Leadership Failures that Lead to Poor Organizational Performance

by

Brahaspattie Annie Singh

Dissertation

Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Our world continues to change rapidly because of globalization and internationalism thus has become more multicultural and diverse that strong and effective leadership was needed in the workforce. The real estate industry has changed as well and continues to change because of multiculturalism. The effects of COVID-19 placed burdensome restrictions and regulations both from the state and city levels that firms must follow in order to function internally and externally to market properties. The effects of COVID-19 will forever change the way business is done as usual, where the general business practice must include a constant of new critical change initiatives to dissolve the status quo. The underpinnings of this qualitative flexible single case study addressed one pertinent specific problem: the failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in poor organizational performance.

Key words: globalization, internationalism, multiculturalism, effective leadership

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Approvals

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Dedication

The dedication of this qualitative inquiry is dedicated to my son, whose love and support would always be remembered. To my angel mom, who would have been so proud. To my dad and family for their kind words and support, thank you!

Acknowledgments

I would like to acknowledge my dissertation chair, Dr. Melissa Connell. I am grateful for her knowledge and guidance throughout this dissertation process, and without her leadership, this body of knowledge could not be possible.

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Section 1: Foundation of the Study

The study addressed leadership failures that lead to poor organizational performance within the specialty of leadership. The leader's failures to stimulate their workforce came as a detriment to the organization, which resulted in deteriorated profits, or firms barely breaking even (Ogbonnaya & Valizade, 2018). The overall sustainability and growth of any firm depends on engaging employees on the goals, objectives, and business strategy of the firm fostering a collective effort to support new critical change initiatives set in place by leaders of the firm (Hsieh & Liou, 2018). In many organizations, the leadership sets the manner, and the forward-thinking strategies of the organization (Dose, 2014). A firm where the Leader-Member Exchange (LMX) theory was demonstrated; this was pertinent to attain employee engagement in fulfilling the goals and objectives of the firm (Dose, 2014). Nikolova et al. (2019) suggested that disengaged leaders have a negative effect on employee engagement, which translates to poor organizational performance.

This section included and addressed the background of the problem, problem statement, purpose statement, research questions, nature of the study, conceptual framework, definition of terms, assumptions, limitations, and delimitations, significance of the study, a review of the professional and academic literature, and summary of Section 1 and transition. The first section, background of the problem, begins with an overview regarding the concentration of the study as the focus is related to both the general and specific business problem. The problem explored why leaders fail to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The next section, problem statement, begins with how the research relates to the general and specific business problem of the study, with a purpose of highlighting the consequences that arose from the research to be studied. The problem became the center of the study where the outcomes were revealed and solved. The section, purpose statement, begins with providing a clear insight regarding the intent and focus of the study.

The study purposely extended the body of knowledge to the general and specific business problems by answering the research questions while addressing (a) the reasons why the study was important, (b) how the study was conducted, and (c) what were the outcomes of the study. The purpose statement further conveyed the goals and objectives, and intent of the study. The research questions section begins with providing the questions that are foundational to the inquiry of the study. The research questions were pertinent to the problem and were used as a guide in assisting the researcher when exploring and understanding the problem, with a purpose of providing guidance to the study and highlighting the inquiry of study, while outlining a clear focus and purpose. The questions also guided the researcher regarding the type of research to be explored as well as the most appropriate design and methodology best suited in answering the research questions. The nature of the study section begins with the discussion of the research paradigm, design, method, and triangulation, with a purpose of providing an overview of why the chosen design and method were selected for this study. The nature of the study placed the paradigm into context, consisting of the research design, method, and triangulation.

The basis of significance to the foundation of the study highlighted the benefits to future research, and to society at-large. Schmeichel and Martens (2016) suggested that the researcher's worldview can impact the study and lend guidance in choosing the research paradigm. The nature of the study further showcased the researcher's worldview, and cultural beliefs (Schmeichel & Martens, 2016). The next section, conceptual framework, began and addressed the concepts, theories, actors, and constructs of the study. The conceptual framework illustrated the flow of information and the interaction between the elements of the framework, providing an interconnection of the sub-points as the study relates to the diagram outlined within the section. The diagram illustrated visually what was explored in the study and helped the researcher to show how the elements within the conceptual framework diagram related to the study, while identifying the goals and purpose of the study. The definition of terms section addressed key terms that may be unclear or additional clarification required to have a complete understanding of the study.

The next section, assumptions, limitations, and delimitations, included and addressed the factors of the study that the researcher cannot control within the research. Berner and Flage (2017) suggested the importance of creating risk management strategies that supported decision-making and weakened uncertainty in the assumptions of the study. The limitations were considered deficiencies of circumstances and influences that are not within the control of the researcher. This uncertainty can place restrictions on the methodological conclusions (Munthe-Kaas et al., 2019). The delimitations of the study addressed (a) why choices will be made by the researcher, (b) why certain options were not considered, and (c) how these outcomes will impact the research. The purpose of this section prepared the researcher for the unknown and uncontrollable elements of the study. The significance of the study section begins by addressing the reduction of gaps in the literature, implications for Biblical integration, benefits to business practice, and relationship to cognate and a summary, with a purpose of providing the intent of the study, and why the study was needed.

The outcomes of the significance of the study further clarified the contribution that the research made in the pursuit of knowledge in the field of leadership. The researcher's intent was that there were adequate established scholarly journals and literature to source and assist with the researcher's goal of understanding and exploring the problem (Li et al., 2019; Phong et al., 2018). The integration of biblical virtues was introduced as to how Christian mannerisms would influence behaviors for productive outcomes in leadership. The significance of the study became the introduction of the study (Li et al., 2019; Phong et al., 2018). The next section, which reviewed the professional and academic literature, began with a discussion regarding business practices, along with the problem, concepts, theories, constructs, related studies, anticipated and discovered themes, and a summary, with the purpose of laying the foundation for the study. The study also focused on the problem related to the failure of leaders to engage employee support regarding new critical change initiatives in poor organizational performance. This section gave an overview of the entire literature review and the points of discussion so that the researcher would provide a more in-depth view of the study. The review of the literature revolved around the problem, providing recommendations for the problem for future use. Section 1 concluded with a summary of all elements discussed, with a brief discussion of all elements to be addressed in Section 2 of the study.

The findings of the study addressed the general and specific problems of this research study. The outcomes of the findings were discussed within Section 3 of the study, and the researcher supported the findings and utilized scholarly and peer-reviewed journals and literature. The underpinnings of the study focused on the problem of why leaders fail to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The outcomes of the semi-structured interviews that involved participants who shared their knowledge and daily experiences on the problem resulted in six themes that addressed the problem. The themes were (a) COVID -19 a Disrupter, (b) Lack of Communication, (c) Lack of Motivation, (d) Lack of Technology, (e) Culture – Strengths and Weaknesses, and (f) Lack of New Critical Change Initiatives.

Background of the Problem

This study revolved around one pertinent specific problem, and that is the failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in poor organizational performance. There were specific reasons why leadership failed and why firms failed to gain traction with operational excellence. The leader's inhibition to galvanize their workforce came as a detriment to the firm, which resulted in stagnated profits, or firms barely breaking even (Mohd Salleh et al., 2020). This study was focused on failed leadership within the real estate industry in the northeastern United States. The overall sustainability and growth of any firm depend on engaging employees on the goals and objectives of the firm, fostering a collective effort to support new critical change initiatives set in place by leaders of the firm (Hsieh & Liou, 2018). The importance of the research was to delve into the critical issues of failed leadership.

In many organizations, the leadership sets the tone and the forward-thinking strategies of the organization (Dose, 2014). Leaders who exhibit compassion, ability, and uprightness enjoy respect from their employees, while their employees are proud to be associated with a reputable executive. This behavioral outcome allowed employees to become loyal, and firms were rewarded with long-term employees (Nicolaides & Poell, 2020). A firm where the Leader-Member Exchange (LMX) theory was demonstrated is apt to attain employee engagement in fulfilling the goals and objectives of the firm (Dose, 2014). The author suggested a scriptural consistency with LMX as compassion, ability, and uprightness came from the teaching of Biblical passages suggesting that God wanted his people to prosper and help each other with a shared vision. This research addressed many aspects of failed leadership, which was examined by the researcher as to why employees fail to engage with their leaders outlined in Section 3.

Problem Statement

The general problem to be addressed is the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. Mohd Salleh et al. (2020) stated that many leaders fail to engage employees resulting in a lack of motivation and employee buy-in to new critical change initiatives. Nikolova et al. (2019) posited that disengaged leaders have a negative effect on employee engagement, which translates to poor organizational performance. Nicolaides and Poell (2020) explained that the inability of leaders to engage employees to initiate new critical change initiatives would lead to poor organizational performance. The specific problem discussed is the potential failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in possible poor organizational performance.

Purpose Statement

The purpose of this qualitative study was to explore why there were potential leadership failures in engaging employee support regarding new critical change initiatives in order to prevent poor organizational performance. The study further investigated why the lack of motivation among employees resulted in poor organizational performance and the implications on employee morale (Ronen & Donia, 2020). The study sought to understand the behavioral patterns and actions of failed leaders and the implications on poor organizational performance and employee morale. The behaviors and actions of successful leaders were equally important to understanding employee motivation in supporting new critical change initiatives. Understanding what the cultural elements were within the real estate industry was important in pursuing the success of high organizational performance when new critical change initiatives were implemented. The study sought to understand the techniques and actions of failed leaders and successful leaders and the implications of these actions on the goals and objectives of the organization. This research led to highly motivated employees who, through hard work and dedication, would transform poor organizational performance into profits.

Research Questions

The research questions were imperative in explaining why the failure of leaders to engage employee support regarding new critical change initiatives results in poor organizational performance. The failure of leaders to engage employee support regarding new critical change initiatives only resulted in poor organizational performance to the detriment of the firm (Davenport & Dunnick, 2018). Leaders who implement change initiatives must possess collaborative skills of engagement (Davenport & Dunnick, 2018; Hsieh & Liou, 2018). Hsieh and Liou (2018) suggested that a leadership theory that encouraged collaborative engagement was related to relational and horizontal leadership. The purpose of such a leader was to build a successfully diverse organization to realize a joint purpose (Hsieh & Liou, 2018). In this instance, the leaders' behaviors were not of the self but of others, realizing that collaborative teamwork builds stakeholders' confidence, employee engagement for increased production, and increased communication along departmental lines (Davenport & Dunnick, 2018; Hsieh & Liou, 2019). The following research questions are the focus of the study.

RQ 1. What are the potential challenges leaders experience in engaging employee support regarding new critical change initiatives within the real estate industry in the northeastern United States?

> RQ 1.a. What leadership actions or behaviors contribute to the failure of leaders to engage employee support within the real estate industry in the northerneasterm United States?

RQ 1.b. What leadership actions or behaviors contribute to the success of leaders to engage employee support within the real estate industry in the northeastern United States?

RQ 2. In what ways are new change initiatives in organizational performance different from other change initiatives within the real estate industry in the northeastern United States?

RQ 2.a. How do these differences show evidence in the leader's ability to gain employees' support within the real estate industry in the northeastern United States?

RQ 2.b. How does the outcome of these change initiatives, supported by employees, benefit organizational performance within the real estate industry in the northeastern United States?

RQ 3. What dynamic cultural elements are present in the real estate industry that positions the organization for success in implementing change initiatives within the real estate industry in the northeastern United States?

RQ 3.a. How does the cultural dynamism within the real estate industry support organizational performance within the real estate industry in the northeastern United States?

RQ 3.b. How is leadership applied to gain employee support for these change initiatives within the real estate industry in the northeastern United States?

Nature of the Study

A researcher's worldview has a significant impact on the study and provided guidance in choosing the research paradigm (Schmeichel & Martens, 2016). The paradigm of choice reflected the researcher's worldview and drove their perspective on reality or truth (Matta, 2021). An individual's worldview was their value-base of deep-seated, self-affirmations that (a) guided decision-making, (b) maintained relationships, (c) communicated, and (d) groomed family relations for future challenges (Schmeichel & Martens, 2016). In scholarly writing, this worldview would influence the researcher's thought processes and would help decide the genre of their penmanship (Schmeichel & Martens, 2016). For example, a person with a Christian worldview would see the world differently than a person who does not share the same ideals.

Schmeichel and Martens (2016) drew a comparison between self-affirmation and morality salience as having an impact on physiological defense influenced by self-esteem as to how a person would view the world on death and death-related concerns. A person's worldview would have a dramatic effect on how he or she saw world events affecting their lives, and that in turn would affect the heights of personal achievements. The authors further suggested that self-esteem and cultural worldviews were inter-relatable because self-esteem would hinge on the premise of the conception of reality; therefore, worldviews were born based on which and how self-esteem was derived. This foundational thought process was why the researcher chose the paradigm of this study.

Discussion of Research Paradigms

The primary research paradigms in modern-day research include (a) positivism, (b) post-positivism, (c) constructivism, and (d) pragmatism (Bogna et al., 2020; Panhwar et al., 2017; Ryan, 2015). The chosen paradigm for this research was based on how best the research questions were encapsulated in the study (Ryan, 2015). Anand et al. (2020) suggested that Thomas Kuhn, a real-world historian of science, addressed the importance of paradigms as consisting of essential ideas, procedures, linguistic, and concepts that were acceptable to a particular community. The authors further suggested that a paradigm was important to the potential progression of analysis, conceptual, and methodological ideas that were intertwined, permitting a paradigm shift in research. The paradigm shift consisted of evaluation with a critique that enhanced the selection of the paradigm in its understanding of the scientific process. The authors also concluded that a paradigm fostered conceptual concepts with practicality enhancing the framework to build the research with interconnectivity to current research and the accumulated knowledge base of prior research. The four primary research paradigms are: (a) positivism, (b) post-positivism, (c) constructivism, and (d) pragmatism are discussed below.

Positivism. Ryan (2015) depicted positivism as culture. The author further shared his views of positivism as a group of people who trained in the same place and shared the same beliefs about analytical practices, as compared to a group of people in the same place that shares the same accent (Ryan, 2015). Corry et al. (2019) suggested that the motivation behind the real-world successes of the natural sciences hinged on the development of positivism as a means of comprehending human behavior and the complexities of society. Corry et al. (2019) cited French philosopher and sociologist Auguste Comte (Comte, 1875), who visualized science as a vehicle for understanding human behavior and society together with equal inter-dependencies that human behavior would uncover the complexities of society. In the medical field today, post-positivism has surpassed positivism as the research paradigm of choice and was recognized as the redundant paradigm of choice in medical research (Corry et al., 2019). The authors further suggested that nursing researchers were challenged to choose the appropriate paradigm for their methodology to stay grounded in truth and with contemporary significance.

Post-Positivism. Panhwar et al. (2017) suggested that post-positivism existed because of the limitations of positivism and further suggested as positivism confirmed a single reality objectively, there was no universal truth found in post-positivism, nor was there a complete understanding. The authors further suggested that these characteristics of both paradigms contrast with pragmatism. Gamlen and McIntyre (2018) suggested that post-positivism was the newest paradigm in the epistemological arena engrained deeply in philosophy. The authors further stated there were many essential principles of post-positivism, such as self-reflection that allowed the deference of judgment regarding the existence of nature in reality, dating back to the ancient era. In today's research, post-positivism is one of the most popular worldviews in social science research, geography, philosophy, including migration studies. The array of post-positivisms emerging from the evaluation of positivism varied from realist post-positivism to constructivist post-positivism.

