward systems. The relationships between merit-based rewards and work-related outcomes seems to depend on the significance individuals of various demographic backgrounds attach to them (Gieter and Hofmans, 2015). However, in relation to demographics, they have often been considered as control variables in compensation research where little focus has been given to their mitigating effects between merit-based rewards and work attitudes and behavior (Froese et al. 2018). Referencing reflection theory and research gave the opportunity to focus on the effects of employee gender, educational level and age between merit-based rewards and job satisfaction. A focus on demographics is justified not only from a theoretical perspective, but also from a macro, policy-making perspective, taking into consideration the demographic makeup of the workforce is changing (Froese et al. 2018). It is important for organizations to understand how to better motivate and reward diverse employees to retain them.

Job Satisfaction. According to Hauff et al. (2015), scholars have confirmed that job satisfaction is paramount to the success or failure of human resource management. Researchers have suggested that job satisfaction will continue to be one of the most problematic areas in a manufacturing setting due to cultural differences that are discernible through fluctuations in

individual needs and jobs (Hauff et al., 2015; Pan, 2015). Ali (2016) recognized that the importance of job satisfaction in relation to employees in organizations, declaring that employees are the core foundation to any organization's success. Denton and Maatgi (2016), determined that management, administrative leadership, and work atmosphere affect success in any manufacturing and high-tech facility. This philosophy also demonstrates the importance of procedures that managers utilize to improve job satisfaction, not only for organizational profits but also for employee retention (Denton & Maatgi, 2016). Huang and Su (2016) concluded that evidence of an employee's resolve to leave an organization involves low job satisfaction. Ali (2016) proposed that managers and supervisors should require organizational policies that advocate employee satisfaction to minimize negative ramifications such as unhappiness, low productivity, and employee turnover. Therefore, since the significance of job satisfaction has become more evident, managers must find innovative ways to increase employee satisfaction with the objective of improving efficiency, production, and employee retention.

Relevant Studies to this Research

The following section represents an analysis of studies corresponding to this research. This section is comprised of both quantitative and qualitative studies on the topic, but respectively includes quantitative, correlational studies that will be conducted using the independent variables for this study (organizational commitment, motivation, and work-life balance) and the dependent variable (voluntary turnover intention). The sequence that these studies are examined begins with pertinent organizational commitment studies. Afterwards, related work-life balance studies were addressed. Finally, suitable voluntary employee turnover studies were considered. This section examined studies that incorporated the variables in this study by referencing relevant organizational commitment and turnover intention studies, as well

as pertinent work-life balance and turnover intention analysis. Finally, this section concluded with an examination of studies specifically complementary to these variables in manufacturing industry.

Relevant Organizational Commitment Studies

Organizational commitment can be considered as the identity of an employee to the organization and evaluated by their level of organizational commitment in relation to their acceptability of organizational goals (Grupta, 2017). Some studies have concentrated on a generalized concept of organizational commitment, but it is important to pay more specific attention on the three basic components of organizational commitment. These three components of organizational commitment include affective commitment, continuance commitment and normative commitment.

Affective Commitment Studies. Affective commitment represents the first type of commitment discussed in the Three-Component Model of Organizational Commitment. Keiningham et al. (2015) pointed out that in comparison to affective commitment, normative commitment did not possess as strong of a relationship with predicting the loyalty of employees and for this reason suggested using affective commitment over normative commitment in the study. While continuance commitment is correlated to the anticipated costs of leaving the organization and normative commitment to an obligation to stay, affective commitment is related to an employee's desire, identification, and personal engagement to the organization. Therefore, it is unsurprising that previous research about organizational commitment has found transformational leadership to be a much more durable phenomenon of affective commitment than the other two components in Meyer and Allen's model (Brown et al., 2019).

Continuance Commitment Studies. Continuance commitment is linked to benefits that are acquired from the employer to the employee that are exclusive to a particular organization. Rodrigues et al. (2019) argue that the continuance foundation represents an outlook whose objective is to focus on the behavior of remaining with the organization for the employees' benefit, different from the affective attitudinal bond, whose object is the best interest of the organization. According to Magãlhaes and Gomes (2005), the failure of some studies to recognize the relationships between the continuance basis and coveted variables is associated with this difference, since this aspect measures the benefit in remaining, or the non-utility of exiting the organization, due to the costs linked with leaving. Some empirical studies focus on similar relationships of entrenchment and continuance commitment which symbolize a series of variables. Magãlhaes and Gomes (2005) discovered there is a negative relationship between entrenchment and creativity, which is comprised of the employee's connection with the prosperity of the next generations and the devotion to be remembered for the activities created. They interpret, based off these results, that the declaration of entrenchment, resulting from the desire to remain in their career, decreases the employee's interest with their productivity or with the possibility of contributing to future generations.

Normative Commitment Studies. According to Vandenberghe et al. (2015), of the three components, normative commitment earned the least amount of attention in research and for this reason was the last component discussed in the organizational commitment model. Normative commitment is experienced through an external drive, hence a burden to well-being and performance is probable (Vandenberghe et al., 2015). According to Zhang et al. (2018), enforcing the cognitive dissonance theory correlated to normative commitment, individuals experience an uncomfortable discord when they have conflicting comprehensions, and such a

distressing state motivates individuals to adjust their understanding. Employees cannot clearly follow through with the organization's expectations. McCormick and Donahoe (2016) advocate that normative commitment represents a critical motivational force that has been unnoticed and underutilized; particularly the potentially strong and favorable significance of it being seasoned as sense of ethical duty rather than as an indebted obligation. Whether normative commitment is utilized or not, the role ambiguity leaves employees in a position of epistemic ambivalence where they do not understand what to do to enhance their self-achievement and improve task performance.

Organizational Commitment Studies in the Field of Human Resources

According to Steyn et al. (2017), human resource (HR) practices designate organizational activities that are focused on managing the pool of HR practices and ensuring that these resources are focused on the accomplishment of organizational goals, including developing a competitive advantage. HR practices customarily play an important role in determining employee attitudes and behavior. Steyn et al. (2017) also accentuated this dual function of HR practices and established that HR practices are a representation of the management processes and systems that are commonly focused on enhancing an organization's performance and efficiency, as well as their employees' attitudes and behaviors.

Human resource management (HRM) practices can be perceived as an internal methodology of comprehensible and dependable practices that concentrates on reinforcing and promoting employee competency, motivation, as well as commitment (Elrehail et al., 2019). They also govern human skills to achieve the organization's objectives. Some researchers have disclosed that HRM practices could drive employee satisfaction and commitment. Cherif (2020) identified there are beneficial relationships between HRM practices such as recruitment and

selection, training and development, compensation and benefits, performance appraisals, job satisfaction and organizational commitment.

Relevant Work-Life Balance and Turnover Intention Studies

Researchers determine turnover intent utilizing specific time intervals, and they view it as an election having to do with an employee exiting from their current organization (Wong et al., 2015). Researchers suggest that positive turnover intentions remain continually connected to actual voluntary turnover. This subject matter becomes essential for organization's managers to have the ability to recognize to avoid high turnover that adversely affects the business (Hayward et al., 2016).

Lu and Gursoy (2016) suggested that generational differences may cue divergence in relation to how employees value their jobs and the differences of disparate generational worker burnout. These researchers also identified three generational groups that represent most of the current workforce: baby boomers, Generation X, and millennials. Rani and Samuel (2016) emphasized that managers must understand generational differences in the workforce and must encourage better organizational policies that can meet the needs of each generation. Understanding the behavioral characteristics of millennials in the workforce could strengthen their productivity and innovation, which will enhance their job satisfaction and abate turnover intent.

Transition and Summary

Section one of this paper was comprised of a comprehensive review of organizational commitment, work-life balance, and voluntary turnover intention research. The research narrated three types of organizational commitment to include affective, normative and continuance. The

research also discussed the importance of understanding voluntary turnover intention due to the costs that are correlated with replacing valuable human resource capital.

Section two of this research provides a comprehensive reassessment of methodology. Section two begins with an explanation of the purpose of this study and specifics referencing the participants of the study. Section two discusses the population that this study will address, which are hourly and salaried employees in manufacturing industry. Once the population has been represented, the data collection and the data analysis are specified. In addition to how the data was collected and analyzed, the next section goes into detail regarding the reliability and validity of the questionnaires utilized in this study.

While significant research attempts provide some correlation between organizational culture and an organizations financial positioning, there was a current literature gap which allows quantitative proof which identifies a relationship between employee motivation, commitment, and job satisfaction. The purpose of this research was to conduct a study with existing research instruments to identify the components outlined within the research questions and thesis statement, to concentrate on the examination of individuals working in manufacturing industry. With the intended outcomes of the exploration study, the goal was to discover a connection between motivation, employee commitment, and work-life balance while implementing organizational culture initiatives and measure how factors related to the financial position of the organizations. The beneficial context of the study aided in the function of significant change within the organizations and made determinations related to organizational cultural intelligence factors and the drive to accomplish value-added results that affect financial outcomes.

Section 2, The Project

This study employed a qualitative methodology utilizing a single case study research design to consider whether organizational commitment and work-life balance are associated with voluntary turnover intention. Section One of this study introduced the study by examining the background of the problem, stating the significance of the study, developing research questions, and providing a detailed review of the scholarly literature relevant to this topic. This section summarized the procedures utilized to explore the correlation between organizational commitment, work-life balance and voluntary turnover intention of employees working in manufacturing industry. This section is organized into the following sub-sections: Purpose Statement, Role of the Researcher, Research Method and Design, Participants, Data Collection, Data Analysis Technique, and Reliability and Validity.

Purpose Statement

The purpose of this qualitative single case study was to explore and analyze how employee satisfaction and organizational culture affected the productivity levels in manufacturing industry. This was accomplished by exploring different organizational culture theories and considering how various aspects of those concepts affected business process management which impacts process performance, reduces costs, and enables better productivity within manufacturing industry. This study identified the organizational culture currently present in a selected manufacturing organization, presented different types of organizational culture theories that have been deemed to be successful in other similar organizations and determined how culture affected productivity levels. The study's purpose was to address a gap in financial management literature by conducting an in-depth study of the link between effective and

ineffective organizational culture environments and their effect on the overall financial positioning of the organization.

Role of the Researcher

A researcher has several roles in executing a research study. These roles include requesting approval from an Institutional Review Board (IRB) to conduct the study, as well as conducting one-on-one interviews through Microsoft Teams. There are three types of questions that will be utilized in this study. The first type of question will be a representation of an amended Organizational Commitment sampling with Specific Commitment Scales which measures the relative stability of an employee's engagement with and involvement in an organization (Meng et al., 2017). The second type of question will use of the Work-Life Balance application, developed by Whitten, which measures how employees feel their job donates itself to their overall happiness, both at home and in the workplace (Pradhan et al., 2016). Finally, the third type of question will employ a six-item Turnover Intention Scale (TIS-6), which creates statistically significant variances between employees who leave an organization and those who choose to stay (Bothma & Roodt, 2013). The researcher made critical decisions regarding the selection of the sample questions utilized from the three sample types of questions and created one finalized rendition to best carry out the study.

Following the delivery of the one-on-one interviews, the researcher interpreted the results by examining the relationship between organizational commitment, work-life balance, and voluntary turnover intention, which represented the definition of culture for the purposes of this study. The researcher has over 10 years of extensive personal experience working with this subject matter in a manufacturing setting. The researcher avoided bias by not interpreting data in a way that supported the thesis statement, by analyzing all data, even if it did not seem useful,

and by having a person independent of the study to examine the work several times until completion. Upon completion of the one-on-one interviews, the researcher decided as to whether further research could potentially contribute to the body of knowledge regarding organizational commitment, work-life balance, and voluntary turnover intention in manufacturing industry.

Research Methodology

The selection of a suitable research design and method is an important decision for the researcher because this decision sets the precedence on what direction the study is heading. According to Sileyew (2019), the research and design process demonstrates the pathway through which the researcher defines their problem and objective and present their findings from the information obtained. Having the data from the findings discovered, the researcher will have the ability to organize the information and can facilitate the reduction of phenomena or events into defined categories to better analyze and interpret it (Chatha et al., 2015). There are different designs and methods that can be utilized for this study. For this research study, the researcher will point out the suitability of flexible research design, descriptive studies, and qualitative single case study research. These concepts are explained more clearly in the following paragraphs. Finally, the researcher will illustrate the significance of the investigation questions and research variables utilized in this study.

Discussion of Flexible Research Design

According to Roberts (2014), qualitative researchers conclude that social scientists need to comprehend those human actions and meanings that individuals and groups attribute to their everyday lives, objects, and social relations so that there can be a better understanding of how those individuals appraise their lives through beliefs and meanings. A flexible research design can inform the researcher of what is occurring within the data set, as well as provide insight and

understanding of the experience and the meaning attached to it (Denny & Weckesser, 2018). This type of research design examines provisional feedback that may modify the course of a trial or experiment (Roberts, 2014). Flexible research employs five main designs to include narrative, grounded theory, case study, ethnographical, and phenomenological. Descriptive studies will also be utilized in this study for the purpose of characterizing individuals, events, and/or conditions by examining them as they are in their natural state (Siedlecki, 2020).

A narrative research design represents a pattern of qualitative research in which the opinion of the candidates lends itself into the raw data (Butina, 2015). According to Tenny et al. (2021), narrative research blends together a series of events, usually of one or two individuals, to develop a cohesive narrative. This type of research design has been utilized to learn more about a particular culture, historical experiences, identity, and lifestyle of the candidate (Tenny, et al., 2021). The narrative approach includes examination directed toward narratives of human experience or inquiry and produces its input in narrative form (Butina, 2015). Narratives were not used in this research study. For the purposes of this research, a narrative qualitative research design was not chosen.

Grounded theory introduces a set of methodical preparatory methods for conducting qualitative research focused on theory development (Tie et al., 2019). The goal of a grounded theory research design is to develop an approach based on the candidates' perspectives and experiences of the phenomenon (Corbin & Strauss, 2008). According to Flynn and Korkuska (2018), essential strengths of a grounded theory approach include the quantity of data collected, the examination of a researchers' impact on the emergent theory, multilevel coding process, and the use of various data collection methods. Criticisms of grounded theory are concentrated on the methodology of inductive reasoning (Flynn & Korkuska, 2018). In fact, grounded theory

researchers do not need clearly stated objectives, research questions, or a hypothesis before the inception of the research project (Tie et al., 2019). For this research, clearly stated objectives and research questions, not hypotheses, were utilized in the study. For this reason, a grounded theory qualitative research design was not chosen.

Ethnographic narratives are a good source of information that occurs in the interchange of main focuses, providing notable user data that is formed through expressions of people's thoughts, emotions, and practices (Celikoglu et al., 2019). Ethnographic research focuses on understanding the social and cultural meanings of anomalies to gain a greater understanding of the experiences of individuals within a specific group (Creswell, 2013). Further, ethnographic research's objective is to create explanations and make interpretations about the values, beliefs, and expressions of a specific group (Kassan et al., 2018). This study does not allow for cultural meanings to be examined through one specific cultural group. For this reason, an ethnographical qualitative research design was not chosen for this research study.

According to Pathak (2017), a phenomenological research design attempts to interpret people's perceptions, viewpoints and understanding of a specific occurrence. This research design examines the significances seen through the recognition of individual experiences (Pathak, 2017). According to Hays and Wood (2011), there are four key steps to phenomenological data analysis. First, researchers classify their experiences into categories. Secondly, for each interview transcript in a procedure, the researcher identifies all nonrepetitive and nonoverlapping statements relevant to the experience under investigation. Next, researchers describe and bundle unvarying context groups to describe the makeup of the information, such as the meaning and depth of the experience. Finally, researchers look for multiple explanations in the textural description and develop a structural description (Hays & Wood, 2011). The research

for this study did not focus on all the participant's experiences throughout their lives on an individual level, so for that purpose, a phenomenological qualitative research design was not chosen for this research study.

According to Heale and Twycross (2017), a case study is defined as an exhaustive study about a person, a group of people or a unit, which is focused on examining in-depth information comparing several different variables. A case study offers a flexible research approach that facilitates a holistic, in-depth, multiple perspective inspection of the phenomena within real-life situations (Heale & Twycross, 2017). Carolan et al. (2015) argues that a case study contributes a persuasive approach to explore the complicatedness of a topic and is utilized to understand the context of randomized interferences. According to Ridder (2017), the advantages of utilizing a single case study can be observed in the detailed description and analysis realized by gaining a better understanding of how and why things happen. This approach leads to the identification of patterns and relationships, as well as testing the phenomenon. (Ridder, 2017). A distinct benefit of using a single case study is it allows the researcher to turn opinion into fact by giving the researcher the ability to look at the data generated for the study in real-time. For these reasons, the researcher utilized a single case study research design for this study.

According to Aggarwal and Ranganathan (2019), descriptive studies are utilized to characterize individuals, events, or conditions by examining them in their natural state. The researcher did not have the ability to manipulate any of the variables and variables were only used to describe the sample. Descriptive studies also describe how research can be collected without changing the environment (Aggarwal & Ranganathan, 2019). Descriptive studies delve into the characteristics of a population; diagnose problems that exist within a group, an

organization, or a population; or discern variations in characteristics or practices between institutions or even countries (Siedlecki, 2020). This type of research was utilized in this study.