Constructivism. Bogna et al. (2020) posited that constructivism stemmed from interactions and exchanges among individuals within the same environment they created. The authors' further stated the reality created in this sense where the researcher sought to understand that particular view of reality. Qiu (2019) suggested that constructivism focused on the learner's initiative built on their own unique knowledge achieved by society and culture. This understanding was foundational to constructivism and revolved around the theory of knowledge and learning. Constructivism was a sector of a cognitive theory that developed behaviors into cognitive abilities in learning theory. This type of learning theory was noted as the most current teaching theory in western educational psychology, which was consistent with a superior education. Within constructivism, four teaching elements were realized (a) context, (b) collaboration, (c) conversation, and (d) meaning construction advocating teacher-guided and student-centered learning.

Pragmatism. In stark contrast to all paradigms discussed, pragmatism dealt with the problem rather than the view of reality using any trappings necessary to solve the problem (Panhwar et al., 2017). Kaushik and Walsh (2019) suggested that pragmatism was a research paradigm that embraced a multiplicity of methods and worked well as a philosophical and methodical approach to investigating the research questions. This was the reason that the pragmatic paradigm was best suited for this study because the focus delved into the problems of the study and not the view of reality regarding the research questions.

The researcher's paradigm for this study was pragmatism. The reason for this choice was that, as a research paradigm, pragmatism revolved around solving everyday problems in the real-world setting and utilizing any tools necessary to comprehend the problem (Kaushik & Walsh, 2019). The focus of the study was centered on the research questions and not on the view of reality. This focus added practicality to the method of inquiry, where this type of philosophical position in research attracted practical-minded researchers. The fundamental bedrock of pragmatism epistemology was that knowledge was experience-based. The authors further suggested that through one's social experiences that our worldview differed, and as such, each individual created their inimitable experiences.

Discussion of Design

There were three research designs (a) fixed, (b) flexible, and (c) mixed methods. Lei et al. (2018) suggested that the fixed method design method used in statistical experiments disallowed unrealistic assumptions giving data accuracy to survey sampling. Hutter et al. (2018) suggested that the flexible design method in medical practice allowed the magnetic resonance imaging (MRI) to collect an abundance of data as achievable; however, the drawback was hardware deficiency that would not allow for the long-term storage of information, and as a result, the integrity of the information would be compromised. Kelly et al. (2019) suggested that the mixed methods design was prevalent in medical research where both qualitative and quantitative measures were involved. The mixed-methods design allowed for multiple factors of the experiment to be conducted at the same time where numerous data collection would be derived (Kelly et al., 2019). The drawback of this design was that the experimental framework was kept confidential, data were secured, and streamlined preventing the experiment from being de-railed (Kelly et al., 2019). The three research designs (a) fixed, (b) flexible, and (c) mixed methods were discussed below.

Fixed Design. Fixed design research focused on the utilization of quantitative tools and became fixated on statistical numerical data that were not always accurate (Schoonenboom & Johnson, 2017). This type of research design was used in experimental research using quantitative and numerical data, notably in medicine (Scharlotta et al., 2018; Schoonenboom & Johnson, 2017). Fixed design was often used to show comparatives or a correlation between two variables. The numerical and statistical nature that this type of method would be tedious and quite difficult to find appropriate data (Schoonenboom & Johnson, 2017). The fixed method design was not selected for this study because the research was not experimental in nature.

Flexible Design. The flexible design method was used in qualitative research methods. The flexible design method brings flexibility to the study, as the researcher utilized qualitative tools depending on the scope of the study pertaining to the research questions (Scharlotta et al., 2018). The authors further suggested that flexible design studies were best suited for broad-based cultural and behavioral studies often guided by the research questions and the research problem. This type of methodology was used for a variety of studies across the variable landscape, cultural structures, and behavioral studies. The underlying challenge to this type of research method was presenting sources that were inaccurate and invalid, given the time, region, and population scope of the study. The flexible design method was selected for this study because this research was most appropriate for behavioral studies, which was discussed in further detail below.

Mixed-Methods Design. Brown et al. (2017) suggested that researchers using mixed methods design should be cognizant of validity when incorporating qualitative and quantitative viewpoints and approaches into their research. The authors further suggested that the mixed method approach heightened cogency and broadened the knowledge of the study; thus, it expanded and strengthened the conclusion in fortifying the research questions. A mixed-method design was best suited for quantitative and qualitative methods. The combination of qualitative and quantitative viewpoints would be a challenge to the researcher because of the breath of the study (Azuero, 2019). The mixed-method design was not selected for this study because the research questions were not focused on quantitative measures and viewpoints.

This study was conducted with a flexible design using a qualitative research method; specifically, a single case study design was used, lending a broad-based approach to the study. This methodology or specific research design, coupled with a pragmatic paradigm, assisted in forming a thorough discussion of the research questions. Heale and Twycross (2018) posited multiple definitions of a case study; however, the simplistic form was defined as a rigorous study about an individual, group, or unit in which the outcomes aim to simplify over several components. The flexible design allowed the study to be broader, using qualitative tools for a pragmatic outcome answering the research questions, and delving into the core of the research problem (Heale & Twycross, 2018; Kaushik & Walsh, 2019; Scharlotta et al., 2018).

Discussion of Method

This study was conducted with a qualitative research method using a flexible method; specifically, a single case study design was used. Köhler et al. (2019) suggested that a qualitative research method added rigor and variety to the research, conveying trustworthiness in the outcomes and assumptions of the research. The authors discussed further that because of the broad-based scope of qualitative research, the study was given flexibility and adaptability in a manner in which data were preserved and coded. The encoding of data became a commanding tool for the researcher because the researcher would mold the research to the outcomes of the data sample. Cypress (2018) suggested that collecting, managing, and analyzing qualitative data would be challenging to new researchers and doctoral students alike because of ethical issues. This meant that information gathering must be organized, structured, and triangulation was advised. There were five common methods within the flexible design research methodology, including (a) narrative, (b) phenomenology, (c) grounded theory, (d) ethnography, and (e) case study.

Narrative. Chang and Lin (2020) suggested that a narrative approach stemmed from the theory of narratology and the relation to narration or storytelling. The structure of narrative research stemmed from people's behavioral needs structured through interviews to capture the story. The authors' further stated the basis of the narrative approach consisted of four elements: (a) background, (b) purpose or question, (c) method or solution, and (d) the ending. This type of flexible design method was used in anthropology predominantly (Chang & Lin, 2020; Holley & Colyar, 2012). The narrative design was not chosen for this study because of the confines of storytelling, whereas this research sought to understand and explore an in-depth problem.

Phenomenology. Manen (2017) suggested that phenomenology belonged to qualitative research and focused on an individual's lived experiences in what was visible to others or showed itself in phenomena. This design method could be easily confused with other methods; therefore, could cause researchers to be intimidated by the study. This research design method was not comparable with therapy or self-improvement physiology. The design was strictly used to examine large groups of individuals in a particular location having certain experiences within an institutional framework (Horrigan-Kelly et al., 2016). This type of research study was used in philosophy or the medical field. The phenomenology design was not chosen for this study because the approach sought to understand the experiences of individuals instead of analyzing the problem.

Grounded Theory. Nunkoo and Ramkissoon (2016) suggested that a grounded theory approach included characteristics such as (a) a holistic view, (b) a natural philosophy of inquiry, and (c) a logical approach to data analysis. Grounded theory was a derivative of pragmatism entailing a prearranged set of measures for analyzing data. Grounded theory was best suited in qualitative studies, and the sampling method used was based on the researcher's judgments to select persons who would best answer the questions meeting the objectivity of the study. The authors further stated that grounded theory utilized data collecting techniques, which resulted in the phenomenon from the participants' perspectives rather than the perspective of the researcher. The interviews were intensive and qualitative in nature, with open-ended questions that allowed the free-flowing of information from the participants (Berthelsen et al., 2017). The grounded theory was not chosen for this study because the pre-arranged set of measures of data collection was not the focus of this research.

Ethnography. Morse (2016) posited that ethnography was foundational to qualitative inquiry and was the underpinning of anthropology, sociology, and social science theory. The contributions to the quantification of the social sciences research and the groundworks of mixed, multiple-method, and grounded theory designs were tremendous. The challenges outlined in this research method were that there were no set procedures to how the study was conducted, making the information gathering very difficult. The researcher must rely on a specific approach, the purpose of the study, and the community from which the information was gathered. The other challenge was that the researcher must develop the trust of the community, learn the language, and cultural norms to begin the research, which could take a long period of time (Goopy & Kassan, 2019). Ethnography was not chosen for this study because of the non-structured research design, nor was the research focusing on the cultural conditions of a group or community.

Case Study. Elman et al. (2016) suggested that case studies were in the category of qualitative methodology and were used in a multitude of fields such as (a) medicine, (b) social sciences, (c) humanities anthropology, and (d) the humanities. A case study could have one or multiple cases serving both qualitative and quantitative viewpoints within the same study. A case study becomes intense when the focus is on a single case and becomes broad-based qualitatively, giving the study diversity and structure (Elman et al., 2016; Morse, 2016). Throughout this diversity, the topic of research was generally viewed qualitatively, where the case selection depends greatly on sampling (Elman et al., 2016). The authors further noted that one important criterion for selecting a modern qualitative case study design would vary depending on the goals of the study. The authors further suggested that case study researchers could use a case study for many reasons and purposes, namely finding errors in measurement and discovering an omitted variable.

A single case study was chosen for this study. A single case study design was selected because of its broad-based explorative qualitative intensity and its versatility (Elman et al., 2016). A case study also generates ideas and pinpoints the various aspects of how individuals' lives were interrelated (Elman et al., 2016; Morse, 2016). This method highlighted the research questions drawing the understanding between leaders and their relationship with their employees regarding support for new critical change initiatives (Elman et al., 2016). The purpose of this case study was to (a) focus on the goals of the research, (b) discuss the problems of the research questions, and (c) explore and understand the problem regarding failed leadership. This approach could lead to various outcomes related to understanding why leaders fail to support employee engagement (Elman et al., 2016).

Discussion of Triangulation

Natow (2020) suggested that triangulation was a borrowed theory from the field of navigation where the benefits of utilizing multiple points of observation could aid in pinpointing the location. In qualitative research, the concept of triangulation was important to verify and give validity to the research content. There were multiple sources and methods of triangulating data. This could occur from a period in time, location, or from a different perspective. In the event of this case study, the qualitative research methods that were used were observations and interviews. In using a qualitative methodology, the simplistic approach was to crosscheck or triangulate because what was disclosed in an interview could be easily crosschecked by what was observed or what was read in the relevant documents (Jentoft & Olsen, 2019). In this qualitative research study, triangulation was used to prevent any inaccuracies or biases that the researcher may have.

Johnson (2015) suggested that a qualitative research study could have triangulation with quantitative results. Quantitative data is used in a qualitative study to pinpoint demographic factors or to show comparisons between associations, for example, and in this study between leader and employee or recruitment status. The quantitative aspects of any qualitative research provided objectivity in identifying the relation of frequency of factors where the outcome was an effect size and enabled comparison that could lead to the phenomenon of the study. This study could include quantitative data concerning (a) length of recruitment, (b) age, and (c) length of employment with the firm (Jentoft & Olsen, 2019). The data utilized for this study would consist of face-to-face interviews.

Summary of the Nature of the Study

The research questions were pertinent to the methodology of the study (Cypress, 2018). The design and methodology of the study formed the research framework and provided the structure of how the data gathered assisted the researcher in understanding the problem of the study through the research questions (Köhler et al., 2019). The nature of the qualitative questions in nature sought to expand in a flexible method throughout a single case study adding a pragmatic paradigm of how the context of the information presented captured the reader. The broad-based and in-depth nature of the study showed that the researcher had an opportunity to delve into the heart of the problem backing up the research with proven scholarly work. The importance of implementing triangulation into the study would allow various viewpoints, adding a cross-check of the information that was observed, ensuring legitimacy to the study.

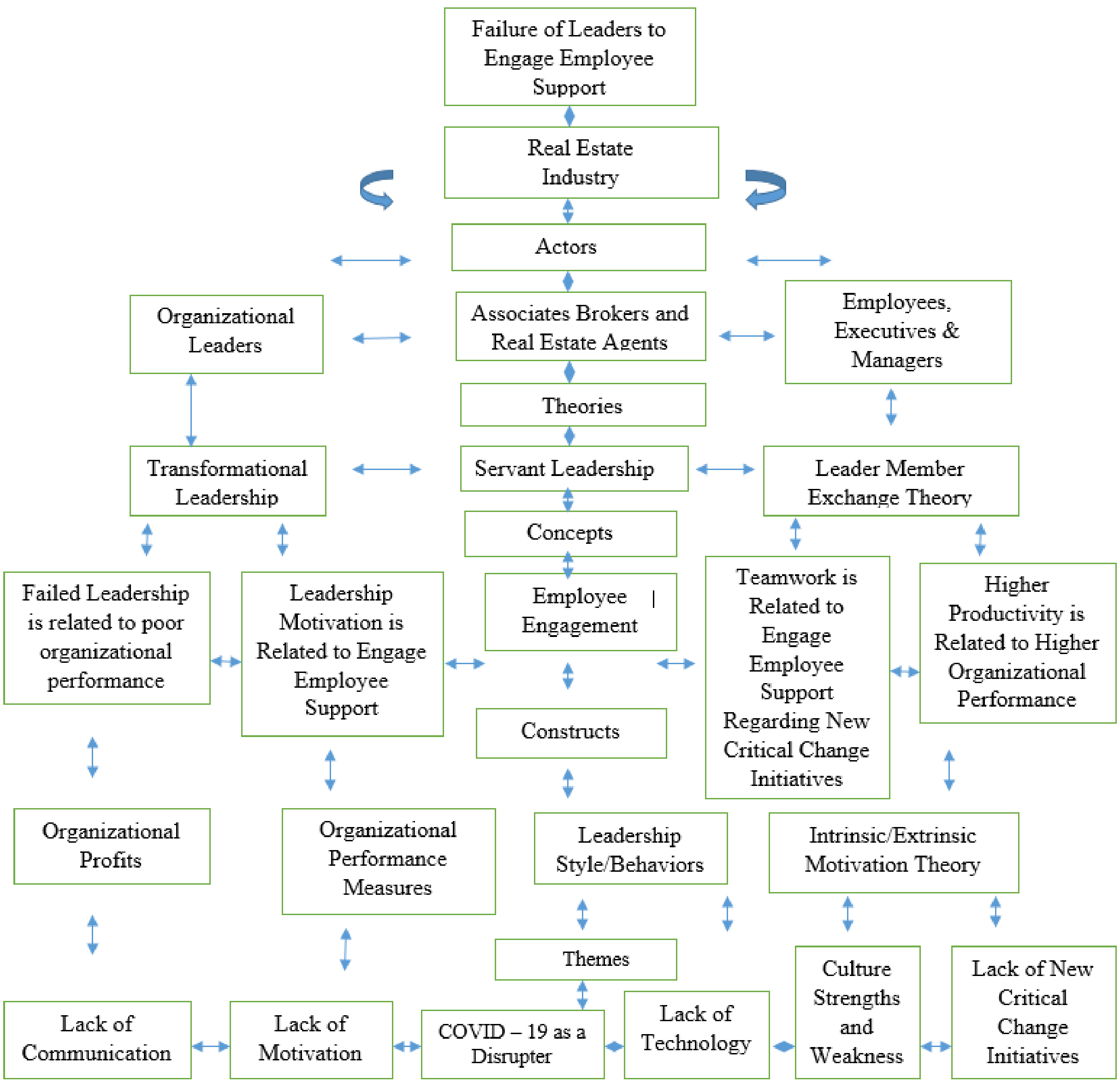
Conceptual Framework

The conceptual framework formed the backdrop of the study and created the investigation on which the research study progressed (Azuero, 2019). The concepts provided the method by which the study addressed the research questions and guided the data collection. The author further suggested that the conceptual framework investigated the “how” of the study with a discovery of the expectations to regenerate data from the outlined concepts. The elements of the framework consisted of the (a) concepts, (b) theories, (c) actors, and (d) constructs, including the various aspects of the research, which provided objectivity to the research study that guided the content and data collection with constant analysis that throughout the study where reliable results were produced (Martínez-Córcoles, 2018). The framework aligned the study and addressed the research questions by broadening the study with its conceptual concepts.