After considering the various types of research design, the researcher decided this research was to be designed as a qualitative single case study focusing on three main variables which examined the relationship between voluntary turnover intention (dependent variable), work-life balance (independent variable) and the three types of organizational commitment (independent variables).

Discussion of Qualitative Research Method

The research method was influenced by the research questions. A qualitative method was appropriate for this doctoral study because qualitative methods are beneficial for applying the results from smaller groups to broader populations with similar characteristics. According to Cypress (2018), qualitative research suggests anticipating for ethical issues and creating means and methods for collecting, recording, and storing data in a secure way. A qualitative approach looks to analyze responses in an uncontrolled, natural environment rather than relying on instrumental statistics (Köhler et al., 2019). According to Jervis and Drake (2014), participant comments and results are analyzed during this process by the researcher and documented through notes, video/audio recordings and/or one-on-one interview results. This data was analyzed with consideration given to the climate of the observation, emotional responses, general themes discussed, and essentially intended meanings (Jervis & Drake, 2014). According to Köhler et al. (2019), the goal of qualitative research is to have a better understanding of why people behave the way they do to a stimulus or experience. The single case study method used in this research examined the relationship between the three types of organizational commitment

(affective, continuance and normative), work-life balance and voluntary turnover intention which was the basis of this study.

Participants

The ability to generate unbiased conclusions concerning an average treatment effect on participants in an experiment can be extremely valuable, but non-experimental researchers often seek to highlight other causal parameters (Kern et al., 2016). These types of casual parameters are known as targeted sampling. Targeting sampling represents a systematic method that separates a population into groups by selecting targeted groups and directing actions to these segments of a population (Grier & Schaller, 2020). According to the U.S. Bureau of Economic Analysis (2020) and the U.S. Census Bureau (2020), manufacturers in the United States account for 11.39% of the complete output, employing 8.51% of the country's workforce. Total output from manufacturing was upwards of \$2.3 billion in 2018. Also, according to U.S. Census Bureau (2020), there were an average of 12.8 million manufacturing employees in the United States in 2019, with an average annual compensation of \$87,185.18 in 2018. For this research, the target population will include hourly and salaried employees that work in manufacturing industry.

The researcher introduced a study that focused on one specific manufacturing organization by way of an onsite visit and requested participation. However, the type of manufacturing the willing participant is involved in was irrelevant for this study if the participant is employed within some type of manufacturing industry. The researcher relied on the company's Human Resources department and optional participation throughout the manufacturing organization to formulate the sample pool. The participants for this study remained nameless and could at any point decide not to complete the activity. Also, during this process, the researcher

only had contact with participants for interviewing purposes. The researcher gave the Human Resources staff access to their contact information if problems arose.

Inclusion criteria characterizes key features of a target population that the investigator utilizes to answer research questions (Patino & Ferreira, 2018). Inclusion criteria for this study consisted of individuals that agreed to participate in the study, individuals that were over the legal age of 18, and individuals who occupied an hourly and salaried position in manufacturing. Exclusion criteria exhibits key characteristics of a potential study population that meet the inclusion criteria but maintain additional characteristics that could hinder the success of the study or strengthen the risk for an unfavorable outcome (Patino & Ferreira, 2018). Exclusion criteria for this doctoral study was individuals that held upper management positions within the manufacturing organization, colleagues that were not willing to sign informed consent, and anyone employed within the organization that was below the legal age of 18.

Population

An acceptable sample for a research study will contain a significant amount of information about a specific population parameter and must allow reasonable interpretations to be made regarding a population from that sample (Reddy, 2020). It is imperative to select well-suited participants for the study considering the participants affect the reliability and validity of the results (Walls et al., 2011). Manufacturing employees were chosen for this study because this group is profoundly affected by the improvement or decline of organizational culture initiatives in the workplace. Organizational culture is perceived as a substantial determinant in promoting or preventing organizational change in manufacturing. According to Wijethilake et al. (2021), both climate (i.e., what employees experience – policies, procedures, and practices) and culture (i.e., what employees believe the organizational values are) are vital for tenable organizational

change. For this reason, hourly and salaried employees that worked in manufacturing represented the focus group for this study.

Sampling

There are basically two categories of sampling methods: 1) probability sampling – which is based on chance such as random numbers, and 2) non-probability sampling – which is based on a researcher's choosing reflected by a population that is accessible & available (Setia, 2016). With probability sampling, the method of selection will give the researcher the ability to determine the relationship the sample has with the population of subjects from which it was drawn (Tansey, 2007). According to Uprichard (2013), probability sampling advocates that all samples are comprised of a three-way relationship between: (a) knowledge of a population, (b) the cases within it and (c) the sample of cases that is finally chosen. The expectation with probability sampling is that knowledge of the sample can be utilized – and is ultimately intended to be used – to enhance that initial expertise of the population (Uprichard, 2013). Non-probability sampling attributes itself to sampling techniques from which a person's probability of being chosen in the sample is unknown (Tansey, 2007). This type of sampling method utilizes a technique from which the sample is chosen from a larger population based on the subjective determination of the researcher, not random selection (Setia, 2016; Berndt, 2020). Uprichard (2013) suggests that non-probability sampling cases are applied not to understand more about the population, but to broaden existing knowledge about the sample itself. It is the responsibility of the researcher to choose the best approach when considering the appropriate sampling paradigm.

Probability sampling

Common types of probability methods include random sampling, systematic sampling, stratified sampling, and cluster sampling (Berdt, 2020). According to Hofmann and Patel (2015),

random sampling represents a sampling technique where each sample has an equivalent possibility of being chosen. This process contributes an unbiased representation of the total population by the sample being randomly chosen (Hofmann & Patel, 2015). According to Gentles et al. (2016), systematic sampling represents a type of probability sampling methodology where sample participants from a larger population are chosen from to a random starting point, but given a fixed, periodic interval. This periodic interval, also known as the sampling interval, is determined by dividing the population size by the relevant sample size (Gentles et al., 2016). According to Sykes et al. (2018), stratified sampling requires dividing the entire population into similar groups called strata where random samples are then captured from each stratum. A randomized sample from each stratum is captured in a sum equivalent to the stratum's size when compared to the population (Sykes et al., 2018). According to Bergette et al. (2021), cluster sampling is a method of probability sampling that is readily used to examine large populations, specifically those that are geographically disseminated. In cluster sampling, researchers divide the population into smaller groups known as clusters that are then randomly chosen to form a sample (Bergette et al., 2021).

Non-probability sampling

Common types of non-probability sampling methods include quota sampling, purposive sampling, and snowball sampling (Berdt, 2020). Quota sampling represents a kind of non-probability sampling where the researcher compiles a sample of individuals that serve as a rendering of a larger population (Sedgwick, 2012). The convenience of quota sampling is that it does not require a sampling construct and the individual selection process for the study can fluctuate contingent on the goals of the study (Górny & Napierala, 2016). According to Campbell et al. (2020), purposive sampling is adopted when selecting candidates that represent a

high probability of yielding favorable information and represents a way of choosing cases that will utilize limited research resources efficiently. Purposive sampling also selects respondents that are compelled to produce pertinent and beneficial information (Campbell et al., 2020).

Snowball sampling represents any type of sample enrollment strategy where all or a segment of the participants who provide an opinion are not personally chosen by the researcher but through others who are associated with the researcher and the participants (Marcus et al., 2016). The snowball sampling method is customarily seen as a highly effective technique that allows for the study of difficult to contact or obscure populations (Waters, 2013).

For the purposes of the qualitative single case study, the researcher utilized a non-probable purposive sampling method due to the limited amount of research resources available. Considering this was a single case study, this sampling method assisted in creating a sample of 20 to 30 participants from a smaller population volume. Those participants possessed more value-added information that was advantageous to the researcher for this research study. The sampling method and screening procedures assisted in the generation of research participants that possessed the perspectives necessary to satisfy the research questions and sub-questions associated with this study.

According to Gentles et al. (2015), all sampling is performed with some purpose in mind, even if through depiction of a population by way of randomized sampling as in quantitative research. This study's sample frame was comprised of participants that currently worked in manufacturing industry and included hourly and salaried candidates from all departments of the organization. Justification of the sample frame selection came from the performance metrics of the company that determined high turnover rates negatively affected the productivity of the organization. Through these high turnover rates, the organization showed significantly lower

productivity results due to higher production costs, higher reject rates, and increased payroll expense due to overtime. The desired sample consisted of participants who were full-time employees of the company, were over 18 years of age, and were currently working in manufacturing industry. According to van Rijnssoever (2017), the minimal range to determine a purposive sample size needed to reach theoretical saturation is frequently difficult to estimate. A suitable sample size aspires to select information-rich circumstances whose examination will illuminate the questions and scenarios under study (van Rijnssoever, 2017).

Data Saturation

Data saturation must be considered when determining the appropriate sample size for a study. Data saturation can best be described as data sufficiency, meaning no new information is derived (Hancock et al., 2016). According to Fusch and Ness (2015), an inability to reach data saturation represents a negative impact on the quality of the research being conducted and hinders content validity. Standards for data saturation will be determined in accordance with category examined (e.g., employee satisfaction, motivation, etc.), and based on the group analysis (Hancock et al., 2016). Fusch and Ness (2015) argue that data saturation is acquired when there is sufficient information to duplicate the study, when the ability to gather additional new information has been collected, and when further coding is no longer achievable. This is when the researcher will select the sample size that offers the best opportunity to reach data saturation (Fusch & Ness, 2015). After utilizing Krejcie and Morgan's (1970) sample size formula, the population sample size of 384 will be utilized for this study.

According to Alexander and Smith (2019), acquiring access for organizational research is affected by researcher and organizational qualities that predate the initial interaction between the two parties. Obtaining access to populations using qualitative sampling requires the utilization of

meticulously prepared strategies to prevent any kind of unintentional disrespect to research participants (Hart-Johnson & Avon (2017). Researchers must employ a string of social strategies to gain admission to sites by taking advantage of interpersonal predispositions and skills, as well as their theoretical comprehension of social relationships and organizational dynamics (Alexander & Smith, 2019). The researcher attained access to the study samples by taking advantage of their ability to build relationships in the research setting and being mindful not to rattle the delicate subtleties of the field.

Data Collection

According to Sutton and Austin (2015), whatever philosophical viewpoint the researcher is employing and whatever the data collection method, the process will require the origination of large amounts of data. In addition to a wide range of study methodologies available, there are also various ways of recording what is said and done in research studies. There are surveys, one-on-one interviews, focus groups, among others that are designed to record the results of research. For this study, the researcher implemented a sampling style of recording such as systematic sampling or clustered sampling, that was composed of different utility-concentrated questions pulled from examples such as the Organizational Commitment Questionnaire and Job Descriptive Index, focused on organizational commitment, job satisfaction, work-life balance, and turnover intention. This was done by utilizing an interview guide that was created utilizing semi-structured questions which allowed for open conversation and follow-up questions during the one-on-one interviews. This process aided in concentrating the focus of the information that needed to be collected, helped provide a timeline for the data collection, and provided adequate data for analyzation. The purpose of this section was to provide a summary of the multitude of questions used and a discussion of why these instruments were selected. This section also

contributed a summary of the data collection and organization methods employed. This section was important to the study because it illustrated how the data was collected which effected the reliability and validity of the study.

Data Collection Plan

A Data Collection Plan represents a practical approach for compiling both basic data as well as data that can assist in proving researchers' thesis statement. According to Faulds et al. (2020), a data collection plan includes where information may be collected, how the information needs to be collected, when it needs to be collected, and who does the collecting. For the purposes of this study, the researcher utilized several primary sources of data collection that are represented in Figure 1, the Methods of Data Collection, which is an instrument that utilizes sections of proven utility-focused samplings like the Job Descriptive Index and Leadership Motivation Questionnaire, that assisted in collecting data with the purpose of responding to this study's research questions. The researcher utilized other primary sources of data collection such as observation and interviewing through an online information collection session to accumulate research data. The researcher took advantage of secondary sources such as online documents to obtain different points of views as it pertained to the study. The researcher assembled valuable research data through a series of steps which included the identification of research questions, determining the type of data available and needed, categorized themes for the research, which established a way of measurement, discovered the appropriate sample size for the research, and finally determined how the data would be displayed.

To validate the information, the researcher member checked the results to measure the trustworthiness of the collected data. According to Birt et al., (2016), member checking, also recognized as participant or respondent validation, is an approach utilized for examining the

credibility of results. Qualitative researchers may unintentionally introduce their personal beliefs and interests on all levels of the research process causing the researcher's voice to influence that of the participant (Birt et al., 2016). According to Candela (2019), this opportunity for researcher bias will be significantly decreased by actively involving the research participant in checking and confirming the results. This process is accomplished returning the analyzed data to the participant to verify the data is valid (Candela, 2019). Member checking was utilized in the study to confirm and corroborate the trustworthiness of the results.

Requests for voluntary participation were sent throughout several facilities of the organization focused on hourly and salaried colleagues that were employed on a full-time basis. These participants were asked to be part of a one-on-one interview where the researcher would ask them a series of questions based on queries from the focus points above. If the number of participants chosen to obtain an adequate sample was not achieved, the time period to acquire the data would have been extended for another 10-day period. After the 10-day period elapsed and if the required response rate was not yet met, the researcher would have extended the collection period another 10 days requesting that the participants complete the activity within that time. The data collected after that point would then be analyzed and used to create statistics to graphically display the results and develop a response to the research questions, as well as prove or disprove the thesis statement.

Instruments. A research instrument is a tool used to collect, measure, and analyze data related to the subject matter. Research instruments can be tests, surveys, scales, interviews, and/or even checklists (Lloria & Moreno-Luzon, 2014). Research instruments are utilized to examine the need to design, recycle and enhance quantitative and qualitative collection and analysis (Nico, 2017). According to Olsson et al. (2020), research instruments are adapted to

cover specific outcomes if they are connected to appropriate research questions and contexts. To assure the strength of the study, it is important to use reliable and validated researching instruments (Olsson et al., 2020).

Interview guides. Once interviews have been elected as an applicable data collection method for the study, researchers must create a suitable protocol for its distribution (Jordan et al., 2021). The research question development for this study will implement questions from well-documented samplings that are already present in the business world. According to Jordan et al. (2021), a structured interview guide represents a more rigid and formatted way of questioning which introduces the same set of predetermined questions to be asked of all participants, allowing for easier replication and analysis. Each question pulled from these research instruments used for this study, represented in Appendix A, B, and C helped to answer the research questions posed in this study related to organizational culture, employee commitment, employee satisfaction, and motivation.

Surveys. Survey research serves as a collection of information from a sample of candidates through their responses to pre-determined questions (Ponto, 2015). The initial purpose of this type of survey research tool is to acquire information that explains characteristics of a large sample of participants to a study relatively quickly (Ponto, 2015). An advantage of qualitative surveys is the impartiality and flexibility to consider a wide range of research questions of interest as this method of data collection allows access to information that ranges in focus from peoples' views and experiences through to meaning-making practices (Braun et al., 2021). According to Story (2019), a good, clear survey has interrelated advantages which are it is shorter in length than other research tools and the simpler items cuts down on the time to complete which improves the response rate. Considering this study utilized interview guide, one-

on-one interviews, and open-ended questions, this data collection method was not utilized in this study.

Archive data. Archiving research data is a way of submitting information to a data center, archive, or repository where it is protected in the long term against loss, deterioration, unauthorized or inappropriate access (Late & Kekalainen, 2020). This type of data can be very useful in creating a foundation for a research study. According to Wey et al. (2021), archiving data is important for improving the connection of similar data collected by different studies. Archiving data gives the researcher the advantage of having the ability to utilize existing cohort data resources to address research questions in a study (Wey et al. 2021). For this study, archived research data was utilized throughout the research by referencing online articles, published papers, and peer-reviewed journals. Evidence of this can be seen throughout the entire document.

Examination tools. For the purposes of this research study, there are three examination tools that this researcher sampled to create the research questions for this study. Those examination tools were: Organizational Commitment Questionnaire, Job Description Index, and the Questionnaire of Turnover Intentions in the form of open-ended questions and live conversations. These research instruments were selected due to their importance to the study. Organizational Commitment Questionnaire was selected because it gave the researcher an understanding of the commitment level of the participant regarding their organization. The Job Description Index was chosen for this examination because it allowed the researcher to measure the satisfaction levels of the participants in the study. The motivation questions from the examination tools were selected for this research study because they provided the researcher an opportunity to understand which circumstances increased or decreased the participants motivation and job satisfaction levels. Finally, the Questionnaire of Turnover Intentions was

selected for this study because it gives the researcher a dependable and credible scale that assessed the turnover intentions of participants within the study. All these instruments were used to collect data, which was a crucial step in the research process which assisted in establishing validity and reliability of the collected data.