Rogers (2016) suggested that Ravitch and Riggan (2017) defined a conceptual framework as “an argument about why a topic one wishes to study matter, and why the means proposed to study the preferred topic was appropriate and rigorous” (p. 1709). The authors further suggested that reason and rigor were pertinent components of a conceptual framework. The reason and rigor were the reason that the foundation of the study was built, shaping the design and guiding the expansion. McTaggart (2021) suggested that the expansion of a conceptual framework depended on significant thinking that was reflected in the research questions, the positions taken, topic, and literature. The diligence of an exceptional conceptual framework explained how all the elements of the research framework were interconnected, presenting an important argument for the research topic. The author further suggested that the conceptual framework embodied the concepts, expectations, prospects, convictions, and theories, furthering the support of the researcher’s journey throughout the study.

Figure 1

Research Framework Diagram



Concepts

Failed Leadership is Related to Poor Organizational Performance. Clemmer (2018) suggested that even though companies were constructing effective leaders, only a small percentage of leadership development initiatives had a precise business impact on the firm. This was due to an inadequacy of a cohesive model that combined both solid management practices with flexible leadership behaviors that were supported by concrete cultural development. The author further suggested that failed leadership was a result of shifting behaviors of management and leadership that did not have a positive impact on the firm resulting in poor organizational performance. The negative impact of failed leadership had an overall impression on organizational performance. Clemmer (2018) suggested that sustained leadership behaviors supported by culture development provided lasting positive impact and facilitated the goals and strategies of the firm. A clear strategy rather than sporadic and disjointed efforts between management and leadership would change the course of poor organizational performance.

Leadership Motivation is Related to Engage Employee Support. Effective leadership motivation strategy involvement could include coaching sessions lifting barriers preventing leadership failures and, at the same time, engaging employee support (Clemmer, 2018). A motivated employee was supportive of new critical change initiatives that their leader may implement. A demotivated employee was disengaged in organizational change fostering new critical change initiatives (Bellé & Cantarelli, 2018). The authors suggested that the influences of leadership and the influences of motivational forces together drive the job choices of employees in the public sector. The preference for leadership among employees in the public sector was geared toward transformational leadership rather than transactional leadership, and employees were more likely to work for an ethical leader than a transactional leader. Bellé and Cantarelli (2018) further suggested that among the many concepts of work motivation and leadership, there were only a few that had gained prominence in the public sector. The construct of transformation and ethical leadership development was in organizational behaviors provides an encouraging effect on employees and were more likely to engage with their leaders, fostering support for new critical change initiatives.

Teamwork is Related to Engage Employee Support Regarding New Critical Change Initiatives. Aveling et al. (2018) suggested that poor behavior within a team created negative effects on team performance that could have adverse effects creating problematic outcomes. The authors further indicated that organizational teamwork was contingent on psychological, cultural, and organizational factors relating to employee support. Teamwork suggested that employees could support new critical change initiatives by working, collaborating, and knowledge-sharing ideas resulting in the change of poor organizational performance have successful outcomes. Aveling et al. (2018) suggested that successful surgical performance stresses teamwork. The behavior of the team could have a positive or negative outcome on team performance measures. Teamwork was dependent on team members sharing the same ideals and behaviors about work and collaborating to ensure that new critical change initiatives succeed.

Higher Productivity is Related Higher Organizational Performance. The effectiveness and efficiency of a firm's supply chain could boost higher productivity which translates to a change in poor organizational performance (Serpa & Krishnan, 2018). In optimizing organizational performance, higher productivity was imperative. This involved employees engaging in teamwork to bolster production for all involved. Higher productivity came from engaged employees with a common goal of supporting new critical change initiatives set forth by their leaders. The authors further posited that the successful impact of supply chain management on firm-level productivity has found that patterning in a vertical relationship with other firms of the same nature has significant effects on productivity. In collaborating with a high-level productive partner, the firm not only joined forces with all levels of management and leadership teams but also adopted the practices of the successful firm as a role model. A higher productive firm brings productivity to all levels of management, fostering collaboration, motivation, mentoring, knowledge sharing, and knowledge transfers internal and external to the firm.

Theories

Transformational Leadership. A transformational leader was necessary to foster new change initiatives motivating employees to optimum performance (Fourie & Höhne, 2019). The qualities of the transformational leader could engage employee support for any successful new change initiatives to occur, resulting in a change in poor organizational performance. The authors suggested that the heroic bias of transformational leaders' theory set by unrealistic expectations proved that transformational leaders are unfailing. The theoretical expectation that leaders were expected not to fail adds pressure for continued success. Leaders whose poor judgments and policy failures were made known within the organization and sometimes publicly were often under subjection to surrender their positions. Leaders, in general, were expected to be trend-setters in ethical behaviors while inspiring and motivating their followers. The inability to live up to this standard and expectation often weakened their leadership perceptivity and following.

Leader-Member Exchange Theory (LMX). The leader-member exchange theory solidifies a dyadic relationship between the two parties as leader and follower enter the mainstay of the leadership process (Martin et al., 2016). This theory could enrich the leader/follower exchange to foster new critical change initiatives, resulting in an overall change in organizational performance. The leader could benefit from applying transformational leadership skills and implementing the nuances of the leader-member exchange theory for successful employee engagements. The authors focused on the meta-analysis of the Leader-Member Exchange

(LMX), focusing on relationship quality and the multi-faceted work performance. This theory could benefit the specific problem in understanding why the failure of leaders to engage employee support regarding new critical change initiatives resulted in poor organizational performance.

Servant Leadership. Greenleaf's philosophy on servant leadership was servitude is first to be a servant leader (Davis, 2018). Greenleaf conceived the concept of servant leadership in his 1970 essay, "The Servant as Leader," which stated this style of leadership might not sit well with leaders as humbling oneself to this standard of servitude could impose on egos, self-confidence, and self-esteem. Greenleaf's belief that the service and servitude of a servant leader were applicable in everything done to seek advancement in their business and spiritual lives (Davis, 2018). The efforts of the servant leader were inbred and conscious of building a coalition of trust and faith in others and in a reciprocal manner to give what one possesses intellectually and freely (McBath, 2018). The essence of Greenleaf's teachings focused on collaborative community interdependence and a combination between servitude and leadership. This concept of servant leadership is tied to the biblical foundation of servant leadership (Davis, 2018; McBath, 2018).

Actors

Organizational Leaders. These were leaders of the organization who were currently employed. They were executives who were on a full-time employment basis with the firm and whose employees depended on encouragement and motivation with given directives to carry out their daily tasks. The problem concerned why leaders failed within the organization, and the activities of these leaders will be observed to understand whether the initiatives implemented were effective or ineffective and how well these leaders were able to engage employee support for new critical change initiatives to take place. The leaders on the management level would be interviewed and observed to understand the differences between the old initiatives set in place versus any new critical change initiatives that had been implemented and how effective or ineffective they were.

Real Estate Agents and Associate Brokers. These pertinent actors in the real estate industry worked with the leaders and executives of the firm. They were also employees of the firm who were on an independent contractual basis. Income depends on production, which means real estate agents and associate brokers must produce sales daily for the firm and for themselves to survive. Their profession as sales agents was a challenging one as most of the workday was spent in the field showing properties to prospective buyers. Income was on a commission basis; therefore, real estate agents and associate brokers must produce sales to receive an income, which occurred when the property was transferred from the seller to the buyer.

Employees. The employees of the firm consisted of personnel who were on a salary, including executives and managers. Employees were included as real estate agents and associate brokers who were on an independent contractual basis with the firm and could perform a dual function. An employee was a tremendous source of information and could provide a personal perspective of what executive leadership was like within the firm or how effective or ineffective they were. The employee could also share with the researcher if there were any new critical change initiatives that were to be implemented and what the outcomes were. An employee of the firm was a valuable source of information.

Receptionist and Assistants. The receptionist of the firm was the window of the firm to the internal processes of the firm as well as to the outside world and external processes of the firm. This individual had immeasurable influence and information regarding new and old initiatives that could have worked or failed and stories to tell of the successes and failures of the firm. The assistants that worked along with managers and leaders of the firm have pertinent information as to how well the firm promoted teamwork, collaboration, and knowledge sharing. These actors were indispensable to the success of this study.

Constructs

Organizational Profits. Successful firms often exhibit strategic purpose in fulfilling the goals and objectives set forth by the firm. The purpose was to deliver on profits (Edmans, 2018). The firms that adopt the wrong strategies often pay the price of poor organizational performance. Firms that applied various approaches to the overall strategy of the firm, including nurturing their employees in implementing the necessary new critical change initiatives that transform the poor organizational performance into profits would soon have motivated productive employees. The overarching strategy for organizational change initiatives to occur by engaging employees was to achieve higher productivity and increased profits that could, in turn, invest in stakeholders. The author further suggested that the human capital was integral to a firm choosing purpose, and those profits were the byproduct of serving its purpose. Therefore, implementing the necessary change initiatives engaging the firm’s human capital and connected to the firm’s purpose would achieve profits and preserve competitiveness.

Organizational Performance Measures. Organizational performance measures were important to counter failed leadership and encourage employee engagement within the firm (Singh et al., 2016). The importance of gauging employees on how well they were improving following the concepts put in place for engaging new change initiatives to occur would allow leaders to measure their performance. The authors also suggested that organizational performance (OP) was a multi-faceted construct covering an array of measures and performance indicators. One of those factors was based on the planning of the internal process of the firm hinged on its leadership abilities in implementing new critical change initiatives. The organizational performance of any firm's overall strategy was pivotal to the survival as a competitive firm from within to the external world or environment. The broad-based concepts are from top to bottom of the firm, from the financial resources necessary for operational effectiveness and excellence.

Leadership Style/Behaviors. The success of effective leadership that transforms behaviors to engage employee support in saddling new critical change initiatives lies in the leadership style of the leader and the effectiveness of their behavior for change implementation (Curtis, 2020; Singh et al., 2016). Curtis (2020) suggested that the thinking style of the leader influenced their behavior and was related to transformational leadership. Leaders that possessed inducing behaviors specific to conflict resolution and persuading diplomacies were important to organizational success. The author further stated that this skill is necessary to engage employee support in new critical change initiatives. Ceri-Booms et al. (2017) attempted to assimilate a wide range of leadership theories and behaviors affecting individualistic thinking styles and leadership. As provided in the Cognitive-Experimental Leadership Model (CELM), rational thinking leaders with behavioral coping mechanisms were similar to the transformational leadership style (Curtis, 2020). For a firm to achieve operational performance, the leaders of the firm must apply effective behavioral measures ensuring that employees stay motivated and engaged in supporting any new critical change initiatives that the firm could be contemplating (Curtis, 2020; Singh et al., 2016). Leaders attuned to their employees will soon achieve the goals and objectives of the firm.

Intrinsic/Extrinsic Motivation. The failure of leaders to harness employee engagement in fostering new critical change initiatives lies with the intrinsic and extrinsic motivation of employees (Kuvaas et al., 2017). The areas worth exploring hinges on the behaviors of employees were on how well they can follow their leader and on what premise. The authors further suggested that firms should address these two types of behaviors separately. The firms that monetize their employee rewards for service, such as an increase in pay, experience, and intrinsic motivation versus a firm that does not give a monetary reward, but a recognition reward, which is non-monetary. Intrinsic motivation could affect employee engagement and further encourage leadership failures.

Relationships Between Concepts, Theories, Actors, and Constructs

The industry of study was real estate. The elements of the research framework of the study revolved around one pertinent specific problem that was the failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The purpose of the diagram is to provide the reader with the visualization and show the interconnectivity between the concepts, theories, actors, and constructs of the study while pinpointing and mapping the problem. The leadership of the firm hinged on tactical business strategies that enabled leaders to engage employee support in accomplishing the goals and objectives of the firm. Leaders that engaged employee support regarding new critical change initiatives would achieve operational excellence (Movahedi et al., 2016). The relationships between the concepts, theories, actors, constructs, and themes coordinated to create a seamless operation where the business strategies and outcomes were focused on employee engagement that would ultimately result in profits (Pang et al., 2019). For a firm to gain long-term sustainability, the leaders of the firm must implement new change initiatives by engaging their employees that would remove the status quo, which often results in poor organizational performance.

Concepts. The illustration of Figure 1 depicted the concepts consisting of (a) failed leadership was related to poor organizational performance, (b) leadership motivation was related to engaging employee support, (c) teamwork related to engaging employee support regarding new critical change initiatives, and (d) higher productivity was related to higher organizational performance. The coordination of the business concepts of the firm was critical to the leadership and employee development of the firm. The successful outcomes could have an overall strategic impact on the firm, whereby management practices together with leadership behaviors that support employee engagement could improve organizational performance (Calvo-Mora et al., 2016). Leaders that continuously nurture the cultural diversity of the firm can develop change leadership behaviors that are flexible, and motivate employees to support the goals and objectives of the firm, working above and beyond what was expected of them (Kao, 2017).

The motivation of effective leadership could have significant outcomes that engaged employee support in new critical change initiatives changing the status quo of failed leadership that resulted in poor organizational performance. The correlation was shown in Figure 1 that employee engagement leads to teamwork and higher productivity. Leaders with coaching abilities could lift obstacles and engage employee buy-in with new critical change initiatives that (a) enhanced work motivation, (b) improved ethical standards, and (c) created an all-inclusive work environment (Dello Russo et al., 2017). The cohesiveness of the leader and employee relationship formed the bond for organizational teamwork, enhancing team performances through collaboration and knowledge sharing that would result in higher organizational performances (Ishihara, 2017). The relationship between the concepts showed that leaders that galvanize employee support and employee buy-in could be successful in creating team motivation that changed behaviors to embrace the same ideals and work ethic, ending the status quo of poor organizational performance. The successful outcome of the concepts illustrated in Figure 1 depended on the leader-member relationship discussed in the next paragraph.

Theories. The illustration of Figure 1 depicts the theories consisting of (a) transformational leadership, (b) servant leadership, and (c) leader-member exchange theory. These theories provided the knowledge and know-how to counter failed leadership. The teachings of transformational leadership and the ability to reform and structure failed leadership would allow the concepts depicted in Figure 1 to have successful outcomes. The persuasive conceptions of transformational leadership allowed the leader’s motivation to capture employee engagement in building stronger teams for ultimate transformation (Dong et al., 2017). The leadership models of transformational leadership allowed the exchanges between the leader and follower relationship to grow through motivation and trust. The successful outcomes of transformational leadership were to create awareness of the needs of the follower and implement business strategies to meet that awareness in fortifying the wants and needs of the follower (Keskes et al., 2018).

The inter-relationship quality of leader-member exchange theory (LMX) complimented transformational leadership models, whereby the focus was squarely on the leader and member relationship. This inter-relationship depicted in Figure 1 showed the successful outcomes of teamwork and higher productivity of the firm (Erturk et al., 2018). Successful leaders and their employees share this type of relationship where the leader is most concerned with the wants and needs of the follower before the wants and needs of their own. The outcomes of this type of relationship created a motivating environment that was ethical and forward-thinking. The employees in this enriched environment were more apt to engage in new critical change initiatives that can reverse poor organizational performance (Li et al., 2018). The theoretical models of transformational leadership and leader-member exchange (LMX) theory are tied to servant leadership in fulfilling the purpose of the concepts outlined in Figure 1.

The influence and servitude of servant leadership were complimentary to transformational leadership and leader-member exchange (LMX). The servant-like quality of the leader was synonymous with the LMX theory of leadership, whereby the leader puts their followers first and serves them by creating a nurturing environment attentive to their concerns and needs (Newman et al., 2017). The characteristics of the servant leader fostered a nurturing relationship with open lines of communication between the leader and their employees, breaking down interoffice barriers. This was done by listening to employees' concerns and communicating those concerns to the higher level of leadership, where solutions to problematic challenges were achieved. With this type of leadership, engaging employee support regarding new critical change initiatives was more apt to succeed. A motivated employee was engaged in the goals and objectives of the firm, which could lead to productivity in terms of long-term profitability leading to sustainability of the firm (Chiniara & Bentein, 2018).

Actors. The illustration of Figure 1 depicted the actors consisting of (a) organizational leaders, (b) associate brokers, (c) real estate agents, and (d) employees, including receptionists and assistants. Organizational leaders consisted of managers and executives at various levels of the firm whose responsibility was to galvanize the workforce. The firm’s leaders interacted with employees, associate brokers, and real estate agents on a daily basis. The imminent goal was strategizing the business events of the day, energized to meet the goals and objectives of the firm, including their personal goals (Hoque et al., 2018). The receptionist and assistants were usually the faces of the firm interacting with the outside world on a regular basis. The importance for these actors to understand the motto and mission statement of the firm would allow considerable engagement with their leaders.

Each employee of the firm had a specific role in ensuring that operational excellence occurred and that the status quo of poor organizational performance was dissolved. Figure 1 depicts organizational leaders as having a direct relationship with transformational leadership. The interconnectivity of organizational leaders was illustrated within the theories and concepts of the research framework. Organizational leaders were depicted as having a direct relationship with transformational leadership (Alamir et al., 2019). The research framework illustrated that the goal of the organizational leader was to utilize transformational leadership models to reverse failed leadership and provide leadership motivation. This practice would ensure employee engagement in building constructive teamwork with higher productivity outcomes. The successful results of collaboration all of the actors within the firm, regardless of their positions, would share a common work ethic, values, and pro-growth strategies (Ceri-Booms et al., 2017).

The managers and executive managers of the firm had a pertinent opportunity to engage employee support regarding new critical change initiatives that lead to higher productivity that lead to higher organizational performance. The leader-member exchange theory allowed managers and executives managers to interact with each other forming a critical bond that led to teamwork regarding the accomplishments of new critical change initiatives. The up-close and personal relationship of this type of interaction could lead to higher productivity and be related to higher organizational performance (Brown et al., 2019). The three theoretical forms of leadership depicted in Figure 1 were pertinent to employee development. Transformational Leadership, Servant Leadership, and Leader-Member Exchange models were foundational to teaching and learning outcomes between leaders and their followers. The behavioral aspects and servitude of servant leadership complimented transformational leadership and leader-member exchange (LMX) theory. This allowed managers and executive managers the fortitude to engage employee support regarding new critical change initiatives that could lead to higher productivity and higher organizational performance (Newman et al., 2017).

Constructs. The constructs of the research framework consisted of (a) organizational profits, (b) organizational performance measures, (c) leadership style/behaviors, and (d) intrinsic/extrinsic motivation. A firm with deliberate business strategies was constantly focused on the mechanics of the supply chain, internal and external of the firm. The bottom line was the profits, and without profits, a firm cannot succeed. Failed leadership was related to poor organizational performance and was counter-productive to organizational profits. As illustrated in Figure 1, leadership motivation was related to engaging employee support through organizational performance measures that could lead to organizational profits (Ilmudeen et al., 2019). In applying the constructive teaching models, leadership styles, and leadership behaviors of transformational leadership, servant leadership, and leader-member exchange (LMX) teamwork collaboration was possible to engage employee support regarding new critical change initiatives (Erturk et al., 2018).

The collaborative teamwork between employees and their leaders could lead to higher productivity, which translated into higher organizational performance. Strong leaders who could galvanize their staff into trusting the goals, objectives and business strategies of the firm created competitiveness among their employees through leadership motivation (Audenaert et al., 2020). The bottom line of any firm was to gain a profit. Without revenue, a firm's sustainability was hampered. A firm must achieve the organizational goals set forth to survive, and through organizational performance measures, this could be achieved. A leader's ability to motivate their employees starts with intrinsic and extrinsic motivation. The elements within the constructs of Figure 1 showed a correlation that the right leadership styles and behaviors could motivate employees through organizational performance measures to achieve organizational profits (Delaney & Royal, 2017).

Employees who exhibited intrinsic motivation were employees who were engaged with the firm's goal and objectives. These individuals were self-motivated and saw the benefits of learning and accomplishing their designated tasks even though there were no monetary rewards involved. Employees who exhibited extrinsic motivation were employees who expected monetary rewards to perform and accomplish their designated tasks (Turner, 2017). The correlation was shown in Figure 1 that the leader-member exchange theory allowed the leader to interact with their employees. This interaction allowed the leader to implement, through organizational performance measures, business strategies that applied intrinsic and extrinsic motivation models in accomplishing designated tasks. Leadership motivation is depicted within Figure 1 as integral to intrinsic and extrinsic motivation, which was related to engaging employee support in realizing that extrinsic motivation could also arouse intrinsic motivation in employees and vice versa (Delaney & Royal, 2017; Turner, 2017).

A leader was implementing the leadership style of transformational leadership, servant leadership, and leader-member exchange theory strategies from the backdrop to engage employee support. These strategies could engage employee support to achieve high performance through intrinsic and extrinsic motivation. The many successes of these leadership styles could increase higher productivity, which leads to higher organizational performance (Wang et al., 2017). As illustrated in Figure 1, within the constructs, both leadership styles and behaviors were critical to organizational performance measures that lead to organizational performance. The symbiotic relationship between leaders and their employees through leader-member exchange theory and the servitude of servant leadership was transformational (Chiniara & Bentein, 2018). Each employee stood to benefit through intrinsic and extrinsic motivation. All of the elements of the research framework were interconnected, forming an inter-relationship and a common dependency between employee and leader.

Summary of the Research Framework

The elements of the research framework form the structure of how data gathered would shape the content of the study in answering the research questions. The nature of questions, which were open-ended, sought to use a qualitative, flexible design with a single case study method adding a pragmatic paradigm of how the context of the information presented captured the reader. The broad-based and in-depth nature of the study provided the researcher an opportunity to delve into the heart of the problem relating to the study. The conceptual theories of transformational leadership, leader-member exchange theory and servant leadership, added significant solutions to failed leadership (Martin et al., 2016). The understanding of what made a leader successful, portraying leadership behaviors that support employee engagement in supporting new critical change initiatives, would be expanded throughout the study and provided an opportunity to explore and understand the problem.

Definition of Terms

Coping behavior mechanism: Kim et al. (2019) suggested that Corporate Social Responsibility (CSR) could assist as a coping behavior mechanism when dealing with stressful situations or personalities within the organization. In applying CSR, strategies and initiatives were utilized where employees could enhance considerably their job performance, especially in front-line authority. The impact of CSR's strategies and initiatives built upon self-efficacy and empathy that increased service performance.

New Critical Change Initiatives*:* Naslund and Norrman (2019) suggested that new critical change initiatives were the various change factors an organization must undertake to elevate the organization from one stage of unsatisfactory status to another. Communication took centerfold in the implementation of new critical change initiatives and was essential for employees to buy-in to the change initiatives set forth by their leaders, motivating individuals to stay steadfast on performance goals.

Symbiotic Relationship: Kijkasiwat et al. (2021) suggested that symbiotic relationships could increase business performance, and further suggested that the benefits of a symbiotic relationship could reduce risks and increase returns within small-to-medium-sized firms. The changing business acumen together with globalization could cause intense behavioral competiveness that would not affect large firms.

Teamwork Collaboration

Betta (2016) suggested that teamwork and team collaboration denoted an interdependency among individuals that showed strength rather than weakness. Social skills and professional skills were learned from other team members strengthening team performance in accomplishing goals set forth by leaders and enhancing organizational performance. Teamwork and collaboration could also allow an individual to retain independence, while interdependence within the team seeks strength through collaboration in accomplishing the tasks set forth (Giudici & Filimonau, 2019).

Assumptions, Limitations, Delimitations

Berner and Flage (2017) suggested the importance of creating risk management strategies that supported decision-making that weakened uncertain assumptions. The authors suggested that risk analysts could impede assumption uncertainties and allow risk managers to develop strategies for long-term risk management. Berner and Flage (2017) discussed that assumption-based planning (ABP), established by the U.S. Army, could strategically target and avoid assumption surprises. The authors further suggested that other techniques for the identification of assumptions were implemented, such as Strategic Assumption Surface and Testing and Driving Force Analysis. The assumptions outlined in this study were beyond the researcher's control. The researcher would adopt a non-bias approach by maintaining confidentiality throughout the study, which would assist in developing a trusting relationship with participants, thus, conveying the importance of truthful and honest participation from all interviewees.

Munthe-Kaas et al. (2019) suggested there were differences between methodical strong points and limitations, which depended on the design and manner of the study. The ability to pinpoint the limitations of the study depended on the methodology used, which could lend validity to the study. The limitations outlined in this study were the center-point of the researcher in how the information will be presented so as not to exclude professionals outside the field of real estate. The interviews were approached in a time-sensitive, non-bias manner, allowing each participant ample time to thoroughly and adequately respond to each research question posed by the researcher. The researcher was mindful of the delimitations of the study and utilized every opportunity to ensure the data were accurately gathered, sufficient time was provided to each participant, and the essence of the study was obtained.

Assumptions

Within this study, there were three assumptions. The first assumption was participants would give honest and truthful answers to the best of their abilities and participants' names would remain confidential. The participants would be encouraged to express their thoughts and perspectives as their responses would be received without bias. To mitigate any potential risks associated with this assumption, the researcher would conduct interviews within a secure location so participants could speak freely and openly. Likewise, participants would be provided a letter of consent, signed by both the researcher and participant, which further establishes the importance of confidentiality among participants and that anonymity would be a priority throughout the research process (Leedy & Ormrod, 2019).

The second assumption was that participants and their managers/leaders have an ongoing working relationship; however, participants would be able to rationalize their experiences without bias even though they had a professional relationship with their manager or leader. To mitigate any potential risks associated with this assumption, the researcher would reassure participants that individual and company names will not be published in the study. The only individual who would have access to participants' names and identifiable information was the researcher, thus, providing the trust needed for the participants to speak freely (Thomas, 2017).

The third assumption was that participants would have full working knowledge and understanding of the interview questions related to the overall subject matter and could give varied responses that could advance the significance of the study. To mitigate any potential risks associated with this assumption, the researcher asked probing questions, in addition to the prepared open-ended questions during the interviews, so participants were able to provide more varied and in-depth responses to the questions provided (Kross & Giust, 2019).

Limitations

Within this study, there were two limitations. The first limitation was the researcher would only interview working adults within a firm located in the New York City Metropolitan area. The sample size for this study focused on participants within the real estate industry who were real estate professionals. The outcome of this research would not be applicable to all doctoral students and business professionals outside of the field of study. To prevent this limitation from threatening the study, the researcher would structure open-ended interview questions (see Appendix E) and conclusions of the doctoral study, so the research was easily relatable and applicable to doctoral students and professionals outside of the field of real estate.

The second limitation to the study was the researcher's intent that all questions would be acknowledged, understood, and answered by participants in a manner where the information could be utilized for the study. To prevent this limitation from threatening the study, the researcher would work to accommodate participants during interviews, so that each interviewee had sufficient time and resources necessary to participate fully. Additionally, the researcher would ask probing questions, in addition to the prepared open-ended questions during the interviews, so participants were able to provide more varied and in-depth responses to the questions provided.

Delimitations

The first delimitation was that the study consisted of participant interviews from multiple firms within the real estate industry. The second delimitation was the location and size of the organization. The location of the firm was within New York City, with the organization being a small-to-medium size real estate firm. The reason this location was chosen was that the researcher had adequate time to engage in face-to-face interviews while providing sufficient time to get to the location. This would also enable the researcher to make multiple attempts to interview participants who were busy, unavailable, or needed to reschedule their interview, as the researcher would be flexible and accommodating.

Significance of the Study

The significance of the study would provide an investigative and in-depth qualitative analysis regarding the importance of why the failure of leaders to engage employee support regarding new critical change initiatives resulted in poor organizational performance. The outcomes and findings of the study could benefit the organization through change management and strategic business approaches that showed the effectiveness of leaders in engaging employee support in galvanizing new critical change initiatives. This firm's leaders could adopt performance measures models for long-term sustainability and operational excellence. The inter-relationship between employees and their leaders would create teamwork collaboration while creating a better work environment for all employees (Martin et al., 2016). The study would assist leaders, managers, administrators, and policy makers in focusing on the solutions to the problem and implementing the outcomes in solving problematic leadership. The study would also benefit future researchers and society-at-large, providing significant and pertinent information to the field of leadership within the real estate industry in New York City. The study would also enable future doctoral students within the real estate industry to utilize the study as a reference for future research encasing the negativity of failed leadership and the consequences of poor organizational performance. The discipline and cognate of leadership stood to benefit from the findings where the research questions were answered in solving the problem why leaders failed when there was a disconnect between the leader and their employees. The outcomes of the study could be a valuable tool in uncovering when leaders engage employee support in new critical change initiatives resulting in poor organizational performance.

Reduction of Gaps in the Literature

There were multiple scholarly journals, published literature, and many courses in academia on the topic of leadership. The goal of this study was to fill the gap of missing knowledge in the literature review that addressed the overall business sustainability of operational excellence of the real estate firm. The purpose of the reduction of gaps in the literature could provide the researcher with a view of how under-explored these areas were in the body of knowledge that brings attention to further research. The corporate business strategies that dictate the business operations of a firm are imperative to the decision-making factors for the long-term sustainability of an organization (Liu et al., 2019). However, there were missing pieces of knowledge that could be found in the existing literature pertaining to the lack of understanding and knowledge of the problem within the theories and constructs of the research framework. There were two distinct challenges in the reduction of gaps in the literature. The first identifiable gap in the literature pertained to leader-member exchange theory models as related to poor organizational performance. The second identifiable gap in the literature pertained to organizational performance measures and the relation to failed leadership, as pertained to characteristics and categories regarding new critical change initiatives.