Organizational Commitment Questionnaire (OCQ)

The organizational commitment examination tool is utilized to help employers evaluate and understand their employees' impression of their organizations to better strengthen organizational commitment and increase job satisfaction (Al-Yami et al., 2019). According to Jehanzeb and Mohanty (2020), the extensive information on organizational commitment has determined that organizational commitment can provide beneficial outcomes to both employees and organizations. Benefits such as high work effectiveness, work performance, productivity, and engagement (Jehanzeb & Mohanty, 2020). Organizational commitment is described by three factors: (1) a belief in, and acceptance of, the organization's objectives and principles; (2) a readiness to expend effort supporting the organization; and (3) a devotion to remain with the current organization (Mowday et al., 1979). The researcher selected items from this tool to formulate the finalized data collection questions.

Job Descriptive Index

The Job Descriptive Index (JDI) is a 72-item instrument created to measure job satisfaction in terms of five different aspects of an employee's job: pay, promotion, supervision, the job itself and co-workers (Papos & Kumar, 2016). According to Murphy and Fridkin (2004), each item in the instrument consists of either a singular descriptive word or a short phrase where the participant is asked to choose "yes," "no," or "?" in the structure of the scale

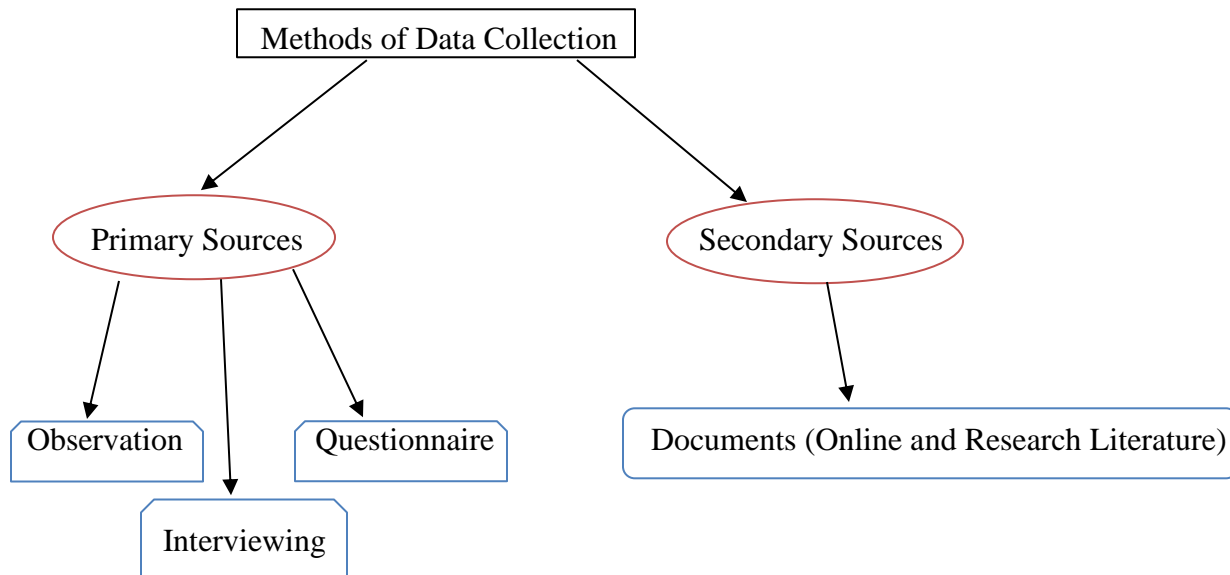
description. The researcher selected items from this tool to formulate the finalized data collection questions.

Leadership Empowerment Motivation for Employees

The Leadership Empowerment Motivation Examination tool was created to help researchers understand and examine the circumstances that raise or lose employee's ambition at work (Babcock-Roberson & Strickland, 2010). According to Manzano-León et al. (2021), a motivation examination tool possesses sufficient psychometric characteristics that allow the researcher to determine the ambition and work ethic of employees throughout the organization. This type of examination tool is important because it mollifies the relationship between on-site supervision and employee engagement (Tsvangirai & Chinyamurindi, 2019). The Leadership Empowerment Motivation examination tool examines twenty motivation measurements examining three key areas of self-determination theory - autonomy, competence, and relatedness (Prentice et al., 2019). According to Prentice et al. (2019), basic psychological needs theory holds that an employee's optimal functioning inside the organization necessitates the satisfaction of three psychological needs which are autonomy (feeling that oneself is the source of their actions), competence (feeling mastery of their actions); and relatedness (feeling meaningful connections with others in the organization). The researcher selected items from this tool to formulate the finalized data collection questions.

Turnover Intention Scale (TIS). Turnover intent represents the likelihood that an employee will leave an organization (Mobley et al., 1978). According to Curtis (2021), turnover intention measures whether a business' or organization's employees are considering leaving their positions or whether that organization is considering removing employees from positions. Researchers often utilize methods of data collection which reference primary and secondary

sources to find repetitive rationale to explain turnover intention. According to Curtis (2021), positive turnover intentions are correlated to voluntary turnover making this topic an important one for any organization's managers to recognize and hinder since high turnover negatively affects business productivity. The instrument used to measure turnover intention is the Turnover Intention Scale (TIS). According to Su (2021), the Turnover Intention Scale (TIS) is a comprehensive measurement tool used to determine turnover intention. This social-demographic scale consists of questions that consider the age, gender, working experience, working department, position, professional title, type of postgraduate learning, employment type, and annual income of an organization's employees (Li et al., (2021). The Turnover Intentions Scale assesses these features utilizing a 4-point Likert scale ranging from 1 (Strongly disagree) to 4 (Strongly agree) (Skelton et al., 2019). The researcher selected items from this tool to formulate the finalized data collection questions.

Figure 3*Methods of Data Collection*

Note: Data collection process based on “6 Methods of Data Collection Primary and Secondary Sources.” (Mbachii, 2018)

Data Organization Plan

For this single case study research study, the researcher used a combination of established and contemporary methods for organizing data gathered through one-on-one interviews and observations. According to Chu and Ke (2017), data collection is part of a process where a research study is conducted between a researcher and a group of participants where the events are compiled and organized. Documentation from the research must be clearly identified and divided into raw data and summary categories which should then be separated into (a) notes, (b) documents, (c) tabular models, and (d) narrative compilations (Yin et al., 2021). These tools aid in improving the quality of information as well as determining if the data collected is appropriate and factual. It also grants the researcher the ability to draw conclusions and make informed decisions based on well-established information which assists in addressing the study’s research

questions. This type of organized process of gathering and organizing information allows the researcher to examine and evaluate the data more easily (Tarka, 2019).

The information collected will be confidential and held in a computer specially used for this dissertation for the duration of the study as well as a seven-year period after completion of the study. The researcher will ensure safekeeping of research data by utilizing the university's data security measures. These security measures include data safety through transmitted secure HTTPS connections, user logins that are protected via Transport Layer Security (TLS), and industry standard encryption algorithms that strengthen user passwords. The researcher is the only one with access to this information. After that seven-year period after the study's conclusion has ended, the researcher will discard the research information. To make sure the sample size is adequate; the researcher will monitor the participation of the sample audience by collecting the available data every week for a four-week period. According to Yu et al., (2014), periodic data collection protocols assist in handling the unique challenges in the framework of the study and the operation of the research plan. Following the four-week period of data gathering, the researcher concluded the one-on-one interviewing and extract all the relevant data from information collected. The researcher exported that information onto an Excel Spreadsheet and entered the information into the NVivo Data Analysis Software for analysis.

Data Analysis Plan

According to Lester et al. (2020), qualitative data analysis is a representation of systematic process that align with a singular methodology, theoretical viewpoint, research practice, and/or area which is a reminder that there is no right way to analyze qualitative data. Incorporating a properly conducted qualitative analysis requires series of steps. According to Chenail (2012), the first step is to prepare and organize the data analysis. The researcher then

needed to transcribe the data and become familiar with the data and started with the memoing process. Coding the data is the next step where the researcher progresses from codes to categories and categories to themes which leads to the final step which is to make the analytic process transparent (Chenail, 2012).

The analysis of qualitative data frequently involves substantial difficulties and requires great creativity, intellectual tenacity, and a great deal of tactful work (Döös & Wilhelmson, 2014). According to Tarnoki and Puentes (2019), some qualitative analysis demands different types of measurement, diverse ways of collecting data, and various methods of conducting the research process. According to Albers (2017), the objective of qualitative data analysis is to uncover underlying patterns, trends, and relationships of the research's circumstantial situation. According to Creswell and Miller (2000), a common practice for qualitative analysts is to contribute conspired evidence collected through methods such as observations, focus groups, interviews, and already established documents to identify major and minor themes. Creswell and Miller (2000) argue this narrative is valid because researchers regularly endure this process and commonly rely on multiple forms of evidence to validate their research rather than utilizing a single incident or data point in the study.

Emergent Ideas

Emergent design gives the researcher the ability to adjust to new ideas, concepts, or discoveries that emerge while conducting qualitative research. Contrary to more structured approaches, an emergent design accepts unexpected information, which often increases the quality of the data. According to Meyer and Peng (2016), emerging ideas in business research associate themselves on familiar themes and common theoretical ideas, while recognizing critical differences that constrict rationalizations among and beyond basic standards. The application of

emerging ideas focuses on the need to establish a better understanding of scholarly theories concerning business knowledge (Meyer & Peng, 2016). Emergent research also utilizes a combination of research and forecast methodologies including quantitative surveys, expert interviews, focus groups, workshops, and ethnographic research to provide fact-based information (Amankwah-Amoah & Wang, 2019). This study considered emergent trends during the analyzation of research data.

Reading and memoing data is an important recording process in any research study. According to Patel et al. (2016), reading and memoing information assists the researcher in articulating, examining, envisioning, and challenging our own understandings when analyzing data. Creating memos also adds to the reliability and integrity of the qualitative research (Patel et al., 2016). Memoing also aids in analysis because the researcher documents the meanings discovered from the data. Boyle and Butler-Kisber (2019) argue reading and memoing assist in recognizing the formulation of terse yet holistic descriptions of the data, which can be accomplished to enhance the understanding of the phenomena. There are no rules regarding memoing, however, each memo should include within it one idea, should be dated, and ascribed, or even represented by a diagram (Boyle & Butler-Kisber, 2019). This type of recording system for research inspires researchers to provide analysis, which is accurate, methodical, and well documented. The researcher utilized memoing for the recording of emergent ideas in this study.

Coding Themes

Data analysis in qualitative research represents one of the most complex aspects of any research study. It contains an expansive range of approaches with diversity in relation to concepts, assumptions, and analytic precedents such as coding data or thematic analysis. Coding data is a method of labeling and organizing qualitative data to describe different themes and

discover the relationships between them. According to Park and Park (2017), coding data improves credibility of the research by establishing a coding instrument of research themes and by recording intercoder reliability. When coding participant data, it is beneficial if the researcher attaches labels to words or phrases that represent important (and recurring) themes in each response. After data is edited and coded, it is then classified and arranged according to the affinity of the feedback. According to Wan (2018), the coding of data methodically analyzes the content of data to identify recurring patterns in participants' responses and their understanding of the business atmosphere. For the purposes of this study, the researcher utilized a coding system such as Linux I3 Windows Manager to identify reoccurring patterns and reused words and phrases.

Interpretations

Interpretation attributes itself to the task of illustrating assumptions from accumulated facts after an investigation. The analysis and translation of data should set the groundwork regarding the fundamental purpose of assessment. According to Salvato et al. (2019), data interpretation inspects data through a predefined process which assists in assigning meaning to the data to ascertain a relevant conclusion. Data interpretation is comprised of taking the culmination of data analysis, making assumptions on the relationships studied, and using that information to deduce (Salvato et al., 2019). According to Cabooter et al. (2016), the purpose of this type of analysis is to examine how respondents' perceptions of response categories contrast across the scale layouts, specifically focusing on the recognized severity and the perceived similarities of response category meanings. The data interpretation method is utilized to evaluate qualitative data, also known as categorical data. This method employs texts, rather than numbers or patterns to interpret data (Davey & Benjaninsen, 2021). Understanding how to improve the

understanding of complex research data can provide advantageous insights for researchers who plan to successfully incorporate and utilize research data in organizations (Boldsova & Luoto, 2020). The researcher developed and assesses the interpretations in this study by identifying how the findings related to or did not relate to preconceived assumptions, as well as determined what information matched expectations and what resulting outcomes surprisingly revealed themselves.

Data Representation

Data representation is any arrangement of information in such a way as to enable the data to be encrypted and later decoded to be represented in a graphic display that gives the researcher the ability to summarize and understand the data's meaning. A data representation method is designed to achieve extensive data reduction to a manageable size, while conserving important components of the original data (Wilson, 2017). According to Chong et al. (2017), data representation represents the reconstruction of raw data before inputting that data into software which then enhances the performance of the task. According to Allen et al. (2019), data visualization is the graphical depiction of information and data. By utilizing visual components like charts, graphs, and maps, data visualization tools present an accessible way to visualize and recognize trends, outliers, and patterns in data (Allen et al., 2019). Various data representation methods are but are not limited to zero-to-one scaling, standardization, log-scaling, and principal component analysis (PCA) (Chong et al., 2017). The researcher represented and visualized the data collected for analyzation by utilizing pie charts, column charts, and pivot tables to present key findings.

Analysis of Triangulation

According to Creswell and Poth (2016), triangulation represents the use of multiple methods or data sources in qualitative research to establish a thorough comprehension of a

phenomena. Triangulation also has been perceived as a qualitative research strategy that tests validity and credibility through the confluence of information from different sources (Creswell & Poth, 2016). Triangulation can also ensure that fundamental biases arising from the utilization of a single method, or a single observer are reduced. Triangulation assists in examining and illustrating complex human behavior using an assortment of methods to offer a more balanced description to readers (Noble & Heale, 2019). According to Casey & Murphy (2009), triangulation also presents researchers various important opportunities which include, increased confidence in results, the potential to produce new methods, and the ability to provide an improved explanation of the research problem. By coupling both qualitative and quantitative approaches, their coinciding strengths and weaknesses will be addressed, giving room for a thorough comprehension of the phenomena (van Hasselt, 2021).

Triangulation is utilized to illustrate research where two or more methods, also known as mixed methods, are used. Triangulation has fundamental strengths and stimulates productive research as it enhances qualitative methods to display its many benefits, at the same time, demonstrates that quantitative methods ability to be utilized in an interdependent fashion (Jick, 1979). According to Heale and Forbes (2013), a combination of both quantitative and qualitative methods used to answer a specific research question will result in one of the following three conclusions: (1) the results may gather and bring about the same conclusions; (2) the results may identify with different objects or phenomena but may be correlative to each other and utilized to add to the individual results and (3) the results may be conflicting or divergent. According to Heale and Forbes (2013), benefits of converging results utilizing triangulation are that they can increase the validity of the study through verification and complement the results by presenting different visible features of the phenomenon or emphasize different phenomenon and divergent

findings. This process can lead to new and better explanations for the phenomenon under investigation (Heale & Forbes, 2013).

There are four basic types of research triangulation: (1) data triangulation, (2) methods triangulation, (3) investigator triangulation, and (4) theory triangulation. For the purposes of this study, this process was accomplished by utilizing data triangulation, which is a mixed method approach that utilizes two different approaches, which gives the researcher a better opportunity to understand more about the phenomena (Lloyd, 2011).

Data Triangulation

Data triangulation, also called cross examination, double or even triple examines the results obtained from the research. This approach can enhance the coverage of the target population, leverage existing information, and assist in providing information about distinct subpopulations or spatial and temporal patterns (van Hasselt, 2021). According to Carter et al. (2014), researchers need to have the ability to rely on a variety of strategies to safeguard data dependability and credibility, such as questioning, member checking, triangulation, or use of a reflexive journal. The assumption that more data is always better eclipses concerns about what to do with the different types of data. The researcher performing data triangulation needs to consider these issues and analyze the data independently, incorporate and recognize similarities and differences, and deduce how the different methods affect the results (Carter et al., 2014). For the purposes of this study, the researcher made use of data triangulation by utilizing subject matter expert interviews and archival research to determine areas of compliance as well as areas of disparity.

Reliability and Validity Plan

Reliability and validity are two essential elements of all research. According to Roberts et al. (2013), reliability and validity represent measures of demonstrating and revealing the strictness of research processes and the integrity of research finding. Researchers argue that the rigor of qualitative research likens itself to the concepts reliability and validity and all are necessary characteristics of quality (Cypress, 2017). Concepts such as reliability and validity are generally associated with qualitative research and are important components of dependable fact finding (Noble & Smith, 2015). Reliability and validity are also incorporated in the design of research. The following sections discuss reliability and validity of research.