The researcher mitigated the first reduction of the gap in the literature by understanding the role of the leader within the real estate firm as pertained to the leader-member exchange theory to engage employee support in dissolving poor organizational performance in relation to the problem (Li et al., 2021). This would allow the researcher to find the connection between the problem and sources to connect the arguments in structuring the literature review. The researcher would mitigate the second reduction of the gap in the literature by analyzing proven scholarly work on organizational performance measures showing relatability to employee motivation theories, such as intrinsic and extrinsic motivation as a driver to engaging employee support regarding new critical change initiatives (Li et al., 2019). Phong et al. (2018) suggested that adding to the body of knowledge in suggesting how leadership and trust among leaders foster employees' behavior of engagement and knowledge sharing was pertinent to employee engagement. Effective leadership was the driver of successful outcomes within the organization, preempting poor organizational performance (Vilkinas et al., 2020). The authors further suggested that each leadership style had varied outcomes on employees' attitude, motivation, and how well they knowledge shared information. Thomson et al. (2016, as cited in Phong et al., 2018) suggested that transformational leadership highlighted the benefits of the organization to the employee supporting employee engagement as a valuable resource. The scholarly journals referenced in this section could add significant knowledge to the study filling the potential gaps in the research.

Implications for Biblical Integration

The biblical integration of this study was important as the life of Jesus Christ was centered and revolved around one component of this study, which was servant leadership. The implications of the Biblical integration of this study were focused on employee engagement and support regarding new critical change initiatives. This overall problem centered on how well leaders and their followers can work well together, building a coalition of motivated teamwork. The business strategic business formulation embraced new critical change initiatives that could enable the firm to grow and sustain itself. Change management revolved when culture and diversity were harnessed so that knowledge sharing became a priority because each employee perceived the potential outcome of hard work collaborating (Li et al., 2019; Phong et al., 2018). Leaders who want employees to advance within the organization must be confident in themselves so as not to let their egos overshadow their work and eventually ignore the problem of cultivating poor organizational performance (Bellé & Cantarelli, 2018; Blašková et al., 2018).

Acts 20:28 (KJV) told us, “Take heed therefore unto yourselves, and to all the flock, over which the Holy Ghost hath made you overseers, to feed the Church of God, which he hath purchased with his blood.” The scripture referred to the responsibilities as given by God to leaders or overseers to lead and guide their people to prosper and become fruitful and to carry out God’s mission within the realms of the organizations to the church. This responsibility was to carry out God’s work, to sustain the church so that His word was sustained for generations to come. Philippians 2:3 (KJV) told us, “Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves.” The scriptures told us that leaders should humble themselves and put their interests last and the interest of others first. This leadership attitude was transformational from the perspective of engaging the support of others while motivating others to reach their full potential. The quoted scriptures lent significance to the concepts and theories of this study.

Benefit to Business Practice and Relationship to Cognate

The study benefited the business practice in multiple factions and showed a symbiotic relationship to the studied research. The overarching views addressed regarding leadership in this study would contribute greatly to how leaders should conduct themselves while engaging employee support on new critical change initiatives. Change management was imperative to successful outcomes of any strategic business practice formulating cause-and-effect changes, whereby communicating the overall strategic plan effectively to employees. Leadership was at the heart of business practices within firms and industries (Davenport & Dunnick, 2018). An effective leader leads with the interest of others first, rather than in his own self-interest (Davis, 2018). The outcomes of the study would benefit the firm in understanding the problem of why organizations performed poorly when the failure was with leadership and how well their employees were kept engaged regarding new critical change initiatives.

The purpose of an effective leader was to motivate their employees through engaged employee support which could be built through the effective human resource (HR) best practices ensuring that a social interchanged relationship was pertinent to the leader/manager and employee teams (Ciobanu et al., 2019). The authors suggested that HR's involvement increased commitment; therefore, employee engagement formed sustainable motivation that ensured heightened levels of performance. The involvement of HR in the business practices of the leadership within the firm stood to benefit through potential human development and coaching sessions that formed collaborative team coalitions across departmental lines that could enhance and optimize the firm's performance for long-term growth (Ciobanu et al., 2019; Davenport & Dunnick, 2018). Leaders who were committed to improving the value of themselves by improving the value of others were bound to succeed, thus, enhancing long-term employee engagement, resulting in high-performance management (Wood & Ogbonnaya, 2018). Leaders involved with high-performance management were bound to divert a firm's poor organizational performance. High-performance management was an approach where leaders and managers were focused on employee engagement as a best practice to avert an economic crisis at an organizational and national level.

Summary of the Significance of the Study.

The operational excellence of the firm hinged on positive and reliable leadership, and the strategic business practices of the firm were in relation to the environment. The internal settings of the firm were correlative to the external demands of the firm. Leaders must be able to identify the changes between the two spheres and act upon what was the presented problem was finding a cohesive solution to the problem where the benefits the firm, the employees, and the environment could work together cohesively. Effective leaders were tuned in to the constant changes within the firm and industry, and their staff, including their employees; the well-being of these individuals, was their top priority as the employees were the lifeblood of the firm. The business strategy of the firm determined the operational excellence of the firm. The effective leader was always abreast of their surroundings, including their employees' best interest to the firm's sustainability and longevity.

A Review of the Professional and Academic Literature

The study focused on the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The field of study was within the real estate industry in the northeastern United States. Ceri-Booms et al. (2017) suggested in any organization, leadership was indispensable to operational excellence and was one of the most sought-after constructs in organizational behavior. The many failures of leadership could result in poor organizational performance, which was detrimental to the firm's sustainability, affecting employee engagement and teamwork. This qualitative study would expand on leadership failures and understanding what motivated successful leaders in fulfilling engaging employee support regarding new critical change initiatives for productive outcomes.

Jeong and Shin (2019) suggested that organizational change stemmed from leadership motivation, which leads to higher productivity and higher profits.

The motivation and creativity of organizational leadership were the keys to survival and worked as preventative measures for poor organizational performance (Jeong & Shin, 2019). Motivated employees provide support regarding new critical change initiatives because the employees invested in the firm’s survival, and creativeness hinged on survival. The dynamic cultural diversity elements of the firm and within the real estate industry were imperative to the firm’s success and growth (Watt & Costea, 2020). The authors further suggested that higher education was at the forefront of exploring cultural elements within the workforce. This presented a knowledge economy and a source of concern for individuals entering the workforce. Understanding how transformational leadership, leader-member exchange theory, and servant leadership capitalized on this diverse cultural mechanism to change poor organizational performance to a culture that was engaged with new change initiatives in driving high organizational performance was paramount (Ceri-Booms et al., 2017; Jeong & Shin, 2019; Watt & Costea, 2020).

Business Practices

Overview of Real Estate. In an ever-changing real estate business world where new technology dictates and defines one’s perception, the definition of real estate has evolved (Clayton et al., 2017). In a more traditional sense of the real property definition, real estate could be considered as land, along with natural or fabricated permanent improvements, such as water, trees, minerals, and buildings (Leffers, 2018). Clayton et al. (2017) suggested that the evolution of the definition of real estate goes in two orders. The first route consisted of changes within portfolio management replicas utilized by investors where real estate was being looked at from within and pulled upwards to the wider classification of investments. The second route consisted of a downward view of real estate into varied subsectors that were never popular or considered appropriate for institutional investments. This formulated the desire to utilize and produce space to build communities, to gain status and power that real estate metamorphic activities were known. This broadened the base on investor-developer relationships and government interventions through regulations (Robin, 2018).

The intricacies of the utilization of real estate lent to the evolution of the definition and investment function of the most important commodity utilized by all (Toivonen, 2021). Oertel et al. (2019) suggested that real estate in the United States was a target asset for European investors. The European market represents compressed yields, which comprises rental and capital growth due to high market liquidity and low-interest rates, while the U.S. real estate market provides a lucrative risk-return silhouette for investors based on portfolio diversification (Oertel et al., 2019). This analysis was comparative to Clayton et al. (2017) as discussed in the upward trends, and downward trends of real estate indicated the possibilities of where real estate investments were possible. Toivonen (2021) suggested that education in real estate utilizing the futures wheel method could augment future-oriented thinking and decision-making in real estate for the homeowner investor and real estate actors alike.

Youngling (2020) suggested that the real estate industry had often been defined by the foreclosure crisis of 2008. Through this crisis, many investors and homebuyers saw the opportunity to invest and purchase real estate. The author further posited that the crisis was due to sloppy lending practices with deprived governing oversight, which created an opportunity amidst a crisis for some Wall Street investors. The same firms that were a part of the collapse were purchasing real estate with a buy-and-hold strategy where the next rise of real estate prices would provide significant selloffs. The author further suggested that even with the unfortunate 2008 real estate collapse, the real estate market still strived with investors and homebuyers as homeownership had increased significantly and was still a major economic driver for state and local economies. Garboden and Jang-Trettien (2020) suggested the residential real estate market within the United States had become very accessible over the years politically, while economically and culturally, real estate was the most important investment any homebuyer can make.

The business practice was centered on real estate within the northeastern United States, focused in the New York area. The firms involved several real estate agents who were sales agents whose income depended on marketing real estate. Organizational leadership, according to Jeong and Shin (2019), was the center of this operation within the firm as agents depended on strong leadership for guidance. D'Acci (2019) suggested that the success of a real estate firm depended on the relationship between real estate value and the characteristics of the neighborhood, which determined the viability of the sale. The number one success of any firm in the real estate industry was location, location, location when marketing real estate. The housing prices were determined by the intrinsic and extrinsic appearances of the neighborhood. A real estate leader must have strong leadership capabilities to engage employee support regarding new critical change initiatives for the firm to have a forward-thinking strategy to survive.

The Problem

Dinu (2016) suggested that leaders were sometimes called project managers, and their duty as leaders was to ensure that the firm’s goals and objectives were understood among employees. The reasons for many leadership failures were the lack of communication vertically and horizontally within the firm among executives, project managers, and employees. Kassem et al. (2019) stated that the failure to manage expectations in obtaining the firm's goals and objectives was essential to teamwork, and leading people was an important skill. In diverse firms, cultural and ethical misappropriations could easily derail the firm's goals and objectives. The importance of organizational culture was to be competent, proactive, and professional, with each person concerned with the overall success of the mission and purpose of the firm (Dinu, 2016). The author further suggested that the business process of the firm must outline proper planning and adequate processes that would outline the success of the project and the capability of detecting failures at the onset of any project.

This study revolved around one pertinent specific problem, and that was the failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in poor organizational performance. There were specific reasons why leadership failed and why firms failed to gain traction with operational excellence. The leader's inhibition to galvanize their workforce came as a detriment to the firm, which resulted in stagnated profits, or firms barely breaking even (Zill et al., 2020). This study was focused on failed leadership within the real estate industry in the northeastern United States. The overall sustainability and growth of any firm depend on engaging employees on the goals and objectives of the firm, fostering a collective effort to support new critical change initiatives set in place by leaders of the firm (Hsieh & Liou, 2018). The importance of this research would delve into the critical issues of failed leadership.

In many organizations, the leadership sets the tone with design-thinking that fosters forward-thinking strategies of the organization (Knight et al., 2020). Leaders that exhibited compassion, fairness, and uprightness and created an upward movement with their employees to become role models of the organization could experience a change in organizational behavior.

Silent leaders created an ambivalent environment that bread lack-luster results ensuring poor organizational performance (Knight et al., 2020). The design-thinking of engaged leaders exuded positive behavior that stimulated employee behavior and supported becoming loyal as a long-term employee (Nicolaides & Poell, 2020). A firm where the Leader-Member Exchange (LMX) theory was demonstrated was apt to attain employee engagement and support in fulfilling the goals and objectives of the firm (Gutermann et al., 2017). Kong et al. (2019) suggested social cognitive theory with LMX exerting influential leadership behaviors among followers and supported employee behavior resulting in high-quality exchanges and production output.

Rizun et al. (2021) suggested that the primary function of the business process of the firm was to ensure that operational excellence occurred by connecting the leadership and management of the firm through various tasks where the outcomes guarantee a smooth and efficient continuous process. The organizational goals and objectives of the firm were directly related to the strategies implemented by the continuous process improvement of the firm (Pârv, 2017). The author further suggested that the strategic level of the firm entailed the philosophical thinking of the firm’s leaders and how those strategies were implemented to promote the efficiency of the firm’s organizational performance. The author posited that the tactical level of the firm was guided by the firm’s principles and how well each employee adhered to those principles, while the operational level was guided by the practices and tools implemented for operational excellence. The implementation outcomes of the various levels could seek to achieve a continuous flow in the business process. This would enable the firm to cater to the wants and needs of customers while striving for operational excellence and mitigating poor organizational performance.

The forward-thinking strategies of the firm included new critical change initiatives that formulated a work process that bridged executive and managerial leadership (Aaltola, 2019). The author further suggested that strategic thinking involved new thinking on awareness and creativity, while strategic planning concerned strategies that were already implemented by the firm. Plenert (2012) suggested that breakthrough thinking (BT) was imperative to the change management process that involved the continuous process improvement of the firm. Through forward-thinking strategies and breakthrough thinking that new ideas and opportunities were formed, generating creative solutions to existing problems (Aaltola, 2019; Plenert, 2012). The goal of an effective leader is to identify performance gaps internal and external of the firm to mitigate poor organizational performance (Min & Oh, 2020). Aaltola (2019) and Plenert (2012) suggested that through forward-thinking strategies and breakthrough thinking, the status quo of poor organizational performance could be mitigated through change management and the continuous process improvement of the firm by engaging employee support.

Concepts

Failed Leadership is Related to Poor Organizational Performance. Trimailo (2017) suggested that leaders must fail to succeed, and early failures would give leaders an opportunity to improve early in their careers. In our society today, failure has been deemed an embarrassment and, in many cases, softened or restrained. According to Trimailo (2017), many institutions were allowing underperforming students to have an undeserved passing grade just to soften the embarrassment of failure. The author further suggested this was a set up to further embarrassment when the students cannot cope as an adult to solve real-world problems and daily challenges within their work environment. Every leader must learn from their mistakes as learning outcomes are a result of critical thinking derived from the alternative choices in decision-making. Success depended on failure and was in equal proportion to the number of times someone may fail and keep on trying.

Clemmer (2018) suggested that even though companies were constructing effective leaders, only a small percentage of leadership development initiatives had a precise business impact on the firm. This is due to an inadequacy of a cohesive model that combines both solid management practices with flexible leadership behaviors that are supported by concrete cultural development. The author further suggests that failed leadership was a result of shifting behaviors of management and leadership that did not have a positive impact on the firm resulting in poor organizational performance. The negative impact of failed leadership had an overall impression on organizational performance. Clemmer (2018) suggested that sustained leadership behaviors supported by culture development provided lasting positive impact and facilitated the goals and strategies of the firm. A clear strategy rather than sporadic and disjointed efforts between management and leadership would change the course of poor organizational performance.

There were numerous viewpoints of leadership and management and the achievements that each construct was responsible for. Liphadzi et al. (2017) suggested copious overlapping among the differences between leadership and management. Leaders set the course of strategic actions with a specific vision and directives for the firm, harnessing the capabilities of their employees. Through the firm’s business process, the goal was to harness performance outcomes while creating a learning environment. The authors suggested that management is defined as the basic task of marketing and innovation spearheading a project from inception to execution. Cairns (2017) suggested that emergency management planning and leadership are critical to business performance. Management and leadership operated on various aspects of the firm’s business operations that ensured a contingency plan in the event of a crisis.

The risk management of the firm evaluated the firm's exposure to potential financial losses that could disrupt operations, while the leadership of the firm was centered on the strategic activities that contribute to losses (Cairns, 2017). This was mitigated through sound financial planning, contingency planning, and financial performance stress test that included budgeting and risk thresholds. Hechanova et al. (2018) suggested that implicit change leadership and the relationship to change management of employees of business enterprises could affect the commitment to change. The use of technology and global integration has brought awareness to changing business models, work environment structures, and hiring arrangements. This change has brought awareness to business enterprises on how to become responsive to the changing wants and needs of consumers and the need to complete successfully globally. The authors further suggested that leaders categorize organizations as human systems and that the business strategies set in place by leaders and managers depended on the willingness of employees and associates to support that change.

Leadership Motivation is Related to Engage Employee Support. Blašková et al. (2018) suggested that motivation was sustainable in firms responsible for the quality of decision-making. The authors further posited that sustainability means economic, social, and environmental perspectives typically; however, sustainability in today's modern business world could mean various things. Blašková et al. (2018) suggested that the potential for human development was strategic and decisional based on how well employees and leaders own their overall skill-set in terms of their knowledge, skill, talent, and motivation. This confidence was transferred to their organizational performance, which lent sustainability to the firm. One of the essentials of leadership is when leaders cultivate inspiring situations that involve the motivation of all employees and leaders alike. Decision-making was central to sustainability to motivate employees and leaders to give their talent and knowledge to the firm they served.

Effective leadership motivation strategy involvement could include coaching sessions lifting barriers preventing leadership failures and at the same time, engaging employee support (Clemmer, 2018). Underhill et al. (2007) suggested that the reason top organizations hire coaches was to advance the leadership capabilities of their leaders and executive team. Leadership development was a product of coaching engagements, and in today’s changing business environment, firms were hard-pressed to transition their leaders very rapidly to suit the changes in the business process and rigors of their supply chain. A motivated employee was supportive of new critical change initiatives that their leader may implement. A demotivated employee was disengaged in organizational change fostering new critical change initiatives (Bellé & Cantarelli, 2018). The authors further suggested that the influences of leadership and the effects of motivational forces together drive the job choices of employees in the public sector.

The preference for leadership among employees in the public sector was geared toward transformational leadership rather than transactional leadership, and employees were more likely to work for an ethical leader than a transactional leader (Bellé & Cantarelli, 2018). The authors further suggested that among the many concepts of work motivation and leadership, there were only a few that had gained prominence in the public sector. The construct of transformational and ethical leadership development in organizational behaviors provided an encouraging effect on employees, and they were more likely to engage with their leaders, fostering support for new critical change initiatives. The firms that invested in their human capital created potential human development that procured long-term employees (Brinckmann et al., 2019). The authors defined the human capital of the firm as an amassing of experience and education correlative to the performance that was pertinent to business planning or planning processes. Human capital can be developed through coaching sessions and leadership development, bringing forth high performance within the firm (Underhill et al., 2007).

Teamwork is Related to Engage Employee Support Regarding New Critical Change Initiatives. O'Neill and Salas (2018) suggested that creating high-performance teamwork in organizations was imperative to success, as teamwork was in every construct of work in today's world. The business arena and industry trends were changing rapidly. Teamwork was important for collaboration, work across departmental lines, construct effective processes with team engagement, and was in essence utilizing the firm's human capital in every way possible to ensure optimum performance. The authors further posited that high-performance teamwork was essential to meet the demands of stakeholders, shareholders, and customers by delivering a high-quality product or service. There were many challenges of collaborative teamwork, as O'Neill and Salas (2018) suggested, in maintaining a high level of team performance, which included suffrage in team-process losses that affected potential output and, therefore, affected overall production. Building effective teams required leadership engagement, with staff, as the difficulties of reaching projected targeted production required motivation and employee support galvanizing the full potential of the team effort.

Starbird and Cavanagh (2011) suggested that proactive leadership created engaged team performance where the outcomes were about the business process and performance. The goals and objectives of engaged team performance were to satisfy the wants and needs of customers by creating effective processes within the firm with efficient workflow. These processes were geared at satisfying the wants and needs of consumers, thus, creating profits. Costa et al. (2017) suggested that engaged teams created a positive work environment where performance levels were high energy, and the outcomes were linked to creativity and innovation. The author further suggested that there were specific behaviors that spurred team interactions that resulted in heightened cognitive processes of shared mental models among teammates. The cohesiveness of the team culminated in motivational behaviors that resulted in effective communication and coordination of teams that were apt to knowledge share and mediated conflicts that could have a lasting effect on dispelling poor behaviors among teammates.

Manata et al. (2021) suggested that poor behaviors within a team created negative effects on team performance that could have adverse effects creating problematic outcomes. The authors further suggested that organizational teamwork and team engagement were contingent on psychological, cultural, and organizational factors relating to employee support. Teamwork was essential for employees to support new critical change initiatives by working, collaborating, and knowledge-sharing ideas, which resulted in the change of poor organizational performance. Aveling et al. (2018) suggested that successful surgical performance stresses teamwork. The behavior of the team could have a positive or negative outcome on team performance measures. Teamwork was dependent on team members sharing the same ideals and behaviors about work and collaborating to ensure that new critical change initiatives succeeded.

Mahadevan (2017) suggested that collaborative effectiveness was found in supply chain management (SCM), and through this practice that integration and information sharing were dependent on supply chain performance. The measurement of collaborative effectiveness was found in the overall performance of the supply chain, and the degree of innovativeness corroborated brought change management to the organization. The author noted that supply chains were connected through departmental lines and extensions of firms across various geographical locations where knowledge sharing was pertinent to innovation and growth. Kouzes and Posner (2017) reiterated that Mahadevan (2017) suggested that supply chain management was imperative to collaborative efforts and knowledge sharing that gives “vision, strategy, execution and metrics” to the firm (p. 128). Through the supply chain, the activity optimized the customer experience, empowered all involved in the firm, and provided a scheme for strategic action. Positive collaborative team efforts were a catalyst for good behaviors among employees as all involved were tapped into the common goals and objectives of the firm.

Higher Productivity is Related Higher Organizational Performance. Lu et al. (2020) suggested that corporate social responsibility (CSR) initiatives and the corporate business strategy of the organization could increase the firm’s competitiveness and, in turn, achieve higher organizational performance. The combination of these measures affected the firm’s output to the stakeholders, including employees, shareholders, customers, and the community. The authors further posited that CSR initiatives and the pro-growth business strategy of the firm lent longevity to sustainability and competitive advantage. These strategies would influence the supply chain of the firm in boosting higher productivity (Lu et al., 2020; Serpa & Krishnan, 2018). According to Lu et al. (2020), CSR was a business commitment to contribute ethically to organizational development and economically improve the quality of livelihoods in the organization and the community for which service was provided. This, in turn, would improve the firm’s supply chain and enhance higher organizational performance for the long-term sustainability of the firm (Lu et al., 2020; Serpa & Krishnan, 2018).

The effectiveness and efficiency of a firm’s supply chain could boost higher productivity, which translates to a change in poor organizational performance (Serpa & Krishnan, 2018). In optimized organizational performance, higher productivity was imperative. This involved employees engaged in teamwork to bolster production for all involved. Higher productivity came from engaged employees with a common goal of supporting new critical change initiatives set forth by their leaders. The authors further posit that the successful impact of supply chain management on firm-level productivity had found that patterning in a vertical relationship with other firms of the same nature had significant effects on productivity. In collaborating with a high-level productive partner, the firm not only joined forces with all levels of management and leadership teams but also adopted the practices of the successful firm as a role model. Whitfield et al. (2017) contended, and were in agreement with Serpa and Krishnan (2018), that for an employee who shared ownership in their firm's growth and development, the outcomes were leveraging higher organizational performance.

A higher productive firm brings productivity to all levels of management, thus, fostering collaboration, motivation, mentoring, knowledge sharing, and knowledge transfers, both internally and externally within the firm (Starbird & Cavanagh, 2011). Braun et al. (2019) suggested that mature companies were merging pro-growth business strategies into their firm's business model, creating an overall system of operations that addressed and conveyed customer value both for the present and future operations. The firm's pro-growth strategies and business model must work in synchrony with each other, projecting sustainable competitive advantage within the supply chain. The synchronicity of these strategic aspects of the firm's pro-growth strategies and business model function prevented competitive losses and differentiated the firm from rivals. The authors suggested that this became a collaborative effort with the leadership and management of the firm and formed competitive profitability, highlighting the interdependency between the pro-growth strategies and the rigors of the business model and the supply chain of the firm. This activity formed a competitive strategy for operational excellence and pivoted the firm to function effectively and efficiently, delivering customer acceptance.

Theories

Transformational Leadership. Northouse (2019) suggested that transformational leadership was one of the most prevalent approaches to leadership which had ties to intrinsic motivation and the development of followers. This type of leadership was especially beneficial to today's uncertain business environment, where employees looked up to their leaders for motivation, inspiration, and guidance. Mahmood et al. (2019) suggested that transformational leadership was pivotal in supporting the complexities of employee tasks and innovation strategies of the firm while moderating the creative process engagement between employees and their leaders. The creative process engagement of employees drove the intrinsic motivational process of each employee at the individual level, the complexity of each employee task at the unit level, and innovation and leadership at the organizational level. The authors further suggested that each element of the creative process engagement was inter-related in which transformational leadership influenced the creative process engagement of employees.

Jiang and Chen (2018) suggested that team innovation performance and knowledge-sharing are two critical elements of team corporative norms in transformational leadership. This relationship between knowledge-sharing and team innovation performance collectively enhanced the integral benefits of transformational leadership. The outcomes of this merger put the firm on a path to competitive advantage, maintaining longevity. A transformational leader that maintains creativity and innovation fermented new ideas and results, bringing team autonomy in engaged team performances and motivating their team to tackle new change initiatives within the firm are bound to succeed (Jiang & Chen, 2018; Northouse, 2019). The authors conferred that this type of leadership would encourage and engage employees to tackle challenges of their work environment in every task accomplishment. Team motivation was essential for team innovation as knowledge sharing became integral to team cooperative norms, a winning strategy for the transformational leader and their team.

A transformational leader was necessary to foster new change initiatives motivating employees to optimum performance (Fourie & Höhne, 2019). The qualities of the transformational leader could engage employee support for any successful new change initiatives to occur, resulting in a change in poor organizational performance. The authors further suggested that the heroic bias of transformational leaders' theory set by unrealistic expectations proved that transformational leaders were unfailing. Because of this theoretical expectation that leaders were expected not to fail, adding pressure for continued success. Leaders whose poor judgments and policy failures were made known within the organization and sometimes publicly were often under subjection to surrender their positions. Tepper et al. (2018) suggested that leaders, in general, were expected to be trend-setters in ethical behaviors while inspiring and motivating their followers, bringing needed change to the organization. The inability to live up to this standard and expectation often weakened their leadership perceptivity and following.

Kim and Park (2019) suggested that an organization stood to benefit from leaders implementing the theories of transformational leadership. The authors posited that organizational citizenship behavior (OCB) was a product of transformational leadership that induced positive behavior among teams within the workplace. These positive behaviors contributed to a higher organizational performance that transcended the effectiveness and efficiency of the overall operation of the firm. Employees who supported new critical change initiatives were more apt to knowledge share, become creative through innovative ideas from their leaders, and adhere to the goals and objectives of the firm. Manoppo (2020) suggested that transformational leadership theories, together with the effectiveness of human resources strategy, could preempt the high turnover rate of the firm. The author further posited that a high turnover rate could be the causality of low organizational citizenship behavior (OCB).

Sahu et al. (2018) suggested that engaging employees was one of the many challenges of a true leader. The purpose of the transformational leader was to engage employees to a higher level where physiological meaningfulness bridged the relationship between employee engagement and employee intention. The physiological outcomes were coincidental with the suggestions of Manoppo (2020) as organizational citizenship behavioral outcomes heightened organizational performance between leaders and engaged employees. Abdel-Latif et al. (2019) suggested due to the complexities of the real estate business, firms were subjected to the rigors and unpredictability of the external surroundings, the supply chain of the firm, including the internal structure and the operational systems. The authors suggested that real estate held a significant affluence capacity in any economy regardless of geographic location. This underlying importance was imperative that change management takes place to implement new strategies, procedures, and new technology to improve, keeping abreast with the necessary changes to the internal structure of the firm and the environment.

Leader-Member Exchange Theory (LMX). Lee et al. (2019) suggested that (LMX) theory was important to the leader-follower dyad and goes beyond establishing an inter-exchange of work ideas but a relationship of importance and value perceptive. The leader saw the follower and how the follower perceived their leadership and whether the relationship was of value. Leader-member exchange theory was a unique construct and a widespread approach to leadership where the emphasis was placed on assisting followers that the inter-exchange of work ideas and organizational citizenship behaviors (OCB) within the relationship was integral to the successful outcomes at work. Tanskanen et al. (2019) suggested that managerial coaching and leader-member exchange theories produced positive motivational contributions to work engagement and performance. The supervisor's behavioral styles or their managerial coaching styles and the personal relationship between leader and follower fostered individual performance and unit-level performance. The enhancement of work engagement between leader and follower procured knowledge-sharing that was transformative to high organizational performance.

Zhao et al. (2019) suggested that in today's modern business world, organizations invest time and money into knowledge management specifically to encourage knowledge transfer among employees. In many instances, employees were disinclined to share information and their knowledge, which was known as knowledge-hiding. According to Zhao et al. (2019), this behavior was a precursor of LMX. This behavior was a prognosticator in the relationship between supervisor and subordinate or the leader/follower of the dyadic relationship of LMX. The authors further suggested that knowledge-hiding stemmed from outcomes in the workplace, such as an employee's perception of job satisfaction and their job performance. The critical importance of LMX was restrictive to the leader's dysfunctional behavior that may be destructive to the organization. Tanskanen et al. (2019) posited that employee engagement, together with constructive managerial coaching, could be the catalyst to deter mediocre behavior among employees and their leaders. Identifying this practice within the organization was also a key deterrent as this is the core of LMX and how well the leader can be engaged, motivated, and led by having a quality relationship with their employees.

The leader-member exchange theory solidifies a dyadic relationship between the two parties as the leader and follower enters the mainstay of the leadership process (Martin et al., 2016). This theory could enrich the leader/follower exchange to foster new critical change initiatives resulting in an overall change in organizational performance. The leader could benefit from applying transformational leadership skills and to implement the nuances of the leader-member exchange theory for successful employee engagements. The authors placed emphasis on the meta-analysis of the LMX focused on relationship quality and on multi-faceted work performance. This theory could benefit the specific problem in understanding why the failure of leaders to engage employee support regarding new critical change initiatives resulted in poor organizational performance. The contributions of leader-member theory (LMX) to the organization through leaders and managers were multi-faceted and indispensable to high organizational performance where leaders and followers solidified a quality relationship and work hand in hand to accomplish the goals and objectives of the firm (Maslyn et al., 2017).