Reliability

According to Noble and Smith (2015), reliability symbolizes the uniformity of analytical processes including the personal and research method prejudice that may have affected the findings. Evaluating the reliability of research discoveries requires researchers to make determinations about the integrity of the research in relation to the utilization and suitability of the methods chosen and the integrity of the final outcomes (Noble & Smith, 2015). The scientific facet of reliability speculates that reoccurring evaluations of a phenomenon (with the same results) utilizing impartial methods determine the truth of the findings (Cypress, 2017). An example of this would be administering a test on comparable candidates using the same type of research instrument and realizing the exact same result. Regarding this research, reliability will be achieved through the data collection procedure. According to Rosli et al. (2021), to improve the validity and integrity of the findings, the research must utilize consistent measurement procedures for the proposed interpretations. The researcher evaluates evidence related to the conclusions that were made and utilizes triangulation as a way of ensuring credibility,

adaptability, and transferability of the targeted research (Rosli et al., 2021). The researcher utilized parallel studies in the same category type since participants involved in the research were few since this could undermine generalizability, credibility, transferability, dependability, and confirmability (Tao et al., 2020).

Trustworthiness. According to Connelly (2016), trustworthiness or exactness of a study refers to the strength of confidence in the information, perception, and methods utilized to safeguard the quality of a study. In each study, researchers need to have the ability to demonstrate the protocols and procedures that are essential for a study to be considered deserving of consideration by its readers (Connelly, 2016). According to Harrison et al. (2001), the trustworthiness of a researcher's practices is inherent in what the researcher does at all stages of the research process. In qualitative research where the researcher actively builds trust in the scenarios as they unfold, there are a few solid research practices that not only cultivate trust but also develop trustworthiness when executed (Stahl et al., 2020). Researchers must consider the possibilities, demands, and obligations of reciprocity while considering the creation of research questions, access and affinity, insider-outsider status, ardent participation, input production, as well as data analysis (Harrison et al., 2001).

There are four key components to trustworthiness that every qualitative study must have. The first component is credibility. Credibility corresponds to the researcher's belief in their own familiarity of the subject matter based on carefully examining and analyzing the actual topic and gaining efficient knowledge of the data (Charmaz & Thornberg, 2020). A second component of trustworthiness in qualitative research is transferability. According to Singh et al. (2021), transferability attributes itself to the degree of likeness or fittingness between the contexts. A third attribute to that refers to trustworthiness is dependability. Dependability is complementary

to reliability and trustworthiness because it necessitates steps that are taken to compliment the consistency of techniques and processes during the data collection and analysis process (Singh et al., 2021). Finally, to have trustworthiness in a qualitative research, the study must have confirmability. Confirmability in a research study examines whether the analyses of the data was lucid and whether the explanations based on that data were fair (Haven & Grootel, 2019). The researcher utilized all these attributes in ensure trustworthiness in this qualitative single case study research.

Validity

Noble and Smith (2015) advocate that validity serves as the precision in which the findings in research accurately echo the data. Validity refers to the integrity and utilization of the methods attempted and the accuracy in which the findings efficiently represent the data, while reliability outlines consistency within the selected analytical procedures (Noble & Smith, 2015). Validity in research is focused on the truthfulness and correctness of research findings and a credible study should indicate what exists and is accurate, and a dependable instrument should measure what it is supposed to measure (Cypress, 2017). Creswell and Creswell (2018) advocate there are three conventional forms of validity: content reporting (content validity), predictive criteria (criterion validity), and construct validity. The researcher ensured validity in the study by demonstrating how the data analysis would be managed and completed in a precise and consistent manner through revealing the methods of analysis with enough detail to enable the reader to determine whether the process is credible.

Content Validity. Content validity determines the degree to which components of an evaluation instrument are pertinent to and representative of the intended construct for a particular purpose (Dixon & Johnston, 2019). Content validation represents an estimate of the concurrence

between the researcher and the participant's points of view. Without an understanding of the epistemic perspective, the researcher does not have the convenience of reconciling disagreements, recognizing obstructions, interpreting terminology, or assimilating ideas important to the participants. Research instruments that lack content validity from both cultural and cross-cultural outlooks may be less probable to exhibit criterion or predictive validity (Burke, 2017).

Criterion/Predictive validity. Criterion/Predictive validity presents an index of how sufficiently a test interacts with an established standard of comparison (Dixon & Johnston, 2019). According to Frey (2018), predictive validity infers to the degree by which scores on an evaluation are relevant to performance on a criterion assessment that is conducted at some point in the future. Criterion validity is split into three different types: (1) predictive validity, (2) concurrent validity, and (3) retrospective validity (Frey, 2018).

Construct validity. According to Brigham and Payne (2019), construct validity specifies the extent to which a measure meticulously represents a concept. The purpose of construct validity is to describe ambiguous areas as a construct and request more theoretical and empirical development in that area of research (Brigham & Payne, (2019). Construct validity necessitates that a measure performs as the suggested construct does. Construct validity of a research instrument would be the extent to which the instrument gauges aggression as opposed to assertiveness, social dominance, and so forth (Dixon & Johnston, 2019). There are two principal forms of construct validity in the social sciences: convergent validity and discriminant validity. It is possible to realize construct validity without content validity.

Saturation

The inability to realize data saturation affects the quality of the research conducted and inhibits content validity (Fusch & Ness, 2015). According to Fusch & Ness (2015), data saturation is attained when there is enough information present to duplicate the study, when there is an inability to gather additional new information, and when additional coding is no longer beneficial. According to Sebele-Mpofu and Serpa (2020), this would suggest that concentrating on codes alone is an inadequate measure of saturation. Sebele-Mpofu and Serpa (2020) go on to argue that even though codes can be saturated, vital information can remain unconsidered. Hennink et al. (2019) argues that the legitimacy of using coding to gauge data saturation implies that estimating saturation on the non-emergence of codes suggests a rather premature assessment, stating the occurrence alone without the understanding of the coding across data is superficial.

Threats to Validity

According to Cunic (2021), internal and external validity are perceptions that determine whether the results of a study are reliable and purposeful. While internal validity accounts for how well a study is administered (its structure), external validity relates to how relevant the findings are in the real world (Cunic, 2021). Researchers have established multiple classifications of validity and validity threats, commonly fabricated around conditions of causal relationships between the analysis and conclusions of a research study (Gundry & Deterding, 2018). According to Creswell and Miller (2000), data saturation represents a serious threat to the legitimacy of a study. Researchers have the authority to determine how long to conduct the experiment, whether the data is saturated or not to demonstrate good themes or categories, and how the analysis of the data develops into a compelling narrative (Creswell & Miller, 2000).

There are two types of threats to research validity: internal and external. Examples of factors that threaten internal validity are influences such as changes in instrumentation and biases in the selection of subjects. Examples of components that threaten external validity are effects such as sensitivity to the research by the subject as well as the effect of the research environment.

Internal validity examines the extent to which systematic error or bias is present. Internal validity considers whether the way a study is designed, conducted, and analyzed allows trustworthy answers to the research questions in the study. Internal validity considers whether the study design, organization, and analysis answer the research questions without bias (Andrade, 2018). A well-rounded research design is imperative when pursuing high internal validity. Threats to an insightful research design include insufficient knowledge of or contradictions in the logic. According to Ihantola & Kihn, (2011) inadequacy in the latter stages of research, i.e., amid data collection, analysis and/or translation, may also lead to research with low internal validity. According to Andrade (2018), such systematic error in data collection and analysis could threaten internal validity through selection bias, performance bias, detection bias, and attrition bias.

External validity represents a key criterion in qualitative research. External validity determines whether a researcher can draw a general conclusion based on the model utilized and data collected, and whether those results may be applied to other samples, time periods and settings (Ihantola & Kihn, 2011). Research is conducted on samples, which are a depiction of a population. Consequently, if a sampling is arbitrary, the results of the study cannot be properly generalized to the overall population from which the sample was drawn (Andrade, 2018). External validity is very difficult to accomplish. According to Avellar et al. (2016), unlike internal validity, which can be determined to a high degree of certainty within a study, external

validity constitutes a certain amount of give-and-take between the study sample and a population of interest.

Bracketing

Bracketing represents a method utilized in qualitative research to assuage the potentially damaging effects of prejudices that may blemish the research process (Tufford & Newman, 2010). Bracketing presents a technique to increase awareness, put aside inferences and look at the phenomenon with an open mind (Chan et al. (2013). According to Sorsa et al. (2015), the objective of bracketing is that the researcher should not have the ability to influence the participant's comprehension of the phenomenon. If bracketing is not utilized during research, there is a real danger that data will be biased and reflect the worldview of the researcher, rather than that of the participant (Sorsa et al. 2015). The purpose of bracketing is to detach from one's natural assumptions about the world so that participants can have the ability to view the essential perception of the phenomenon so that it can be understood without prejudice (Haahr et al., 2014). A bracketing technique utilized by the researcher for this study included writing memos throughout the data collection and analysis to examine and demonstrate commitment to the study.

Summary of Methodology

This research study's infrastructure utilized a constructivism research paradigm. The researcher integrated a qualitative inquiry to investigate how employee satisfaction, organizational culture, and voluntary turnover intention affect productivity and financial performance in manufacturing. This research study illustrated the financial burden unsatisfied employees can put on an organization through costs of turnover and training expenses among others. In this study, both leaders' and employees' perspectives regarding employee satisfaction,

culture, and voluntary turnover intention will be pertinent. The researcher followed a flexible single case study design to prove or disprove the thesis statement by interpreting the results from the research examination questions. The researcher avoided confirmation bias, which exists when a researcher creates a thesis statement and manipulates respondents' data to corroborate that belief, by verifying data sources, had participants review the results, and analyzed the findings with peers.

Summary of Section Two

The study's focus was to explore and understand the importance of organizational culture in the manufacturing industry. Understanding the culture in any organization is imperative because the culture contributes an overall standard by aligning employee behavior with inventive goals to accomplish the requirements of control and adaptability within the organization (Shuaib et al., 2021). To implement an organizational culture, it is essential to persuade the behavior and points of view of the members of the organization by utilizing models that align with suggested objectives, beliefs, and capabilities (Chávez & Ibarra, 2016). However, the construction of an organizational culture is never spontaneous nor is it a simple, but the contrary, complicated (Ipinazar et al., 2021). Therefore, it is important to have a good foundation before establishing the organizational culture. According to Shuaib et al. (2021), the temperament displayed by the organization's culture assists colleagues and contributes direction for how employees carry out activities. The flexible design single-case research study included a review process that contained within it a proposal that maintained detailed access, selection, and authorization for the targeted location and participants (Creswell & Poth, 2018; Yin, 2018).

A purposeful sampling strategy was utilized in this study to recognize and generate a selection of information-rich contexts that have relevance to the phenomenon and research

problems being examined (Ames et al., 2019). The study assimilated a triangulation multiple qualitative method by combining interviews, observations, and documentary analysis (Natow, 2020). Considering the data collection plan for the sample size of 20 to 30 participants, the study generated a textural illustration of the participants' experiences and a structural explanation of their experiences while at work. The presentation of the findings included discovered themes, interpretation, representation, and visualization of data after the completion of the field study. The relationship of how the findings related to each research question, conceptual framework, anticipated theme, literature, and problem was deliberated. A top-level view of the study was provided to describe how the findings addressed the problem being studied, the purpose of the research, and the research questions. Qualitative research was utilized in this research study to improve the impartiality of the methodology as well as escalate the study's potential to advance the company's effectiveness by acknowledging specific needs such as the increasing the population, customizing interventions, and optimizing solutions (Wu et al., 2016). The study looked inward at the company's internal processes and culture to explore what is working, what had become irrelevant, and where had the focus been previously.

Section 3: Application to Professional Practice and Implications for Change

Section three introduced the data found, as well as the probable applications and significance of this qualitative single case study research. To begin, the introduction established a synopsis of the research study. The overview outlined the purpose of the study and contributed pertinent background information to establish a better perception of the data that will be collected. Following the overview, a submission of the findings was presented. These findings were formulated into themes which presented themselves during data analysis and be was supported by quotes presented by the participants of the study and already established business literature. The research offering demonstrated the connection between the findings and the research questions, conceptual framework, researched literature, and the problem statement described in Section one of this study. The research study presented the functionality of the findings to professional practice. The functionality of these findings were comprised of providing a potential strategy for implementation, in addition to an explanation of how other organizations can benefit from the study. After implementation to the findings, recommendations for further research were disclosed. Ultimately, in the final section of the study, the researcher provided a summarized annotation of the study as well as reflected on possible personal biases and his potential influence on the participants. Lastly, the researcher summarized the study and provided meaningful conclusions of the research. The annotation included the personal and professional growth experienced by the researcher as well as included an examination of the relationship between a Biblical Worldview and the findings of this qualitative research case study.

Overview of the Study

The purpose of this qualitative research case study is to achieve a better understanding of how productivity is or is not affected by organizational culture initiatives such as employee satisfaction, employee motivation, and employee commitment. The target demographic for this study included hourly and salaried colleagues that were affiliated with the organization located in different parts of the country. During the six weeks of field study, the principal investigator sent invitations to each of the organizations four manufacturing facilities to create interest in the study. The principal investigator set up and conducted the semi-structured, face-to-face interviews on-site with twenty candidates based on the recommendation of the Human Resources Director of Supply Chain Management. Most of the data gathered for this qualitative case study came from twenty semi-structured interviews with hourly and salaried colleagues from four different facilities within the same manufacturing organization recognized for superior organizational culture and high retention rates. These candidates included mid-management leaders within operations, quality control, human resources, and production associates who could provide information on organizational culture and employee retention rates within the organization and discuss how these factors affect organizational performance.

The researcher conducted most of these interviews via Microsoft Teams and Zoom but did have the ability to meet face-to-face with several interview candidates as well. The interviews averaged 20 to 30 minutes. The researcher focused the interview questions on understanding whether employee satisfaction, motivation, and commitment levels of employees' effect voluntary turnover, and how voluntary turnover effects the productivity of the organization. All the interview candidates were committed and involved in discussing topics centered around the subject matter and offered their opinions based on their own personal

experience. None of the participants cut the interviews short or had to leave during the interview. All interviews were completed fully. The researcher believed data saturation was reached just before fifteen interviews, as no new information was revealed. However, the researcher completed twenty interviews, as this was the number of participants who consented to be interviewed. The researcher made sure to (a) conduct himself professionally and treat the participants with respect; (b) sustain confidentiality and not reveal any inaccurate information; and (c) avoided any activities that could be misconstrued as a conflict of interest.

The researcher utilized bracketing to circumvent personal biases, including (a) not allowing assumptions, personal experiences, and cultural factors to interfere with the process; (b) focusing on transparency and being open-minded to participant responses; (c) providing a neutral environment for participants to communicate their honest opinions; (d) incorporating parameters to safeguard confidentiality through assigning a number to each participant; (e) communicating unambiguous interview questions representing the approved interview guide in Appendix A; (f) treating the participants with respect and appreciation and (g) maintaining a positive, upbeat attitude throughout the interview process. The researcher combined initial categories of codes and linked the categories together, such as job satisfaction attributes to organizational culture, from the perspectives of employee engagement, leadership effectiveness, and communication.

During and after each interview, the researcher (a) observed body language, tone of voice, and disposition; (b) took notes; (c) audio-recorded and transcribed interviews utilizing Google Voice Typing; (d) gave participants the opportunity to review their responses; (e) requested clarification when necessary; (f) analyzed, coded, and unveiled themes from the transcribed data; and (f) utilized qualitative data analysis software (NVivo) to assist with data analysis. The researcher utilized NVivo to (a) group the data; (b) screen the data from

different viewpoints; (c) assemble codes to introduce the codification in a meaningful way; and (d) connect the codification to the research questions, the conceptual framework, and the literature.

The researcher used several academically recognized questionnaires, such as the Organizational Commitment Questionnaire developed by Mowday (1979), the Turnover Intention Scale created by Roodt (2004), the Empowerment Motivation for Employees Leadership Questionnaire developed by Palmer (2004), and The Job Descriptive Index created by Bowling Green University (2009). The researcher obtained approval to utilize these questionnaires for this study (Appendix A, B, C, and D). The researcher utilized one-on-one interviews to collect all research data, and the interview data was used for triangulation. The researcher also utilized information that was publicly available to triangulate the data further, including scholarly journals examining other similar organizations and businesses.

The researcher incorporated reliability and validity by (a) keeping a record of each interview to provide dependable and transparent explanations of the data; (b) performing enough interviews to attain data saturation; (c) following the interview guides in Appendix A, B, C, and D for each interview and discussion to provide consistency throughout the interview process; (d) transcribing each interview and allowing participants to review their offerings; (e) utilizing NVivo Qualitative Software to code and theme the data; (f) incorporating triangulation into the study by validating documentation with multiple data sources, interviews, questionnaire responses, and publicly available documents; (g) searching for similarities and differences; and (h) keeping an unbiased point of view while collecting and analyzing the data.