Saeed et al. (2019) suggested that leader-member exchange and employee innovative work behaviors provided significant positive contributions to the creative process engagement to the firm. The innovative work behavior of employees was pertinent to daily routine tasks and assignments as the maintenance of the firm was at a highly competitive level for competitive advantage and operational excellence. One of the benefits of the leader-member exchange theory was that the relationship between supervisor and the employee were continuously in a social exchange process meeting the goals and objectives of the firm. Moin et al. (2021) suggested that there were a myriad of emotional occurrences, whether authentic or unauthentic, experienced between leader and follower in the workplace. The leader’s ability to harness their emotions engaged in the creative process had a significant influence on follower task performance. The leader’s understanding of the consequences of their emotions, whether positive or negative, has a lasting impact on the organizational performance.

Khorakian and Sharifirad (2019) suggested that high quality job performance was the result of a higher level of LMX relationships and self-efficacy with integration of implicit leadership theories. The authors suggested that supervisors tend to give more of their time to individuals who have higher social cognitive skills and higher implicit abilities. This relationship was coupled with an in-depth relationship with the leader or supervisor to form a bond with a mutual exchange of ideas that drove a higher level of job performance. Huang et al. (2020) suggested that a narcissistic leader could contribute a low level of leadership relationship with followers contributing to a high level of demotivation among employees and team members. This type of leader would expect admiration from their followers, which could lead to a failure of developing the needed conventional LMX bond with followers to enact high job performance. The unsuccessful outcomes of a narcissistic leader could only be detrimental to the firm in producing low job performance, costing the firm's bottom line with high employee turnover rate.

Servant Leadership. Spears (2020) suggested that the writings of Robert Greenleaf where the words, "servant" and "leader" were brought together to form, "servant-leader" made a tremendous impact on the construct of leadership and enlightened professionals that a leader must first become a servant to become a leader (p. 8). Because of this new insight on leadership that there was an attempt for stability between self-interest and doing what is right for the common good of each situation. This means that a leader adopting servant-leadership theory was bound to create goals and objectives for the firm that promoted a practical working environment for all involved. This perspective enhanced the triple bottom line of the firm, supporting people, profits, and the environment and the planet at large. Newman et al. (2017) posited that because of empirical research the utility of servant leadership was exposed to the techniques and functions in assisting business organizations to reach a competitive advantage and operational excellence. The primary element of the servant leader was putting self-interest aside, while putting followers' best interest first.

Liu (2019) posited that leaders who practiced the ideology of servant leadership are self-sacrificing who put the wants and needs of their followers before themselves. This leadership behavior empowered the organizational culture and the community-at-large where the social impact could be felt wide and far. Lapointe and Vandenberghe (2018) posited that there were multiple facets to the employee and organization relationship and servant leaders who were organizational oriented provide strong bonds between leader and follower that focused on long-term relationships that benefited the organization's goals and objectives. The successful outcome of the servant leader and follower relationship provided strong commitment to the organization that mitigated short-term employment. The servant leader reinforce organizational commitment to their followers by putting their interests first and providing support in their daily tasks and assignment. The benefits of servant leadership are multi-faceted as leaders instill motivation, teach new skills, and provide support for self-development at the same time driving organizational commitment that has lasting effects on the firm's sustained growth.

Hanif et al. (2020) suggested that a firm's long-term sustainability depended on the internal workforce consisting of the firm's human capital and the knowledge talent that provided the accomplishment of the organization's target goals and objectives. Servant leadership provided employee engagement with new critical change initiatives that were pertinent to organizational growth, through putting employees' interests first, while building trust and commitment affecting the social and economic standing of the organization. The authors further suggested that for a firm to have competitive advantage and sustained growth in today's modern business world, building organizational trust among employees was imperative to technological innovation. McCallaghan et al. (2020) suggested that servant leadership endowed organizational culture and diversity integral to team-level effectiveness supporting a respectful difference of ideas and new thought processes. The authors further suggested that because servant leadership was linked to organizational ethics, individual virtue, and moral salience that formed a strong sense of optimistic attitudes that drove organizational commitment. The improvement of team-level effectiveness encouraged employee engagement with leaders and formed a bond producing integrity, loyalty, and organizational commitment.

Lee et al. (2020) suggested that leaders who displayed servant leadership abilities nurtured an organizational culture of trust, fair-mindedness, and promoted a higher quality of leader and follower relationship. The authors suggested that servant leaders contributed to the growth and development of organizational culture and positive workplace performance. In instances where empathy, unselfishness, and community nurturing were derived, a servant leader was able to curb inappropriate behaviors very easily staying motivated to put others first while maintaining a sense of calm in developing the solutions to the problems. Elche et al. (2020) suggested that servant leadership behaviors between supervisors and managers bridged employee empathy, good service climate, and organizational citizenship behavior as a concerted collaborative relationship for job effectiveness. The social influences of leadership could be an effective tool in bringing forth leadership effectiveness and caring behavior of employees providing a needed service to customers and stakeholders. The bottom line resulted from adopting servant leadership qualities and behaviors to improve organizational citizenship behaviors that transformed problems into solutions for the higher good of the firm.

Seven Leadership Principles

Purpose. Todnem (2021) posited that purpose in leadership was one of the fuzzy areas in leadership theory and practice and an unknown area of leadership that left the goals and objectives of leadership unfulfilled. The primary function of leadership was to fulfill and pursue successful outcomes and desires that creates a difference beyond the expectation of the individual. A leader's purpose drove strategic goals for the organization setting goals targeting productive outcomes that has beneficial value to all involved. Without purpose, there was no directive on how the goals and objectives of the organization could be accomplished. Cavazotte et al. (2021) posited that purpose-oriented leadership was imperative to a changing world and competitive environment where expatriated management was becoming prevalent. The authors suggested that purpose-oriented leadership embraced cultural awareness and motivational knowledge to embrace diversity of thought and ideas. The concept of employee engagement hinged on the purpose of the task ahead, as their knowledge skills were applied to the purpose of, the accomplished task ahead.

Watton et al. (2019) suggested that an individual's personal value system shaped their leadership purpose and leadership behaviors. A leader's purpose within the firm shaped their legacy as an effective leader obtaining bottom-line results. A smart firm's strategy was to empower their followers with significant impressions on their emotions with common sense approaches. The strategic purpose was to engage followers creating a motivated environment where the goals and objectives of the organization were realized. Zu (2019) suggested that purpose required deep-seated attention in a leader's motives for goals to materialize internally with an external purpose to the consumers. The author further suggested that the firm's strategic mission planning, goals and objectives, and vision encapsulated purpose enabling the firm to achieve long-term sustainability and longevity for its stakeholders.

Leadership purpose was integral to followers' motivation enabling leaders to bond with followers in achieving new critical change initiatives as the firm progresses (Zu, 2019). The author further discussed that purpose was linked to others and not to the self where leaders motivated followers and others through relationships and events to defeat the status quo and, in turn, defeat the competition. According to Taoism, ethical purpose could be achieved through corporate social responsibility (CSR) engaging the firm's tangible and intangible resources to fortify profits staying within the ethical confines of what is moral. Morrobel (2018) posited that Christian and non-Christian organizations share the same premise on leadership. Both types of organizations were found on principled leadership where growth was based on "the power of its people" (Morrobel, 2018, p. 112). The author suggested that the purpose of decentralization created numerous benefits that were geared towards growth. In a Christian organization, such as a church congregation, the essential goal was for leaders to create a genuine atmosphere where the core of the human spirit was developed and nurtured.

Responsibility. McConnell (2017) suggested that compensation was a measure of responsibility and effort among leaders and managers. However, a leader was there to lead and not to be served in any way possible. The responsibilities of the leader hinged on the leader and follower relationship, and the credibility of the leader in assuming their responsibility. A leader must be responsible for their actions and the actions of the team as a whole. The author further posited that employee engagement was critical to the organization's goals and objectives facilitating mentoring of employees, and assisting them in their growth and development in acquiring capable knowledge. De Roeck and Farooq (2018) suggested that corporate social responsibility (CSR) was a catalyst for ensuring that leaders were held accountable to their expected morals, values, and ethics in accomplishing daily tasks and assignments.

De Roeck and Farooq (2018) further suggested that CSR as an internal leadership mechanism holds the leaders of the firm and employees responsible for their social behaviors that are consistent with what was expected of the firm. CSR bridged responsible and ethical leadership committing employees to portraying socially responsible behaviors (SRBs). The concoction of positive attitudes and behaviors constructed an identifiable framework of responsible leadership with positive outcomes for growth and sustainability within the firm. Tadros (2020) suggested that responsible leadership was a form of social dependence in the real world. The author further suggested that all humans were responsible for their actions socially and politically. This is true as well in the business world where leaders are responsible for their actions in molding the human capital of the firm to behave socially responsible portraying a moral and ethical standard for all to follow.

Fleming and Bang (2018) suggested that leaders should not ignore their responsibilities when the well-being of others was at the forefront. The authors further posited that every individual in a leadership position had a responsibility to the firm and their followers and should not be afraid to take on that responsibility. Sommers (2018) suggested that responsibility could be negotiated among participants who stood to be affected by the action at hand. The acceptance of negotiable responsibility among the participants was an acceptance to the various and numerous possible outcomes of the action taken depending on circumstances. The author further suggested and participation involved agreements that express one’s value system, which was centered on morally responsible behavior. In negotiating personal responsibility, judgments were at the center of the situation that is current.

The Ability to Move on and Forgive. Okpala and Caldwell (2019) suggested that humility, forgiveness, and love as the three leadership qualities were at the core of ethical stewardship. Stewardship was one of the theories of governance where the goals and objectives of managers and stewards were in alignment with the goals and objectives of the organization. Through this symbiotic relationship, the organization sought to optimize performance through set values and goals that were injected into the creative process of the firm. The authors suggested that forgiveness or the ability to be receptive to prejudice or discernments of unfairness without the expression of anger was deemed a virtue. The maturity of a leader lies in his or her ability to forgive and accept dissatisfaction was an acquired trait of the human spirit an indication that such a leader has perception and inner peace (Okpala & Caldwell, 2019). Thompson and Simkins (2017) suggested that self-oriented forgiveness was at the center of building high-quality interaction in the workplace.

In the daily interactions between leaders and followers of organizational life, multiple imperfect exchanges could bring about negative connotations that must be observed and addressed (Thompson & Simkins, 2017). The inability to forgive could create a hostile environment and can be harmful to the leader and follower relationship and the organization as a whole (Thompson & Simkins, 2017). Forgiveness was imperative to sound decision-making, relationship building, production, optimistic viewpoints, and trustworthiness. Radulovic et al. (2019) posited that forgiveness in (LMX) dyadic relationships allowed individuals to leave behind negative connotations and exchanges, and move forward positively. Leader-member exchanges were interdependent and guided by interdependence theory and LMX. The follower may adopt forgiveness as preemptive strategy mending the relationship because he or she may feel powerless against their leader. In sustaining LMX dyadic relationships, the importance was for a leader and follower to adopt forgiveness as a strategic maintenance and mediated mechanism to quell offences for the good of the firm's operational performance (Radulovic et al., 2019).

Fetscherin and Sampedro (2019) suggested that forgiveness was within the confines of theology and philosophy and were originated in Biblical times. Forgiveness was thought in

Matthew 6:12: “And forgive our debts, as we forgive our debtors” (p. 634), and is foundational to Juedo-Christian values and discussed in psychology. The authors suggested that forgiveness is an intrapersonal action that represents ridding oneself of negative emotions. Yeşiltaş et al. (2020) suggested that the organizational environment of any firm was set by the leadership tone whether positive or negative. The authors further suggested that the ability to forgive can come from just an avoidance approach, and from being tolerant to individuals who were mistake prone. Forgiveness was important to maintain a positive work environment ensuring job fulfillment and improving on organizational citizenship behaviors, which altogether diminishes the stress levels on the job.

Humility. Zhong et al. (2020) suggested that in today’s modern day business environment the necessity for bottom-up leadership styles was essential to humble leadership. Leaders who display humility were more apt to view themselves for whom they are, learning from others and contributing significantly to followers. Leader humility has a positive effect on employee well-being when leader effectiveness is high moderating the unintended relationship between leader effectiveness and employee well-being. Zhou and Wu (2018) suggested that past perceptions of humility were viewed as weakness. In viewing humility leadership, humility was viewed as a positive human trait, stable at the core with effective strengths of teach ability, openness of new concepts, and embracing feedback. The authors further suggested that the essence of humble leadership was found in the capacity to influence employee’s readiness in creative innovative behaviors.

Humility was the core characteristic of servant leadership suggesting that internal motivators such as intrinsic motivation were tied to employee innovation (Zhou & Wu, 2018). Employees who were effective at work showing innovative behaviors and the necessary skill-set for high job performance were using their strengths and initiatives (Ding & Chu, 2020). Employees who exhibit self-efficacy and possess the critical resources in getting the job done were more confident, producing high performance. These strengths are a crucial indicator of a positive work domain that was highly motivated conducive to high performance. In thriving work, environment employees who exhibit humility were more apt to preempt conflicts and utilize self-efficacy between strengths use and thriving. The authors have found that strength use thrives in a humble work environment, and self-efficacy was related to high-performance employees.

Flood-Stith (2018) suggested that leaders who adopted humility were at an advantage sustaining valuable employees who in turn contribute to high performance. The endearing leadership quality of humility puts the leader in the driver seat with their employees admitting that as a leader there was more to learn, grow and accepting of new skills and ideas. The author further suggested that a leader exhibiting humility projects a motive of undertaking, empathy, and influencing others within the team, producing high performance. Hutt and Gopalakrishnan (2020) posited that humility in leadership practice has resemblance to servant leadership and authentic leadership whereby the focus of the leader was on the best interest of the firm and not of oneself. The focus of a humble leader was not on the monetary rewards that comes with their position but on the productivity of the organization, the employees, and the service it provided to the community. A humble leader could be a highly motivated leader as the goals and objectives of the firm were top priorities.

Optimistic and Realistic. Delle and Searle (2020) suggested that optimism was an intrinsic human predisposition that gave individuals hope where the expectancy of future events were projected to be positive experiences rather than negative experiences. Optimism stimulated individuals drive and determination to undertake career goals and ambitions all at the same time adjusting to the changing demands of the corporate world. A person's optimism and positive outlook for the future determined how their abilities were applied to expedite the goals and objectives of the firm and in turn shape their own career. Pava (2017) suggested that good leadership preempted cynicism through realism. A realistic individual's career goals must be synchronized with their value system. Their ambitions coupled with a different mind-set for the future did not allow cynicism to filter or enter their mind.

Michaud (2019) suggested that leadership philosophies could either have a positive or negative impact on followers and could shape civilization if followers accepted these virtues. Many nations around the world displayed various types of leadership such as "oppressive totalitarianism or humane freedom" (p. 1). The author suggested that leadership tendencies were conceived on the individual's perceptions of their status and leadership power. This mind-set had a great influence in the leader's ability to inject an optimistic or realistic type of leadership where the needs of followers are met (Delle & Searle, 2020). Michaud (2019) suggested that a message of hope and change personified egocentric idealistic leaders. The same message of hope and change from a realistic leader personified a different message where the leader imparted goals and objectives for the firm that had the organization's best interest at heart realistically.