Presentation of Findings

A qualitative case study can be defined several ways; two well-known definitions are a thorough examination of an element from a historical episode to cultivate or examine historical details that may be applicable to other events (Runfola et al., 2017). According to Köhler et al., (2022), qualitative methods is deep rooted in a variety of epistemological and ontological practices and was created to explore innumerable phenomena while addressing different types of research questions in several contexts. The purpose of this qualitative single case study was to investigate how organizational culture initiates such as employee satisfaction, employee commitment, engagement, and motivation effect productivity in manufacturing. The researcher conducted 20 semi-structured interviews with both salaried and hourly colleagues from different facilities throughout the same organization within manufacturing. These colleagues included mid-management leaders, quality control, and operations who could provide information on organizational culture's impact on company performance. The researcher followed an approved interview guide containing semi-structured interviews questions with these research candidates. The researcher collected the interview data and allowed the candidates to review the responses before incorporating any information into the study. The researcher also reviewed publicly available information on these companies for triangulation purposes which were separated into four main sections. The first section described the themes identified. The second section discussed the explanations of the themes. The third section demonstrated a representation and visualization of the data. The fourth section discussed the relationship of the findings to the (a) research questions, (b) conceptual framework, (c) anticipated themes, (d) existing literature, and (e) problem statement. Finally, this section will culminate with a summary of the findings.

The aspects of qualitative research findings presentations are the benchmark to which scholars generally hold when demonstrating presentations for knowledge communities (Bekker & Clark, 2018). The presentation of findings section of this case study advocated the themes identified, and their alignment with the latest human resources literature available discussing employee retention and reasons for loss of productivity. Regarding the problem statement for this research study, 20 participants were interviewed to triangulate emergent themes.

Themes Discovered

The semi-structured interviews were composed of four main questions. Each main question gave opportunity for follow-up discussion allowing for more specific detail. These interview questions complemented the research questions within this study. There were twelve interviews conducted face-to-face, and eight interviews conducted virtually. After completion of the interviews, the information was then transcribed and imported into NVivo. Emergent themes from the interview data were acquired during the open coding process utilizing NVivo software. The coding process allowed for triangulation by interviewing multiple participants from four different facilities within the same organization. From the preliminary coding process, several themes surfaced.

Theme One: Company Culture - attitudes and behaviors of a company and its employees.

Theme Two: Employee Engagement – committed employees taking pride in their work.

Theme Three: Job Satisfaction – measure of euphoria with one's job.

Theme Four: Leadership Effectiveness – one's ability to influence organizational success.

Theme Five: Communication – the process of sharing information within the company.

Interpretation of the Themes

There were five themes that were discovered during the interview process. Those five themes were company culture, employee engagement, job satisfaction, leadership effectiveness, and communication. Company culture represented the initial theme regarding what influenced employee satisfaction, motivation, commitment, and voluntary turnover in the organization. According to Maldonado et al. (2018), company cultures are created, sustained, and changed, and can also strengthen or cripple company success. The second theme that materialized was the organization did not engage with the colleagues enough. Employee engagement is critical for a business because it allows the organization to assess and manage employees' viewpoints on key elements of the workplace culture (Chandni & Rahman, 2020). Theme three discussed overall job satisfaction for the colleagues. Job satisfaction represents a way of measuring how content an employee is with their job. According to Schlaegel et al. (2020), job satisfaction is an applicable predictor of persons who are naturally more motivated to achieve productive outcomes and identify their work as being rewarding. Theme four disclosed leadership effectiveness. Leadership effectiveness presents a way of determining the perspectives, patterns, beliefs, and demeanors of employees toward the organization. Effective leadership allows for a competitive advantage for organizations, and the groundwork for organizational performance and growth (Amagoh, 2009). Theme five described a need for better communication. According to Kharouf et al. (2020), effective communication presents various benefits for organizations, such as decreased perceptions of risk, and consumers' positive interpretations of overall experience. Communication represents the method of trading ideas, thoughts, points of view, knowledge, and information so the message is understood with clarity and purpose.

Theme One: Company Culture. The most recurrent theme during the interviews was that company culture contributes to the success of the organization. Company cultures are built, maintained, changed, enhanced, or can hinder company success. A culture of humbleness is supported by policies, processes, routines, and practices initiated by strategic leaders (Maldonado et al., 2018). Participants placed a strong emphasis on the importance of company culture during the interview process. According to Maldonado et al. (2018), to appeal to the best employees from the labor market, companies must persuade them with a company culture that potential employees will value and attract candidates that would be a good fit for the organization. Regarding the organizational culture for this study, the employees often felt confused about their understanding of the company culture. According to Participant Six, our company culture seems as if a more tenured employee has one interpretation about our company culture, a less experienced employee may have another, and new hires get a completely different perspective altogether.

Participant 11 discussed,

The key to organizational success is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. It is not that culture is missing, but rather that it means various things to the diverse workforce.

Theme Two: Employee Engagement. Another theme that appeared regularly through the interview process was employee engagement. Employee Engagement speaks for employees having the ability to dedicate their emotional, physical, and cognitive energies towards performance, in the presence of meaningfulness and availability (Hameduddin & Lee, 2021). Employee engagement affects almost every important element of the organization, including

revenue, employee turnover, and profitability. During the interview process, several colleagues discussed the lack of employee engagement through the organization.

Participant Three stated,

The main concern about employee engagement is that hourly colleagues do not feel like they are part of the team. The hourly colleague does the job while the supervision team barks the orders, and it feels there is no collaboration between the two.

According to Chandni and Rahman (2020), advantages from practical employee engagement flows down to the marketing-oriented behaviors and has been observed having potential to affect employees' behavior, and organizational performance.

Participant 13 commented,

Employee engagement has been lacking throughout the organization. There has been a missing connection between the employee and the organization that would entice others to work harder, stay longer, and motivate them.

Theme Three: Job Satisfaction. A third theme that materialized from interview responses which was job satisfaction. Job satisfaction constitutes a positive emotional response that is experienced when an employee does a job. According to Steel et al. (2019), the key to perpetuating effective performance throughout the workforce is through the well-being of the employee, which embodies more than just one's state of health; it is also an impression of one's satisfaction with work and life. When job satisfaction was discussed during the interviews, there were mixed opinions.

Participant Seven commented saying,

The facility is a newer facility and there is a lot of job satisfaction from the fact that there are so many colleagues that are still here after all this time and we have finally started seeing positive results for the organization.

Another interviewee at a different facility had a different view of job satisfaction.

According to Participant Eighteen,

Job satisfaction is such subjective topic. What could be job satisfaction for one colleague could not be for another. Job satisfaction from my perspective is a raise every year, shorter work hours, and a more balanced homelife. I do not feel those necessities have been met over the last few years.

Participants have conveyed that a better work/life balance would lead to more job satisfaction.

Participant 19 commented,

Sometimes I feel overwhelmed by the responsibilities that I have at work and home. During the busy season, I work 12-hour days, five days a week, and it is hard to find a work/life balance with that schedule.

Theme Four: Leadership Effectiveness. A fourth theme that arose during the interview process was leadership effectiveness. According to Chen and Chen (2018), leadership effectiveness is the standard to which a manager is recognized as competent by his or her subordinates. Participant Ten, a supervisor, indicated their leadership style caters more to the employee and often asks how they were doing throughout the day. From a different perspective, Participant Four, a supervisor at a different facility, pointed out their leadership style reflects more around manufacturing standards and hitting the production ranges by the end of the shift. In many cases, the interview participants discussed they respond better to some leadership styles

more than others. Participant Seventeen indicated that, I appreciate that fact my supervisor always makes me aware of my production goals. I feel a level of accomplishment when I surpass my goal for the day.

Participant Five commented,

I feel as if there is a divide between the supervisory staff and the production personnel.

My supervisor comes along every three hours or so to check on the progress of the line. It would be nice to have a conversation that is not centered around demand and expectations.

Theme Five: Communication. A fifth theme that presented itself during the interview process was the importance of communication. According to Nadir (2022), business communication is an activity of collective interaction, both by its composition and social development, and the climate and restrictions of the set of common relations by the interaction. Good communication skills are vital to allow others to comprehend information more accurately and instantaneously, where poor communication skills often lead to frequent confusion and frustration.

Participant 20 commented stating,

For my role within the organization, I believe the company altogether, communication and teamwork represent our biggest opportunity. Lack of communication makes all jobs more difficult to accomplish and in turn, affects our productivity in a negative way.

Better communication can also make decision-making and planning for the business an easier task. According to Participant 15, “communication through planning and having the ability to make decisions quicker could mean not having the ability to take advantage of an opportunity, which could possibly affect our manufacturing capabilities.”

Representation and Visualization of the Data

In the representation and visualization of data section, the researcher illustrated the data, presenting information through text, tabular, and figure form discovered through the research process. A graphic representation of research information will contain text, numbers, and possibly matrices that can be used to compare and cross-reference groupings to establish an illustration of data patterns or ranges (Creswell & Poth, 2018). Table 1 represents a visualization of the research participant demographics. The purpose of this table was to give a visual picture of all the participants that participated in the study. In the table, the information shows the sequence of interviews, how many years the participant had been employed within the organization, if the participant was an hourly or salaried colleague, as well as their age.

Table 3

Participant Demographics

Participant Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Years with the Company	3	10	8	20	22	5	3	4	32	8	1	23	11	9	40	20	4	5	20	13
Hourly/Salaried	S	H	H	S	H	H	S	H	H	S	S	H	H	H	S	H	H	H	H	H
Age	29	38	35	44	56	41	25	22	58	37	19	46	48	23	63	57	25	30	46	39

Table 1 information is based on data collection from 20 participants at four different locations.

According to Creswell and Poth (2018), data representation displays the organization of findings into a table configuration as part of the analysis process. The utilization of a table format promotes a visual picture of patterns in the data. Table 2 provides a reexamination of the research data collected during this study and demonstrates the findings and association with different aspects of the research study. The first column demonstrated the themes identified and

explained in the previous section. The second column provided the pertinent interview questions for the corresponding theme. The third column contributed applicable academic support for the theme. The final column consisted of a supporting quote from a research participant's interview.

Table 4

Representation and Visualization of the Data

Theme Discovered	Relevant Questionnaire Questions	Relationship to Literature	Participant Quote
Company Culture		According to Maldonado et al. (2018), to appeal to the best employees from the labor market, companies must persuade them with a company culture that potential employees will value and attract candidates that would be a good fit for the organization.	The key to organizational success is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. It's not that culture is missing, but rather that it means various things to the diverse workforce (Participant 11).
Employee Engagement		Employee Engagement speaks for employees having the ability to dedicate their emotional, physical, and cognitive energies towards performance, in the presence of meaningfulness and availability (Hameduddin & Lee, 2021).	The main concern about employee engagement is that hourly colleagues do not feel like they are part of the team. The hourly colleague does the job while the supervision team barks the orders, and it feels there is no collaboration between the two (Participant 3).
Job Satisfaction		According to Steel et al. (2019), the key to perpetuating effective performance	Job satisfaction is such subjective topic. What could be job satisfaction for one

Leadership Effectiveness		<p>throughout the workforce if through the well-being of the employee, which embodies more than just one's state of health; it is also an impression of one's satisfaction with work and life.</p> <p>According to Chen and Chen (2018), leadership effectiveness is the standard to which a manager is recognized as competent by his or her subordinates.</p>	<p>colleague could not be for another. Job satisfaction from my perspective is a raise every year, shorter work hours, and a more balanced homelife. I do not feel those necessities have been met over the last few years (Participant 18).</p> <p>I feel as if there is a divide between the supervisory staff and the production personnel. My supervisor comes along every three hours or so to check on the progress of the line. It would be nice to have a conversation that is not centered around demand and expectations (Participant 5).</p>
Communication		<p>According to Nadir (2022), business communication is an activity of collective interaction, both by its composition and social development, and the climate and restrictions of the set of common relations by the interaction.</p>	<p>I believe the company altogether, communication and teamwork represent our biggest opportunity. Lack of communication makes all jobs more difficult to accomplish and in turn, affects our productivity in a negative way (Participant 20).</p>

Graph 1

Organizational Commitment

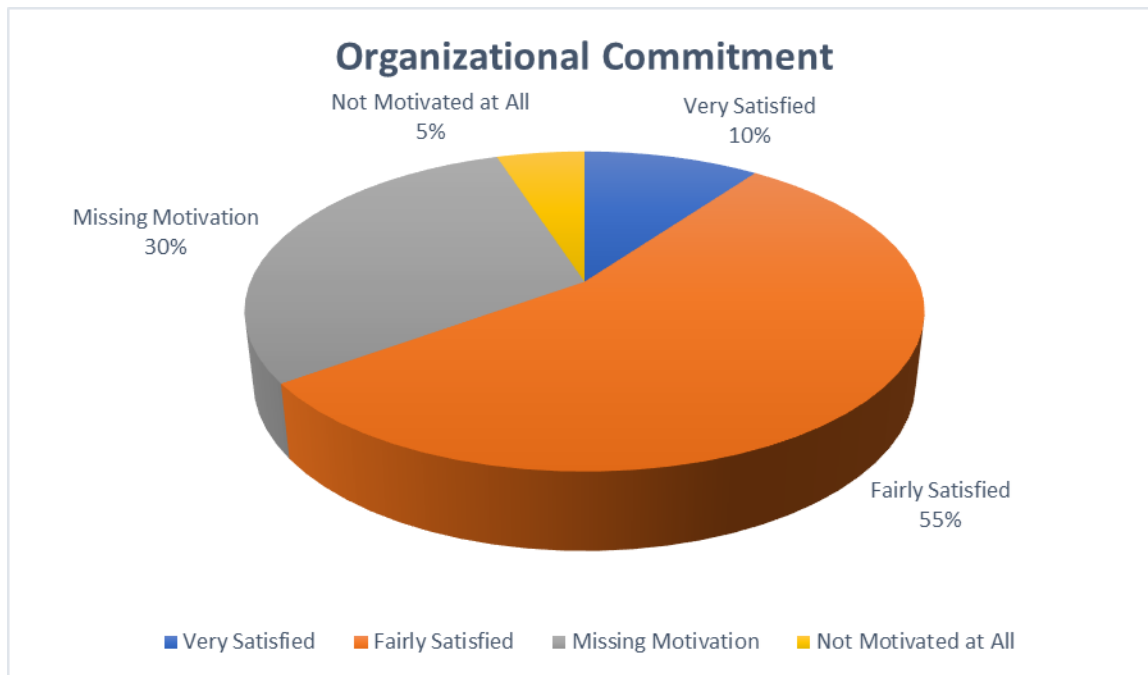


Figure 1 displays the scores after all twenty candidates were asked about their commitment levels to the organization. The academic questionnaire that was used to collect this research data was the Organizational Commitment Questionnaire created by Mowday et al. (1979). The Organizational Commitment Questionnaire measures the employee's commitment and involvement inside the company. According to Figure 1, 55% of the candidates that participated in the study were fairly satisfied with the organization.

Participant Two commented,

The company culture is good here. Our motto is our people are our greatest asset and I believe that is how the business is operated. Considering how the environment is changing in the business world, this company is a great place to work.

Thirty percent of candidates indicated that they were missing some form of motivation while at work. According to Participant 11, "The company is stretching their employees beyond their

limits until the colleague either leaves the business or breaks. For this reason, there is increased difficulty staffing the facility and retaining our long-time colleagues.” Overall, the data stated that many employees were fairly committed to the company but there is always room for improvement.

Graph 2

Voluntary Turnover Scale

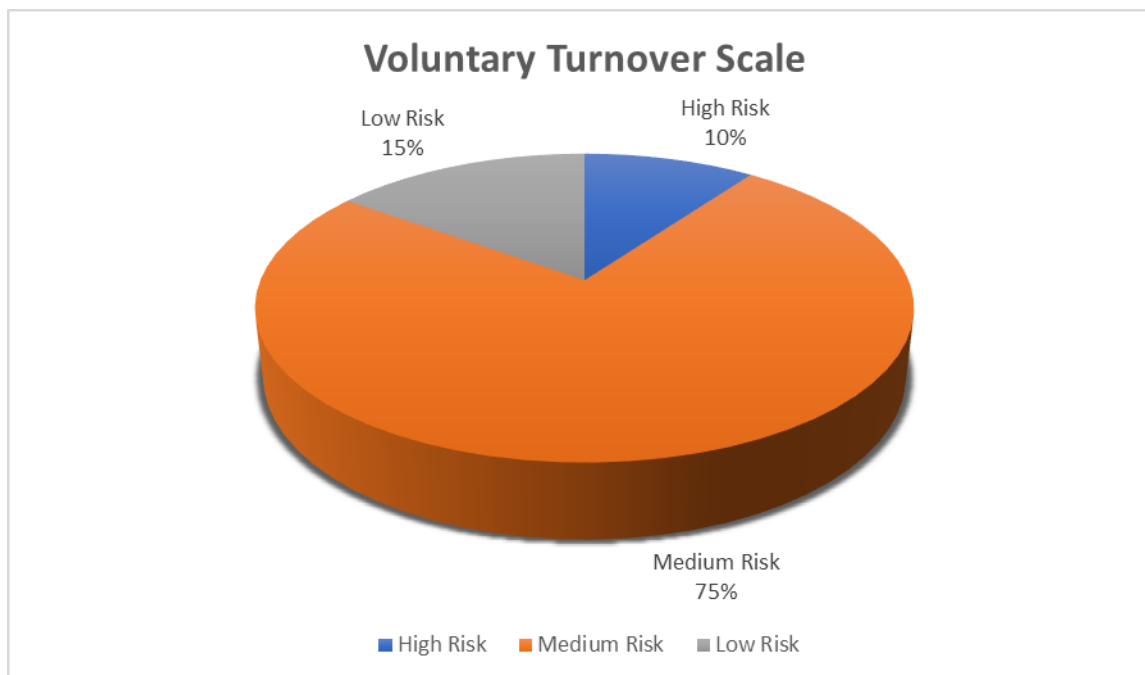


Figure 2 demonstrates the scores after all twenty candidates were asked how likely they are to leave the organization. The academic questionnaire that was utilized to collect this research data was the Turnover Intention Scale (TIS) created by Roodt (2004). The TIS measured how likely or unlikely the employee will leave the organization for other employment. According to Figure 2, 75% of the candidates that participated in the study were at medium risk to leave the organization, 15% of the candidates were low risk, and 10% were high risk. According to the data, colleagues were happy with their jobs but were still interested in working elsewhere if there was an opportunity for more money or a change in title. Participant Nineteen

stated, “I really enjoying working here and I do not plan on leaving anytime soon. My family has worked here for the last 30 years, and I will also until I retire.” One participant in the study had a completely different viewpoint. When asked if you would leave your current job for a position with the same title and pay rate, Participant 18 stated, “I would stop working here for any increase in money. I would even leave if the company I was going to were two minutes closer to my house.” After considering the data, the company was at medium risk to lose employees and that is a consider for the future considering the demanding job market.

Graph 3

Employee Satisfaction



Figure 3 presents the scores after all twenty candidates were asked about employee satisfaction and how satisfied they were with their jobs inside the organization. The academic questionnaire that was utilized to collect this research data was The Job Descriptive Index created by Bowling Green State University (2009). The Job Descriptive Index measures employee’s satisfaction with their jobs. According to Figure 3, 83% of the candidates that

participated in the study were moderately satisfied with their jobs, 10% of the candidates were extremely satisfied, and 7% were less or not satisfied. According to the data, most employees were moderately satisfied with their jobs meaning their job were enjoyable but feel they have too much responsibility for their position.

Participant 12 stated,

I am not satisfied with my position because I am currently doing two full-time jobs. I was promoted to a higher role in my specialty but was given another myriad of tasks that I am not usually responsible with no pay increase. The company is not planning to fill the other position either, so I am stuck doing this for an undetermined amount of time.

On the other side of the coin, several colleagues stated their jobs were very fulfilling and were deeply satisfied. Participant 14 stated, "I am very satisfied with my job as long as I can keep doing it, I will continue to do so." He data suggest that most employees that work for the company are fairly satisfied with their jobs but would like more opportunities to progress their career, even though they enjoy doing what they are presently doing.

Graph 4

Employee Motivation



Figure 4 illustrates the scores after all twenty candidates were asked how motivated they were at work. The academic questionnaire that was utilized to collect this research data was the Empowerment Motivation for Employees Leadership Questionnaire Created by Palmer (2007). The Empowerment Motivation for Employees Leadership Questionnaire measures employee motivation and helps determine whether employees will stay at an organization based on ambition. According to Figure 4, 59% of the candidates that participated in the study were at well-motivated, 21% of the candidates were fairly motivated, 13% were missing motivation, and 7% had a lack of motivation that would encourage them to look for work elsewhere. The data indicated that most of the employees at the organization were well motivated and happy and leadership inspired them to do their job. According to Participant 16, “The company values their people and there are efforts to keep employees working toward the same goal. We are also very diverse, and the culture is great. The organization feels as if they have your best interest at heart

and want to do the right thing for their colleagues.” There were also comments expressing a lack of motivation.

Participant 20 explained,

There have been some drastic changes in the organization. When we were in the transition phase of moving equipment, the upper management kept information so close to the cuff, a lot of colleagues did not feel their jobs were safe. Even though the company promised there would be very little turnover if any at all. These decisions have affected our motivation to continue to do our best at work simply because there is so much uncertainty.

Overall, the employees of the organization felt as if they were well motivated and looked forward to the next phase in the development of the business. The leadership team needs to engage with the employees that were less motivated and take measures to address their needs to stay with the company and continue to build the team.

Relationship of the Findings

The following section deliberated further on the relationships recognized in the Data Representation and Visualization section. To begin with, the relationship between the findings and the research questions directed the study. Next, the relationship between the findings and the conceptual framework were explored. After considering the research questions and conceptual framework, the preparation of this study formulated anticipated themes that surfaced from the data. These anticipated themes were discovered ahead of evaluating their relationship to the findings of the study. The study then progressed to explore the relationship between the findings and the extent literature. In the final analysis of the study, the relationship between the findings compared to the problem statement was presented.

Relationship to the Research Questions. The four research questions were written to obtain a better understanding of the cause and effect of organizational cultural initiatives and how those initiatives, employee satisfaction, employee commitment, motivation, and voluntary turnover, effect manufacturing productivity. According to Ipinazar et al. (2021), by analyzing organizational culture, it is possible to determine what challenges exist within an organization at different resources levels, both internal and external, which aid or dilute processes that influence the productivity of the employees. Therefore, regarding the first research question, the researcher examined how the employees of the organization perceived culture and productivity, and how those factors affected manufacturing. The second research question examined employee's viewpoints of organizational culture initiatives and how those initiatives affected their motivation at work. The third question was created to explore employee's perspectives regarding organizational culture initiatives and how those initiatives affected their commitment level. Finally, the fourth research question was created to get a better understanding of the employee's outlook regarding organizational culture initiatives and how they affect their job satisfaction levels.

According to Yeong et al. (2018), interview question rules of conduct authorize (1) assure interview questions are aligned with research questions, (2) the development of an inquiry-based conversation, (3) feedback is received from the interview questions and (4) execute interview progression. As the research progressed through the development of the interview questions, the questions assisted in multiple discussions about organizational culture, production expectations, pay increases, as well as the overall perception of the organization. At times, it seemed very difficult to keep candidates on topic. The concept of organizational culture initiatives was occasionally displaced due to a point of controversy mentioned during the

interview and data collection regarding salary increases and increased production requirements. The data collection for the interview questions cultivated several different opinions from participants pertaining to organizational culture initiatives.

The first research question was developed to create an understanding of how employees of the organization viewed organizational culture and productivity in a manufacturing setting at the time of the interviews. The goal of collecting research data emerging from the first question was to establish a starting point from which to build from. The participants all answered positively, but there were mixed views. Participant Seven stated, “organizational culture is great at the plant. The colleagues work great together, and the supervisors are very respectful of the employees. During the last six months, we have increased our production levels 15%.” Participant 19 had a different opinion commenting, “ever since the new plant manager started working here, the culture has suffered. The employees and supervisors were all very tense now as a reflection.” When asked about productivity after the change in management, the participant stated, “we have had to start sending product to third party vendors because we cannot keep up. We have not had to do that before.” The most frequently stated opinion of organizational culture at the time of data collection from the participants’ perspective was positive company culture affected manufacturing and productivity in a beneficial way, and a negative company culture affected manufacturing and productivity in an unfavorable way.

The second research question focused on understanding the employee’s opinions on how organizational culture initiatives affects their motivation while at work. Employee motivation is imperative for organizational success and employees feel and perform better when they are volitionally engaged in their work and find it enjoyable, interesting, or valuable (Jungert et al., 2017). The purpose of the second research question was to interpret whether organizational

culture initiatives led to increased employee motivation. Numerous participants provided answers related to implementing standards that, in their opinion, would enhance employee motivation in a manufacturing setting. Standards such as being more team-oriented and constituting better communication.

Participant Five stated, “What motivates me most is that I know that I am part of a bigger team and I do not want to let them down.” Several of the participants agreed with the assessment. Participant 10 commented, “job security is my biggest motivation. Job security and promotion opportunities.” Several participants commented that an organizational culture initiative that motivates them is the comradery that comes with working somewhere you enjoy. Within the organization, employees liked and appreciated open communication, support, inclusion, respect, and learning opportunities from their leaders and managers. Workers highly valued their plant manager and VP of Operations actions and behaviors toward them. Employees suggested that new managers or leaders should pay more attention to the workers’ and engage with them. The leaders can then use this information to work with subordinates and avoid unnecessary problems that may present themselves. It is not easy to deal with people from diverse cultures so getting to know them better is a good solution. Ultimately, when leaders and employees know and respect one another it leads to the success of both the employees and the organization.

The third research question focused on the participants perception of how organizational culture initiatives affects their commitment to the organization. According to Sarfo et al. (2022), employee commitment to an organization represents a tie that binds an individual to a target and a course of action that is pertinent to that target. Discussing this topic is where most of the participants responded with answers resulting in themes associated with employee commitment, or what they felt commitment meant to them and those viewpoints.

Participant 14 stated,

A positive work culture is very important in manufacturing. Culture assists in securing a certain level of enthusiasm that employee's will have while performing their duties.

Organizational commitment can be considered a very subjective term signifying different values or attributes to different employees. Employee commitment is affected by several demographic, group, and leadership dynamics within the organization, not to mention other job-related characteristics such as tenure, job level and salary (Emre & de Spiegeleare, 2021).

Participant six commented,

Commitment relies on how the employee feels the organization is taking care of them and their needs. The culture of our company is good. It feels like I am part of a family more than just working at a company making products.

The fourth question centered around the candidate's thoughts regarding organizational cultural initiatives, and the affect job satisfaction has on productivity within the organization. According to Kaur et al. (2020), work culture is fundamental component of improving employee satisfaction and affects an employee's contentment, self- motivation, and enjoyment of the job.

Participant 10 stated,

The way an employee feels about a company's culture reflects how the customer will perceive the company. If a company's employee does not believe their work is valued, the customer purchasing the product will experience that same level of value.

A few participants provided answers that involved employees not being satisfied with the culture of their facility due to their new management team (Participants 3, 6, & 17). Most of these barriers tended to revolve around measures, policies, and procedures, stating that their facility created numerous contemporary strategies that needed to be implemented in quick succession.

While employees' unsatisfied sentiments towards the sudden implementation of new measures, policies, and procedures were understandable, the results supported the vision of the organization. There was a need for creating and encouraging a work environment where employees could be more accepting of the sudden changes, especially since the manufacturing industry is constantly changing at a rapid pace.

The researcher gave all participants a final opportunity to share any other thoughts or advice not addressed in the interviews. Miscellaneous advice provided by the participants consisted of narratives about other colleagues and supervisors, and recommendations advocating ideas that were already considered. For example, Participant 15 asserted that organizations must try the absolute best to “improve organizational culture by offering training to give colleagues the ability to advance their careers and provide improved employee assistance plans to help with employee mental health,” Participant 12 expressed to better influence organizational culture, the company should “offer engagement surveys and would allow the colleagues to voice their opinions, and also allow the management team to create action plans that would address those opportunities.” and Participant Nine argued “not to let information be dormant. Part of improving culture in an organization is being able to shift away from ordinary norms that everyone is accustomed to and have the ability to make changes for the betterment of the company.” Participant Nine also explained, “Clear communication is more important now than ever before and can always be improved upon.”

The principal investigator followed the same pattern as indicated in the literature and conceptual framework when transacting this single case study by presenting the relationship of themes to research questions. The researcher found that when hourly manufacturing employees felt valued and appreciated by their supervisors and managers, they were more satisfied and

motivated at work. Hourly manufacturing employees also felt more committed to organizations where they had better communication and a personal and professional relationship with their supervisors and managers. Compensation and benefits represented a strong driver of satisfaction, motivation, and turnover for hourly manufacturing employees, but they do not provide for long-term motivation and satisfaction. The research found that leaders who have a strong and authentic personal and professional relationship with their employees created an employee centric culture and work environment that inspired employees to want to stay with the organization and continue to work and do their best.

Relationship to the Conceptual Framework

The relationship to the conceptual framework represents the next component of the study being examined. The conceptual framework described the concepts, theories, actors, and variables for this study. The concepts, theories, actors, and variables were displayed earlier in graphical form and will now be described narratively. A conceptual framework describes anticipated relationships between principles interpreting concepts, theories, actors, and variables (Creswell & Poth, 2018). The conceptual framework determined independent variables employee motivation, commitment, and employee satisfaction would guide productivity. In relation to productivity, employee motivation, commitment, and satisfaction levels associated with manufacturing colleagues were recognized variables to be examined. The purpose of examining these variables was to determine the influence these actions had on organizational culture and how they impacted the productivity of the organization. In addition to employees, middle management supervisors and senior management were all actors in the study. Theme One – Company Culture emulated the shared beliefs and values established by leaders of the organization and then communicated and supported through various methods. These ideals were

put in place to temper employee perceptions, behaviors, and their recognition. The action variables, motivation, and empowerment were reflected in Theme Two – Employee Engagement. Representative to this theme, participants discussed their viewpoints related to the effectiveness of motivation and the level of empowerment they experienced by being motivated at work. Theme Three – Job Satisfaction encompassed the perceived influence of employment gratification on organizational culture in the organization. Themes Four – Leadership Effectiveness, where participant's discussed leadership's ability to effectively prompt employees to reach the goals set by the organization. Lastly, Theme Five – Communication, where the participants reflected on how the organization shares information within the workplace and the importance of that information. These lessons learned reinforced the need for and importance of leadership engaging with all employees, regardless of their place in the business. All themes discovered in this study aligned with the concepts identified in the conceptual framework.

From a theoretical perspective, this study utilized several well-known theories to better communicate the importance of the concepts being examined. First, Herzberg's Two-Factor Theory, explained which factors in the workplace contribute to employee satisfaction or dissatisfaction, all of which act independently of each other. Herzberg's Theory was examined and discussed in Theme Three – Job Satisfaction utilizing the Empowerment Motivation for Employees Questionnaire developed by B. Palmer (2004). The theories Three-Component Model of Commitment and Mobley's Job Satisfaction Model discussed which factors motivate employees to leave the organization. These concepts were examined and discussed in Theme Two – Employee Engagement utilizing The Turnover Intentions Scale developed by G. Roodt (2004) and the Job Descriptive Index. The third theory discussed was Social Exchange Theory which considers social behavior between two parties and is utilized to determine risks and

benefits and can be measured through a cost-benefit analysis. Social Exchange Theory was examined by utilizing the Organizational Commitment Questionnaire and was explained in Theme Five – Communication.

Relationship to Anticipated Themes

Themes are created from our prior theoretical understanding of whatever circumstance we are studying (Ryan & Bernard, 2003). The relationship of anticipated themes compares the expected values to those uncovered during the research process. According to Hughes et al. (2019), anticipated themes are details that reoccur identified by a detailed analysis of the content and a commonality between the studies being performed. The researcher identified anticipated and discovered themes from information collected in Sections One and Two of this research paper including the interview questions, conceptual framework, the literature review, and the research questions. There were seven anticipated themes. These themes included Company Culture, Employee Engagement, Community Involvement, Job Satisfaction, Communication, Increased Salary Needs, and Leadership Effectiveness. Of these seven anticipated themes, five themes emerged during data analysis. These five themes included Theme One – Company Culture, Theme Two – Employee Engagement, Theme Three – Job Satisfaction, Theme Four – Leadership Effectiveness, and Theme Five - Communication. There were two themes that were anticipated, but not discovered. These anticipated themes included Community Involvement and Increased Salary Needs.

Themes were anticipated based on their respective interview questions. Interview Question One was designed to demonstrate on how employee engagement impacted organizational culture. The responses to this question varied based on the participant's relationship with leadership. Participant Two stated,

this manufacturing facility values their employees. The supervisors work hard to motivate colleagues and keep morale up by treating the employees with respect and equality.

In contrast, Participant Twenty explained, “there have been some drastic changes in the organization. When we were in the transition phase of moving equipment, the upper management kept information so close to the cuff, a lot of colleagues did not feel their jobs were safe. Even though the company promised there would be very little turnover if any at all.”

Interview Question Two examined what enticements would influence employees to stay or leave the organization. The responses to these questions, not unlike some of the others, varied based on variables that affected them while at work.

Participant Eight contributed saying,

Work environment affects productivity. Employees need to be in an environment where they feel safe both physically and mentally. Mutual trust between the company and the employee represents a win for both parties.

Job satisfaction presented itself as one of the major reason’s employees decide to continue working with a company or seeking employment elsewhere. According to Lu et al. (2016), job satisfaction can be characterized as a pleasurable emotional state while at work, resulting from the valuation of one’s job as facilitating the attainment of one’s job values. The importance of job satisfaction is largely due to its positive affect on job and organizational performance. When performing the interviews for this study, the researcher focused on the importance of this concept. In fact, Participant Two contributed by stating, “Colleagues want to feel appreciated. If someone is giving 110% at their job, they should be acknowledged for that. It feels that is often missed by supervisors and it doesn’t seem as important.” Many employees, no matter if they are

hourly or salaried, have experienced unhappiness at some point in their careers. To positively effect employee turnover, job satisfaction seems to factor into the equation heavily.

Interview Question Three examines the importance of motivation. A good leader can motivate their employees to accomplish daily goals as well as make the colleague feel respected for their contribution. The significance of leadership effectiveness is reflected around self-awareness, awareness of employee's needs, and businesses expectations. Responses to these questions were consistent. When asked to talk about Interview Question Three, Participant Twenty stated, "To determine the level of leadership effectiveness, supervisors must have the ability to influence their employees, whether they are having a bad day or not." Although the focus of senior leadership was made clear during the interview, some participants provided responses only reflecting their supervisors.

Participant Seventeen contributed by stating,

My supervisor creates a great work environment through clear communication and is transparent about what needs to be done and what the expectations are for the day. I have only worked for the organization for four years, but I value my job and appreciate the leadership.

Other participants acknowledged the influence of senior leaders through their development and communication of organizational goals and cultural initiatives. An example contributed by Participant 14 stated, "I feel senior management does a great job staying in touch with the employee and helping them to understand the responsibilities of the job and the importance of their work." Leadership effectiveness in the organization seemed to be present. Many participants contributed responses that accredited their leadership team as highly successful.

Interview Question Four was created to achieve an understanding of the effectiveness of organizational communication and how this affected employee motivation. After explaining effective communication in the interview, the researcher asked participants to determine the effectiveness of communication on culture and how adequate communication helped motivate them. The individual responses were often mixed and seemed to differ based on when the participant was engaged. Some participants believed the communications were effective, and some identified a gap.

Participant Seven commented,

The company's success is accomplished through the communication of goals, and the attainment of those goals. There have been challenges with this inside of the organization and a better transference of information is vital for our ultimate prosperity.

According to Walker (2020), effective communication has shown evidence of being of critical importance in creating organizational cultures as well as organizational identification. Some participants thought communication throughout the organization was adequate.

Participant Four stated, "The organization has a very encouraging culture that values respect and teamwork. Colleagues feel empowered to take ownership of their job and leadership encourages transparent communication and respectful challenges."

Relationship to the Literature

The Relationship to the Literature section reviews the findings of the research with existing literature to determine its similarities and differences. While existing literature was leveraged in the triangulation of the data, this section investigated the relationship between the research findings and elements identified in the literature review.

Theme One – Company Culture and Theme Two – Employee Engagement examined participant expectations regarding desired characteristics of leaders. In the interviews, participants defined those characteristics and actions they expected in their leaders. Those characteristics and actions materialized to define Theme One – Company Culture. Attributes such as honesty, integrity, authenticity, and caring were mentioned. Participants identified the need for leaders to clearly communicate the vision, goals, and expectations of the organization effectively. Theme Two – Employee Engagement, identified the elements the participants aligned with clarity of information. These elements included two-way communication, clear messages, and mutual understanding. Sanina et al. (2017) stressed the need of using practical language and the appropriate channels to get the directive across to employees. Park et al. (2012) disclosed consistency in communications builds trust between the parties. For organizations to achieve higher levels of engagement and performance, trust must be ubiquitous in the organization (Ngai & Singh, 2018).

The achievement of higher levels of success were outcomes of Themes Three – Job Satisfaction, Four – Leadership Effectiveness, and Five – Communication. Participants were asked to assess the leadership, communication, and empowerment of the study as well as identify opportunities for the organization to be more successful. The responses aligned with literature related to Organizational Culture, Employee Commitment, Employee/Job Satisfaction, Leadership Effectiveness, Communication, and Motivation. Change management was a recurrent response that arose throughout the interview process. The objective of successful change management is for the organization to have the ability to create and communicate win-win potentials, ensuring that all parties involved understand they are not sacrificing their own self-interest, they are instead participating in a process of mutual betterment (Will & Pies, 2018).

Organizational change, even if for the betterment of the organization, is often not easily achieved. Tummers et al. (2015) advocates an employee's willingness for change is enhanced by exhibiting management support for the proposed change and when management communicates that change.

Relationship to the Problem

The relationship to the problem explored how the research findings correspond with the problem which determined whether organizational culture initiatives affect organizational productivity. The specific problem being addressed in this research study is the absence of intrinsic organizational culture initiatives in manufacturing contributing an unmotivated employee presence resulting in a possible loss of productivity and profitability. The general problem highlighted the use of organizational culture initiatives to enhance organizational performance. The problem statement was validated through existing academic literature as well as through organizational interview responses from participants. Academic studies have disclosed that organizational culture has a significant impact on cultivating a relationship between leadership and employees at an individual and organizational level, which could provide a competitive advantage (Shuaib et al., 2021). Ipinazar et al. (2021) determined that organizational culture is unique to each organization and provides a direct impact on the success of the organization through variables such as financial aspects, staff satisfaction, operational effectiveness, and commitment. The research addressed the problem through initiating participant interviews that displayed the elements pertaining to the organizational culture and organizational cultures initiatives such as employee commitment, satisfaction, and motivation and their effects on productivity. The outcomes of the research involved various and often multiple results from participants related to the research.

Summary and Study Conclusions

As described in existing academic literature, organizational leaders are continuously searching for creative ways to take advantage of organizational opportunities and eliminate challenges. These creative resolutions are often incorporated in the strategic objectives of the organization. Of these strategic objectives, organizational culture and increased productivity levels represent some of the most difficult challenges that organizations face in today's competitive marketplace. According to Sivatte et al. (2015), organizational culture can be invaluable to an organization and difficult to duplicate, not to mention considered to be a source of sustained competitive advantage. Companies that preserve a positive organizational culture throughout their organization that reinforces and recognizes the value of their workers will succeed at leveraging productivity (Sivatte et al. (2015). As Participant Sixteen explained, "Coming from the view of a 20-year employee, the company has always felt like a family-oriented company. You felt like you belonged, and it was more of a tight-knit committee feeling and is more than likely the reason the company has been in business for over 100 years and one of the leading manufacturers of our product." A primary reason the organization has been so successful over the past century is because of its organizational culture. When discussing organizational culture with the participants, even though there were mixed responses, the consensus was one of positivity. One of the reasons was due to its employee's satisfaction levels. According to Gross et al. (2021), employee job satisfaction is attributed to employees' recommendation intentions and can be described as the mutuality of social-exchange theory where employees not only reciprocate with callousness when not treated well by the employer but react emphatically when assisted by the employer. Another reason for the organization's favorable company culture is leadership's ability to motivate its employees. According to Pang and Lu (2018), the intention of

motivation is to empower employees to enhance productivity, boost efficiency, and advance overall organizational performance. Organizations need to have the ability to find the influences that motivate employees to perform to their maximal ability. Participant Four stated, “the organization has a very encouraging culture that values respect and teamwork. Colleagues feel empowered to take ownership of their job and leadership encourages transparent communication and respectful challenges.” Lastly, according to this research study, employee commitment represented a major factor in the determination of a positive and productive organizational culture. According to Uddin et al. (2019), committed employees are more interested in excelling at their job and organizational duties, in comparison to dissatisfied and less committed employees. Participant Eight reflected on commitment by stating, “the organization engages colleagues sufficiently through their open-door policy to colleagues and their openness to interact on the production floor so that employees do not feel uncomfortable asking questions.”

The research study provided an in-depth evaluation of the importance of organizational culture as it relates to productivity. As part of the study, interviews were conducted with employees who were employed at the manufacturing facilities of the organization. The intention of the interviews was to obtain firsthand participant perspectives on organization culture and productivity, employee motivation, employee commitment, job satisfaction. From these perspectives, five themes emerged: Theme One: Company Culture, Theme Two: Employment Engagement, Theme Three: Job Satisfaction, Theme Four: Leadership Effectiveness, and Theme Five: Communication.

The analysis and translation of these themes triangulated the research data with extant academic literature. The relationship between these themes and components of this research study were then compared. These components were comprised of the research questions, the

conceptual framework, anticipated themes, academic literature, and the problem statement that characterized this study. Thorough examination identified alignment with these elements. The overall fieldwork was a very enthusiastic and positive learning experience for the principal investigator. The researcher was able to obtain organizational approval to participate in the research study during four weeks of effort. At the end of the data collection phase, the researcher attained data saturation after interview fifteen which was great due to the fact only twenty participants agreed to participate in the study. The investigator used the latest version of NVivo qualitative software and uploaded transcribed interviews from all participants to further code and analyze. The anticipated themes, including company culture, employee engagement, job satisfaction, leadership effectiveness, and communication built on the conceptual framework and the literature. During the research study, outside deterrents such as a travel ban across the organization for several months and COVID-19 cases hindered additional feedback which could have been significant for the organization meaning the study could warrant additional investigation and analysis in the future. The researcher's observations during data collection phase connected all the research questions and employees' contributions aligned with themes that were formulated through the research. Several times during the research study, both salaried and hourly colleagues' viewpoints imbricated.

Application to Professional Practice

The Application to Professional Practice portion of the study discusses the importance of the research towards the practical applications that were identified. The purpose statement of this research study asked the question, does organizational culture initiatives effect employee performance, and does the absence of these factors result in high turnover rates, low morale, and decreased productivity. Through the assessment of one-on-one interviews and academic

literature discovered, the realized results concluded that a strong working culture which makes use of organizational culture initiatives was paramount for higher levels of performance and employee retention in manufacturing industry. The research achieved the goal of performing actual research into manufacturing industry by discovering how job satisfaction, employee commitment, and employee motivation affected organizational productivity. The findings of this study could be applied to several different organizations and businesses with the purpose of focusing attention on the development of leaders and reexamining their communication efforts with their employees. An approach such as this can lessen the risk and cost of high turnover, strengthen the morale of the employees, and assist in improving productivity levels in the workplace.

Improving General Business Practice

The results of this study will enhance general business practices by examining organizational culture initiatives and the benefits of a strong work culture. Considering the themes of the study, organizational culture initiatives such as job satisfaction, employee commitment, and employee motivation have been discussed thoroughly throughout the research. It is these concepts rendered throughout the organization that aids leadership in convincing employees to remain with the company and contribute versus causing them to look for other jobs. This concept can be referred to as job embeddedness. Job embeddedness speaks for efforts that influence employee retention and reiterates all factors that keep an employee on the job. According to Smith et al. (2022), job embeddedness encompasses three underlying characteristics that explain why employees stay in their organizations, which include: (1) fit (an employee's rapport between work and home life), (2) links (the connections employees have with the organization or colleagues), and (3) sacrifice (losses associated with leaving one's job or

work community). According to Khalid et al. (2021), organizational leaders need to possess the ability to encourage employees to foresee the future of their role within the organization based on their level of job embeddedness. Leaders also need to have the ability to develop employee propriety in the organization through embedded factors such as fit, links, and sacrifice (Khalid et al., 2021).

Leadership must be empowered to implement business standards, policies, and training for their teams. Organizational leadership plays an integral part in influencing, adapting, moving first, learning, to leading employees in the workplace (Wenjing et al., 2018). According to Goffnett (2020), pivotal measurements of leadership, such as cultivating recognition of team goals are associated with job satisfaction and performance. These goals improve the organizations influential capabilities when resources are aligned to enhance performance at the individual, team, and organizational levels (Goffnett, 2020). The ability to have organizational policies in place aids in holding leaders as well as employees responsible for their actions and conduct.

Participant Ten stated:

Establishing and maintaining a good work culture sets the standard for how a manager should conduct themselves according to organizational policy. Colleagues are equally responsible for their own actions as well. The consistency of this process helps the company run systematically.

Leadership development through training and advancement impacts an organization in a positive way. The process begins with leadership setting the standard for the employee's and gaining their trust. According to Chang (2016), a trusting relationship between leadership and the employee illustrates an important mediating mechanism where leadership develops the

relationships, which in turn shape the motivation and actions of individuals who act as change agents for management innovation.

According to Skidmore (2016), a good indicator of business success starts with an organization's strategy and their quality processes, however the depth and character of the leadership symbolizes the most important attribute. The case study research will assist businesses through encouraging them to promote leadership progression through management training, inventive workshops, and coaching development. Kjellström et al. (2020) argued there are six stages of leadership development that can influence businesses, which are (1) a leaders own development, (2) fulfilling a leadership role, (3) personnel development, (4) leader and organizational development, (5) collective leadership development, and (6) human development. Properly trained leadership will enable an organization to curtail the costs of losing already trained employees and decrease the lack of employee performance and high turnover rates.

Potential Application Strategies

According to Gözükarar et al. (2019), organizational culture is one the most significant constructs within an organization because it influences the mentality and performance of employees. It is relatively significant on a successful working environment and essential for management because of its importance on organizational efficiency, enactment of new strategies, and organizational innovation (Gözükarar et al., 2019). Organizational leadership plays an important role in defining organizational culture by cultivating a strong purpose, providing a clear perspective, and advocating core values that imposes employees over profitability. By encouraging the organization's culture, leaders associate employees with a communal sense of purpose that inspires them and gives purpose to their work. Leadership, as one of the most essential components of modern models, focuses on the improvement of quality systematically,

and creates favorable conditions for achieving organizational success and excellence (Jankalová et al., 2018). Organizational culture initiatives supported by a strong leadership framework provides specialized strategies and organizational innovation that helps the organizations to gain a competitive advantage and give them the ability to convert potential profits back into the business.

The leaders of an organization must have the ability to motivate, encourage, and engage employees by encouraging them to accomplish goals and planned objectives. (Wen et al., 2017). Leaders represent the initiators of an organization and effect the success and failure of the business. The working culture of an organization is easily affected by the leadership. According to Okafor et al. (2020), emotionally secure leaders utilize logic and rational persuasion when influencing others. Logical and persuasive dissimilarities are associated with either a positive or negative repercussion on the shared value system of an organization which strongly influences the performance of all-levels of employees, including top management (Gözükara et al., 2019).

Leadership growth and development serves as an essential strategy that must be implemented to strengthen and improve a leader's ability to perform in a supervisory role within an organization. According to Day et al. (2014), leadership development is predicated on forward-thinking skills advancement based on a general theory of learning and expertise. Leadership development advancement skills propose that modifications in information processing and underlying knowledge structures develop as skills are steadily refined (Day et al., 2014). Leadership development within manufacturing industry can utilize the methods of personal leader development in establishing integrity that stimulates the approach towards their teams and institutes employee engagement. According to An et al. (2022), participants in a leadership training program are expected employ more transparency and self-awareness.

Individual characteristics associated with leadership development activities are work orientation (e.g., job involvement and organizational engagement); mastery orientation (greater self-competence, mindfulness, receptiveness to experience, and intellectual maturity); and career-growth orientation (career exploration and feedback probing) (Day et al., 2014). Other strategies such as one-on-one coaching can also be utilized where leaders employ a more direct approach with their teams and employees exhibiting a great level of support. According to Blackman et al. (2016), one-on-one coaching represents a form of training with a more direct approach giving leaders the opportunity to implement what they have learned by interacting directly with employees in the work environment applying those skills and abilities in the moment. All these components are very closely related to organizational culture initiatives discussed previously in the research study such as job satisfaction, employee commitment, and employee motivation.

Situational leadership applied in manufacturing helps manage the emotions and impulses of employees. Situational leadership asserts that it is imperative to manage subordinates according to the dynamics of the situation, and leaders must be cognizant of opportunities to develop employee skills and confidence (Thompson & Glasø, 2015). This leadership style can be utilized to assist in changing leadership's approach towards their teams and employees and improve confidence showing employees that the leaders care. According to O'Keefe et al. (2020), situational factors such as organizational culture could modify the cognition-to-behavior relationship, such that when culture is weakened, the relationship between moral development and ethical behavior should be substantial and positive. In manufacturing industry, it is necessary to build a strong cultural environment that focuses on the employees to reduce turnover, improve morale, and increase productivity.

Summary of Application to Professional Practice

Through this qualitative single case study, valuable applications to improve organizational culture in a manufacturing environment were introduced. The general problem to be considered consisted of understanding how the absence of intrinsic institutional culture initiatives in manufacturing organizations contributes to an unmotivated employee presence resulting in a negative impact on production and potential earnings. Employees are affected by intrinsic organizational culture initiatives within manufacturing organizations and these influences affect employee turnover, the morale of the workforce, and poor employee performance. Manufacturing organizations, as well as business institutions, can be improved through an awareness of these influential specific motives. Organizational leaders that focus on training and development applications will introduce a better approach to manage their employees and be more involved in developing the behaviors of those employees within the work environment. By doing this, the employees will concentrate more on their current work circumstances staying with their current company embracing a higher level of motivation and commitment.

Coaching represents a method of leadership that focuses on being more involved in employee development, treating employees as valuable assets of the company. Utilizing various approaches of leadership that recognize the importance of organizational culture encourages leader transformation. Leadership transformation will institute a more focused approach promoting employee engagement showing a greater level of support for their teams and employees. Straightforward employee training by the leadership team will initiate the decline of turnover and improve morale and performance. Employees will have better job proficiency and not lack of confidence. Leaders will have a better opportunity to hold the employees accountable

because they will understand their work responsibilities. An effective working culture will develop with better employee and leader engagement introducing continuous growth and profitability for the organization.

Recommendations for Further Study

There will be opportunities to enhance present research and support the study through other scholarly works and research that will add to the understanding, knowledge, and importance of utilizing intrinsic organizational culture initiatives to create a strong working culture in the organization with the result of lower turnover rates, raised morale, and increased productivity in manufacturing. The research aimed to provide qualitative results through factual components used to construct themes communicated and apply from an empirical perspective related to the findings. The researcher initiated an in-depth assessment of the literature to determine recommendations for the research. Data discovered in relation to the literature review focused on a qualitative approach which allowed the researcher to cultivate a collection of suggestions with the intention of constituting additional research. These continued recommendations focused on the urgency of the manufacturing industry to formulate a more structured and organization-specific leadership training regime to generate a stronger working culture in manufacturing organizations motivating employees to stay with their current employers based on heightened leadership engagement. The demand for coaching was also an objective expressing a more direct approach by leadership to engage more closely with employees to display a greater level of support. The research introduced a need for the utilization of various leadership styles which brings forth different approaches to enhance employee and leader collaboration. The research also focused on direct situations and the transformation of organizational leaders in collaboration with employees instead of the conventional delegation of

responsibilities. Through further research, organizations may employ these principles to continue to close the gap between productivity and high turnover, low morale, and decreased employee performance in manufacturing.

Reflections

The knowledge gained from this research study can be characterized very informative and represented a wonderful experience for the researcher. In retrospection, the researcher encountered a significant amount of information that reemphasized the importance of organizational culture initiatives to create and maintain a strong working culture in manufacturing industry. Throughout this study, the data highlighted the need for training, coaching and development, the implementation of leader styles within the manufacturing work environment. Through the creation of leadership strategies, management workshops, and the implementation of development plans, the manufacturing leaders influence on their teams and employees will combat high turnover, low morale, and decreased productivity. Throughout the study, the researcher discussed the impact of the research and has recommended the pursuit of more perpetual and expanded growth and development. Increasing the growth and development of leadership in the organization will continuous improvement communication throughout the manufacturing organizations and improve employee commitment as discussed by the views and experiences of the completed research.

The information acquired from prior coursework was invaluable to the research. Liberty University's Doctor of Administration program has prepared the researcher to perform future research studies and has given the researcher an awareness of the importance of leaderships role in fostering an effective work culture in manufacturing through organizational culture initiatives. The knowledge gained during this study has enhanced the personal and professional growth of

the researcher. All information gathered during this research study can be utilized to examine further case studies. This dissertation project represented an extraordinary difficulty and worthwhile experience for the researcher. All knowledge learned and abilities gained will be used for future growth.

Personal & Professional Growth

During the progression of the research study, there were a tremendous number of challenges that presented themselves during the process. These challenges became advantages during the study by the presentation of opportunities to demonstrate and improve continual development. The researcher gained the opportunity to advance interviewing and researching techniques due to the continuous readjustments due to the global outbreak of COVID-19. The researcher had the ability to establish a rapport with the research candidates and their personal observations. These observations contributed to the study discussing intrinsic organizational initiatives such as job satisfaction, employee commitment, and employee motivation's ability to establish and sustain a strong working culture in manufacturing industry Throughout the span of the study, the researcher discovered the importance of leadership's role in establishing a strong working culture within the manufacturing industry. Manufacturing employees and leaders were interviewed and contributed meaningful information discussing the importance of organizational culture initiatives through their own experience. Through this procurement of valuable information, there was consistent evidence that concluded the importance of leaders in a manufacturing environment and their efforts to establish organizational culture initiatives to decrease employee turnover, improve morale, and increase productivity.

While analyzing the research data, the researcher discovered how important personal leadership development is for supervisors and the fact that employees are the most valuable

assets of the organization. The study influenced the researcher to institute strategies and build platforms for leadership to develop an improved leadership skillset through seminars, leadership round tables, and management symposiums for the purpose of inspiring leaders to establish a more construct approach while working with their employees and assisting in creating a stronger working culture. By conducting this study, the researcher has become more confident in creating documents discussing organizational culture initiatives and the effects of a strong work environment by provide researched data that will professionally enhance the researched field. The researcher will be able to provide this insight by employing new acquired skills and wisdom that was gained through the analyzation of the research participant's feedback. The analyzation of research data was made possible by transcribing research information, coding classifications, and understanding various operating systems to compose the study. As a researcher, having the ability to communicate effectively about the subject matter and explain the research intelligently displays the value and significant of the qualitative approach utilized in the study. All feelings and emotions that have been experienced through this research study will impact and add value to the researcher life.

The experience of this dissertation project has forced the researcher to appreciate time management, understand the importance of great willpower and focus, and learn to sacrifice valuable time between church, family, work, and school. This arduous adventure has taught the researcher patience, determination, and mental toughness. The knowledge gained and experiences realized were priceless and will be utilized throughout the researcher's personal and professional life. The researcher's communication and writing skills have improved immeasurably. Not to mention the vast improvement of the researcher's vocabulary and presentation ability. Liberty University's Doctoral Business Administration program allowed the

researcher to achieve tremendous growth in academia, personal confidence, acquire advanced knowledge about business practices, and the wherewithal to accomplish any goal that will ever be put in front of him.

Biblical Perspective

Organizational culture initiatives and leadership both play an important role in the success or failure of an organization in manufacturing industry. The omission of organizational culture initiatives to improve work culture could lead to the loss of talented employees, encourage decreased morale, and promote diminished employee motivation. To sustain a strong work culture and preserve a talented workforce, there must be a strong leadership presence that works toward that goal. These leaders must have adequate training and development opportunities and communicate with their employees with respect and transparency. In this study, a Biblical world view will be ascribed to discuss the importance of proper leadership and its role in creating a strong working culture through organizational culture initiatives in manufacturing industry. A strong leadership presence will empower employees to take more ownership of their jobs and have more confidence performing those jobs. A leadership team that takes charge and learns to implement an improved skillset can better manage the workforce. An example of good leadership in the bible that illustrates its importance is found in the book of Romans. In scripture, the Bible tells us, “the one who exhorts, in his exhortation; the one who contributes, in generosity; the one who leads, with zeal; the one who does acts of mercy, with cheerfulness” (English Standard Version, Romans 12:8).

Leaders of the church and leaders in business must have very similar attributes to be successful. Organizational leaders that are not trained appropriately nor have the appropriate ethical standards are susceptible to lead others with misplaced pride and excessive vanity. This

can easily happen in the house of the Lord as well. Godly men in the church have a responsibility to lead the congregation with pure hearts in the name of Christ and work to demonstrate a strong godly environment that encourages people of the church to grow and overcome adversity in their own lives. In the scriptures, the book of Philippians tells us, therefore, my beloved, as you have always obeyed, so now, not only as in my presence but much more in my absence, work out your own salvation with fear and trembling, for it is God who works in you, both to will and to work for his good pleasure (English Standard Version, Philippians 2:12-13). When godly men lead their congregation poorly, the door flies open to turmoil in the church and attendees will start leaving and find their salvation elsewhere and as Ecclesiastes states when there is pride and vanity in the church all that God's hands had done and the toil expended in doing it, and behold, all was vanity and a striving after wind, and there was nothing to be gained under the sun (English Standard Version, Ecclesiastes 2:11).

In reference to the research and the various styles of leadership and leadership development techniques that can assist in creating a strong working culture, servant leadership becomes a point of discussion. Servant leadership represents a standard of leadership that Jesus Christ created and introduced to lead his disciples. Servant leadership symbolizes a guideline set by God showing his followers how leaders should serve and guide their people, which also enables the employees to understand the morals and values of the organization as long as all ascribe to Christian faith. Following Christ's teachings in the workplace, leaders can carry out the responsibilities and objectives of the job while, concurrently, serving as a role model to other Christians who follow. A true Christian leader must have an unwavering relationship with the Lord. In the book of Romans, God tells us, we know that all things work together for good to those who love God, to those who are called according to purpose (King James Version, Romans

8:28). By working and having a relationship with God, a leader achieves God's purpose. By having a devoted relationship with the Lord, employees recognize the leader's intentions are honest and true.

Summary of Reflections

In reflection, the research study has manifested a hunger for personal and professional growth for the researcher. When first considering the topic for the study, there was no doubt that the researcher was going to focus on the effects of leadership organizational culture on employee performance resulting in high turnover, weakened job satisfaction for employees, and decreased productivity. Concluding the research, opportunities arose for the researcher to develop a higher skill set and an ability to think through difficult situations that often arise in the workplace. Viewpoints utilizing a biblical view applied in connection to the discoveries of the research demonstrated the findings were not only associated to a better work environment for employees, but also a better relationship with God and leading followers to God.

As the researcher looks back on the dissertation process and this entire experience, the journey has been enlightening and challenging. These are attributes that make either make a researcher quit or make them push even harder. The researcher felt this process and involvement through a Biblical Perspective and a Christian Worldview help to bring the researcher closer to God and his word. The completion of tasks allowed the researcher to read and analyze scriptures adding Biblical perspectives and a Christian Worldview to the coursework. Organizational culture initiatives in the workplace represent a gap that has been found in the workplace today due to leaders losing focus on what the most important asset the organization has, and that is its people. People often get lost in the monetary aspirations and lose their way. The way is with God and God's way is his word.

Summary of Section 3

Throughout this section, the qualitative research case study provided one-on-one interview data from employees working in manufacturing and current scholarly works to communicate the effect organizational culture initiatives such as job satisfaction, employee motivation, and employee commitment has on productivity in manufacturing. The presentation of findings section showed the significance of organizational culture initiatives in manufacturing industry and discussed the importance of leaderships support in establishing and maintaining a strong working culture. The application to professional practice section discussed leadership training and coaching strategies to better influence and assist employees in the workplace effecting how colleagues perceived the organization and their staying or leaving the organization. The recommendations for further study explained to expand on present research, the study must contribute and increase the understanding and knowledge related to the subject matter. To expand on this study, a suggestion is the researcher would need to understand the importance of organizational culture initiatives and leadership support in creating a strong working culture in manufacturing and take a deeper look into leadership's role in this process. The reflections section demonstrated leaderships need for training, coaching, and development to create and maintain a strong work environment. The utilization of leadership styles, creation of long-term strategies, and management seminars will assist in building the leaders influence and help in reducing turnover, improving morale, and increasing productivity. The biblical worldview section examined how biblical doctrine can be utilized to guide leaders and employees' in the way of our Lord and aid in composing a strong working culture and environment in manufacturing. The overall view of the research demonstrated the applications and findings pertinent to the research. The findings of the study allowed organizations in

manufacturing industry to look at organizational culture and leadership functions differently with the intent of developing the working environment with improved strategies and guidelines. To conclude this part of the study, the information uncovered through the research findings, used in conjunction with the research questions and the applications of professional practice, will assist in emphasizing that organizational culture initiatives and the growth and development of leaders could be examined further and allow for a future research recommendation.

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Appendix A: Interview Guide

Research Questions – Organizational Cultures Effect on Productivity in Manufacturing

How committed are you to the organization?

(Please rate answers from 1 (Disagree) to 5 (Agree))

		Agree	1	2	3	4	5	Disagree
1	I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.							
2	I talk up this organization to my friends as a great organization to work for.							
3	I feel very little loyalty to this organization.							
4	I would accept almost any type of job assignment in order to keep working for this organization.							
5	I find that my values and the organization's values are very similar.							
6	I am proud to tell others that i am part of this organization.							
7	I could just as well be working for a different organization as long as the type of work was similar.							
8	This organization really inspires the very best in me in the way of job performance.							
9	It would take very little change in my present circumstances to cause me to leave this organization.							
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.							
11	There's not too much to be gained by sticking with this organization indefinitely.							
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.							
13	I really care about the fate of this organization.							
14	For me this is the best of all possible organizations for which to work.							
15	Deciding to work for this organization was a definite mistake on my part.							
16	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.							
17	I talk up this organization to my friends as a great organization to work for.							
18	I would accept almost any type of job assignment in order to keep working for this organization.							

19	I find that my values and the organizations values are similar.								
20	I am proud to tell others that I am part of this organization.								
21	This organization really inspires the very best in me in the way of job performance.								
22	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.								
23	I really care about the fate of this organization.								
24	For me this is the best of all possible organizations for which to work.								

(Mowday et al., 1979. Organizational Commitment Questionnaire (OCQ).

(2) What would make you stay or leave the organization?**(Please answer questions on 1 to 5 scale)**

1	How often have you considered leaving your job?	Never	1.....2.....3.....4.....5	Always
2	How frequently do you scan job recruitment sites in search of alternative job opportunities?	Never	1.....2.....3.....4.....5	All the time
3	How satisfying is your job fulfilling your personal needs?	Very Satisfying	1.....2.....3.....4.....5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1.....2.....3.....4.....5	Always
5	How often are your personal values at work compromised?	Never	1.....2.....3.....4.....5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1.....2.....3.....4.....5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1.....2.....3.....4.....5	Always
8	How often do you look forward to another day at work?	Always	1.....2.....3.....4.....5	Never

9	How often do you think about starting your own business?	Never	1.....2.....3.....4.....5	Always
10	To what extent so responsibilities prevent your from quitting your job?	To no extent	1.....2.....3.....4.....5	To a very large extent
11	To what extent do the benefits associated with your current job prevent you from quitting your job?	To no extent	1.....2.....3.....4.....5	To a very large extent
12	How frequently are you emotionally agitated when arriving home after work?	Never	1.....2.....3.....4.....5	All of the time
13	To what extent does your current job have a negative effect on your personal well-being?	To no extent	1.....2.....3.....4.....5	To a very large extent
14	To what extent does the "fear of the unknown" prevent you from quitting?	To no extent	1.....2.....3.....4.....5	To a very large extent
15	How frequently do you scan the internet in search of alternative job opportunities?	Never	1.....2.....3.....4.....5	All of the time

(Roodt, G. (2004). Turnover intention scale (TIS). *SA Journal of Human Resources Management*.

Appendix B: Organizational Commitment Questionnaire

(Please rate answers from 1 (Disagree) to 5 (Agree))

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I feel very little loyalty to this organization.
4. I would accept almost any type of job assignment in order to keep working for this organization.
5. I find that my values and the organization's values are very similar.
6. I am proud to tell others that I am part of this organization.
7. I could just as well be working for a different organization as long as the type of work was similar.
8. This organization really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organization.
10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
11. There's not too much to be gained by sticking with this organization indefinitely.
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.
13. I really care about the fate of this organization.
14. For me this is the best of all possible organizations for which to work.
15. Deciding to work for this organization was a definite mistake on my part.
16. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
17. I talk up this organization to my friends as a great organization to work for.
18. I would accept almost any type of job assignment in order to keep working for this organization.
19. I find that my values and the organizations values are similar.
20. I am proud to tell others that I am part of this organization.

21. This organization really inspires the very best in me in the way of job performance.
22. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
23. I really care about the fate of this organization.
24. For me this is the best of all possible organizations for which to work.

(Mowday et al., 1979). *Organizational Commitment Questionnaire (OCQ)*.

Appendix C: Turnover Intention Scale (TIS)

(Please answer questions on a 1 to 5 scale)

DURING THE LAST 6 MONTHS....

1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
2	How frequently do you scan the newspapers in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All the time
3	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
5	How often are your personal values at work compromised?	Never	1-----2-----3-----4-----5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
8	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never
9	How often do you think about starting your own business?	Never	1-----2-----3-----4-----5	Always
10R	To what extent do responsibilities prevent you from quitting your job?	To no extent	1-----2-----3-----4-----5	To a very large extent
11R	To what extent do the benefits associated with your current job prevent you from quitting your job?	To <u>no extent</u>	1-----2-----3-----4-----5	To a very large extent
12	How frequently are you emotionally agitated when arriving home after work?	Never	1-----2-----3-----4-----5	All of the time
13	To what extent does your current job have a negative effect on your personal well-being?	To no extent	1-----2-----3-----4-----5	To a very large extent
14R	To what extent does the "fear of the unknown", prevent you from quitting?	To no extent	1-----2-----3-----4-----5	To a very large extent
15	How frequently do you scan the internet in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All of the time

(Roodt, G. (2004). Turnover Intention Scale (TIS). *SA Journal of Human Resources Management*.

Appendix D: Written Permission – (OCQ; Mowday et al. 1979)

From: Rick Mowday

To: Foley, Jonathan

Date: September 27th, 2021

Subject: Re: Permission to use Organizational Commitment Questionnaire (OCQ)

Jonathan

Please feel free to use the Organizational Commitment Questionnaire in your research project.

Good luck in your research.

Rick Mowday

Appendix E: Written Permission – Turnover Intention Survey (TIS)

From: Roodt, Gert

Sent: Tuesday, August 16th, 2021

To: Foley, Jonathan

Subject: RE: Permission to use Turnover Intention Scale

Dear Jonathan

You are welcome to use the TIS!

For this purpose, please find attached the longer 15-item version of the scale. The six items used for the TIS-6 are highlighted. You may use any one of these two versions.

Please note that some item numbers are followed by an 'R'. These items' scores should be reflected, or reverse scored. The total score can be calculated by merely adding the individual item scores. I would strongly recommend that you also conduct a CFA on the item to determine which item scores should be reflected.

The only condition for using the TIS is that you acknowledge authorship (Roodt, 2004) by conventional academic referencing. The TIS may not be used for commercial purposes.

I wish you the very best with your research project!

Best Regards,

Gert

Prof. Gert Roodt

Vice Dean: Research

Faculty of Management