Schaefer et al. (2021) posited that tough teams and optimistic individuals were based on realistic and optimistic attributes that pushed forward physical performance that in turn high performance was realized. Optimistic individuals and teams were realistic and out-perform with mental toughness, agility, and commitment and a resilience on confidence that produced high performance regardless of the challenges ahead. Individuals who were optimistic and realistic were fixated on the goals and objectives set forth, and focused on attaining that goal. Jefferson et al. (2017) posited that unrealistic optimism indicated that cognitively an individual may see the outcome of any venture based on a belief state of mind whether untrue or unreasonable. The benefits of this state of mind may prove successful on a long-term basis as the individual's motivation in achieving high performance and overall wellness depends on the individual. The authors further stated that individuals adopting this unreasonable state of cognitive expression would be best served to have a contingency plan set in place to counter the negative effects of an unsuccessful outcome.

Value Others' Opinions and Confidence in Your Own Value. Moore (2021) suggested that the importance for a leader to exude confidence in their actions and to project a value system that he or she believed. The author contended that confidence and optimism were needed qualities of leadership and exuding confidence and valuing others' opinions. Smart firms promote confident individuals into leadership positions within the firm, as the projection of confidence lead to expected performance. The confidence that a leader projected may or may not determine successful outcomes, however, employees were concerned with leadership that deterred the status quo, and put followers' needs first. Ahmed et al. (2017) suggested servant leadership that bridged top and bottom of the firm including multi-levels of the organization was between leader and team creativity. This allowed the leader to value the opinions of the follower, as with this type of leadership, the leader puts the interest of the follower first.

De Martino et al. (2017) suggested that individuals depended on social information for their decision-making processes, and were affected by the opinions of others whether the information was positive or negative. The authors posited that the human brain when arbitrating value and confidence assimilated social information depending to the reliability, validity, and authenticity it conceived. Ceri-Booms et al. (2017) suggested that various types of leadership behaviors had various outcomes influencing team dynamics, and team performance specific to the confidence of the leader, and how well the team valued the opinions and interactions that affected task accomplishments. Empowering leadership allowed sharing the decision-making process with followers inspiring them to problem-solve to create innovative ideas for successful solution-oriented outcomes. Such a leader had confidence in their own values and values the opinion of their followers. The empowering leader provided a level of consideration within the human-relationship orientation between followers and subordinates involved applicable communication and mutual trust.

Self-Acceptance. Hultman and Hultman (2018) suggested that the resistance to organizational change occurred when individual self-acceptance was beneath their level of responsiveness, and self-identity. This lack of self-acceptance festered a larger problem for the organization where the status quo was kept alive making the accomplishment of tasks impossible to create positive individualism, team performance, and successful outcomes of organizational change. According to the authors, an individual's self-acceptance was interrelated to the core value of self, which personified the individual on a personal level, relational on a social interactive level and collective as in a group or team. This heightened sense of self-acceptance was the driver of organizational change as the employee related to their individual feelings about their purpose on the job. Homan and Hosack (2019) suggested that gratitude can generate self-compassion and self-acceptance and those individuals who exhibit gratefulness portray self-worth from intrinsic realms. This portrayal of self-worth increased a variety of wide-ranging required psychological qualities such as optimism, the desire to change, and to forgive.

Stark and Poppler (2017) suggested that in fast-paced organizations, where self-identity and self-acceptance are high because of a younger workforce, organizational change and innovation increased and allow the organization to attain peak performance. In an aging and unexcited workforce where self-identity and self-acceptance were on the lower end of the spectrum, organizational change was harder to achieve, and peak performance was a distant achievement. Generative social behaviors in aging adults enhance self-acceptance and a sense that their life lived had significance known as ego integrity. An adult in the same situation with low self-acceptance and ego integrity may suffer from depression and desolation. Tyler and McIntyre (2017) suggested that formulating individualistic acceptance goals was derived by self-presentations through communication where the outcome to establish and maintain positive and fulfilling interpersonal relationships. Social behaviors were strengthened when individuals desire for acceptance was accepted by others were not rejected by others. These individuals were more apt to be highly motivated, conveying a positive impression of themselves.

Constructs (& Variables)

Organizational Profits. Zheng et al. (2020) suggested that understanding profits was to understand consumer behavior as the fundamental of understanding the product brand, quality, function, and value as perceived by the consumer was essential to generating profits. This means that for a firm to profit it must put forward a quality product or service to the consumer. The authors further suggested the business strategy of the firm was to put forward a product that consumes brand loyalty, quality, brand awareness and associations and the functionality of the product. The brand equity determined the pricing of the product, according to Cao et al. (2021), which in time will determine the market share of the product captured by consumers detailed the profit margin of the product. Every firm that introduced a product into the market hoped for profits as this allows the firms to sustain into operational excellence. Many firms have not mastered the art of understanding consumer engagement behaviors, and the importance of how social media and peer references have changed their purchasing abilities.

Successful firms often exhibit strategic purpose and in fulfilling that purpose deliver on profits (Edmans, 2018). The firms that adopted the wrong strategies often pay the price of poor organizational performance. Firms that apply various approaches to the overall strategy of the firm, including nurturing their employees, in implementing the necessary new critical change initiatives that transformed poor organizational performance into profits would soon have motivated and productive employees. Jeong and Shin (2019) suggested that the overarching strategy for organizational change initiatives by engaging employees to achieve higher productivity and increasing profits could be invested in stakeholders. The authors further suggested that the human capital was integral to a firm choosing purpose and profits were the byproduct of serving that purpose. Therefore, implementing the necessary change initiatives engaging the firm's human capital and connected to the firm's purpose would achieve profits and preserve competitiveness.

Chakravarti and Basso (2021) suggested that a sustainable organization that was only intentional on a strategy that would only generate profits was doomed to fail. Smart firms where sustainability was centerfold focused on their financial prowess to maintain a standing in the economy and the social interexchange of the community in which they were positioned. A firm where the focus is only on profits could neglect the output of its product or service by failing to produce a superior and sustainable product or service. The authors further suggested that the focal point in a sustainable organization should be concentrated on acquiring consumer trust, and strategies that focus on marketing where any negative judgment on the product and service was clarified. Cocquyt et al. (2020) suggested that sustainable business models that focused on a shared economy were more apt to share platforms for a more sustainable society. The benefit of sustainable business models (SBMs) was a collaboration with other firms of like value to counter act unsustainability by securing innovative business strategies that have positive economic, social, and environmental outcomes.

Organizational Performance Measures. Raval et al. (2019) suggested the Lean Six Sigma performance measures, a balanced score card method applicable for measuring organizational performance. The goals of smart organizations were to measure successful outcomes using the existing or less resources that the firm could have. The purpose of implementing performance measures was to improve quality, reduce difficulty and eliminate waste concerning the products and services that the firm produced that were available to the public. Naslund and Norrman (2019) posited that a performance measurement system was necessary for change initiatives with an organization. The authors suggested that the organization should implement a process for performance measurement of change initiatives which would measure the effectiveness as well as a measurement for the change process which would measure the efficiency of the performance outcomes. The feedback on both change initiatives and change processes should be taken from Stakeholders as to whether the performance implemented had successful outcomes or needed improvement.

Vij and Bedi (2016) suggested that the business process of the organization was driven by managers and leaders who adopted the performance measurement systems in accordance with the organization’s business strategy. Within the organization, performance measures were used as a tool for effective management and the overall strategic goals and objectives of the firm were realized. The authors further suggested that the environmental factors of businesses were changing rapidly and because of this, the firm was forced to change the internal strategies to suit.

There were subjective and objective performance measures of performance where subjective measures were relative and objectives were absolute. Dai et al. (2018) posited that the differential between the two measures was most accounting bases financial indicators that represented the outcomes of the performance measures that the firm can implement. However, as the authors posited, these internal performance measures could ostracize competitors and customers as the focus on financial performance measures was focused within the organization.

Organizational performance measures were important to counter failed leadership and encourage employee engagement within the firm (Singh et al., 2016). Gauging employees was important for how well they were improving following the concepts for engaged new change initiatives to occur. Singh et al. (2016) suggested that organizational performance (OP) was a multi-faceted construct covering an array of measures and performance indicators. One of those factors based on the planning of the internal process of the firm hinged on the leadership abilities in implementing new critical change initiatives. Singh et al. (2018) suggested that corporate governance was integral to organizational performance measures and was strategically pivotal to the survival as a competitive firm from within to the external world. The broad-based concepts are from top to bottom of the firm and its financial resources are necessary for operational effectiveness and excellence.

Leadership Style/Behaviors. Heimann et al. (2020) suggested that leadership behaviors were relative indicators of effective organizational performance bridging leadership effectiveness and subsidiary outcomes. Based on this realization, the authors posited that leadership behaviors were contingent on selecting and creating the appropriate leaders. According to Heimann et al. (2020), there were numerous literature publications regarding leadership that address various types of leadership behaviors across various constructs with growing demand for conceptual clarity depicting leadership behaviors with contexts. The authors further suggested there were three major broad meta-categories of leadership: (a) task-oriented leadership, (b) relations-oriented leadership, and (c) change-oriented leadership. Within these meta-categories, there was a wide range of leadership behaviors from existing constructs where assessments of leadership behaviors were handled carefully as leadership styles and behavior overlap across the meta-categories. Curtis (2020) suggested that the leadership behaviors and cognitive thinking styles of a leader were key to organizational success taken with keen consideration to prevent perceptive bias in one's own leadership behavior was at the core of transformational leadership styles.

The success of effective leadership that transformed behaviors to engage employee support in saddling new critical change initiatives lies in the leadership style of the leader and the effectiveness of their behavior for change implementation (Curtis, 2020; Singh et al., 2016). Curtis (2020) suggested that the thinking style of the leader influenced their behavior and was related to transformational leadership. Leaders that possessed inducing behaviors specific to conflict resolution and persuading diplomacies were important to organizational success, with this skill being necessary to engage employee support in new critical change initiatives. The author also suggested that the Cognitive-Experimental Leadership Model (CELM) attempted to assimilate a wide range of leadership theories and behaviors affecting individualistic thinking styles and leadership. Curtis (2020) suggested that rational thinking leaders with behavioral coping mechanisms were liked transformational leadership styles. For a firm to achieve operational performance, the leaders must apply effective behavioral measures ensuring that employees stay motivated and engaged in supporting any new critical change initiatives that the firm may be contemplating. Leaders attuned to their employees would soon achieve the goals and objectives of the firm.

Mishra and Pandey (2019) suggested that the impact of leadership styles can have significant impression on subordinate behavior and that leaders, who were empowered, provided group management, and encouraged their followers. Empowered leaders are confident leaders who lead by example and engage in knowledge sharing, knowledge exchange, and interactive behaviors among team members. These leaders also coach team members to problem solve as a team, allotting autonomy and responsibilities to subordinates. The appropriate leadership styles of any organization can create a competitive advantage for the firm where all individuals' knowledge is share through knowledge management, propelling the growth of the employee and thus the firm as a whole. Gangai and Agrawal (2017) suggested that the leadership style of the firm should foster a relationship with employee engagement for successful performance outcomes. In a changing business market, due to diversity and globalism, a changing organization must adopt this style of leadership behavior to ensure long-term sustainability.

Intrinsic/Extrinsic Motivation. Malek et al. (2020) suggested that organizational reward structures can have a meaningful impact on performance outcomes in new product development (NPD). The authors posited that applying intrinsic and extrinsic rewards to organizational performance outcomes was still being studied as the gaps of understanding has not been made clear of the reward influence of NPD teams. Malek et al. (2020) posited that in today's changing business environment most firms were engaged in workforce motivation where the solution was within applying intrinsic and extrinsic motivation. Turner (2017) posited that intrinsic motivation outcomes foster greater creativity, and increased productivity, with higher employee performance. Extrinsic motivation focused on financial rewards, acknowledgment, and the efficiencies of strategic policies. The dynamism of intrinsic and extrinsic motivation could be a challenge in how the organization sees the value of application, as extrinsic motivators drive most employees.

The failure of leaders to harness employee engagement in fostering new critical change initiatives lies with the intrinsic and extrinsic motivation of employees (Kuvaas et al., 2017). This area was worth exploring as the behaviors of employees hinged on how well they could follow their leaders and on what premise. The authors also suggested that firms should address these two types of intrinsic and extrinsic behaviors separately. Coccia (2019) posited that the firms that monetize their employee rewards for service, such as an increase in pay, experience an intrinsic motivation versus a firm that does not give a monetary reward, but a recognition reward, which is non-monetary. Intrinsic motivation could affect employee engagement and further discouraged leadership failures.

Malik et al. (2019) suggested that individual personality types could be a predictor with intrinsic and extrinsic motivation concerning creativity. In modern-day organizations, employee creativity was imperative to the overall successful outcomes of the firm engaging employees at every level inducing various involvements to promote the creativity of employees. The authors discussed that learning goal orientation (LGO) molded the outcomes of intrinsic motivation on two levels, incremental and radical creativity levels. In addition, performance goal orientation (PGO) was instrumental in shaping the outcomes of extrinsic rewards and incremental creativity. Kroll and Porumbescu (2019) discussed that intrinsic and prosocial motivations were useful mechanisms promoting workplace performance. The drivers of intrinsic and prosocial motivations activate employee motivation that was the causality of successful outcomes in outperforming other employees as a competitive strategy.

Themes

COVID-19 as a Disrupter. Belot et al. (2021) suggested that COVID-19 had extraordinary implications on the work life and leisurely undertakings on individuals all over the world. The authors suggested that a vast number of individuals were affected with their jobs, social life, and overall wellbeing in terms of whether the pandemic made a positive or negative impact on their daily lives. Most countries other than the six countries discussed in the authors' scholarly work were left to undertake measures of containment of the virus that were unknown and unfamiliar. The authors further suggested that the overall economic state of most countries were impacted which in turn impacted businesses, leisurely and social endeavors and overall well-being of individuals which in turn affected their jobs and daily activities. Fairlie (2020) stated that many small businesses were affected by social distancing regulations with affected the health and economic positions of individuals in the workforce. The author suggested that there were a steep decline of small business ownership in 2020, which suggested that many small businesses could no longer operate successfully because of COVID-19 and went out of business.

Lack of Communication. Braslauskas (2020) suggested that practical communication was necessary in today's business world as globalism and diversity of multiculturalism plays a pivotal role in business. The author further suggested that effective communication could be challenged and difficult in communicating across various levels where negotiations and business meetings and interactions were dependent on effective communication. Carradini (2020) discussed three types of communication: (a) technical communication, (b) business communication, and (c) professional communication. The author suggested that there were changes in terminology usage between the three forms of communication. In addition, as much as there are differences, there are also similarities as all three forms of communication overlap the other across specific disciplines. The author further suggested that business communication was imperative in conveying and communicating the right message to appropriate parties.

Lack of Motivation. Van den Broeck et al. (2021) suggested that the motivation of employees were driven by the path or direction that they were seeking with passion and determination of behaviors and personal capabilities that determine their job performance and satisfaction. The absence of these critical factors could cause a lack of motivation. The authors suggested that intrinsic and extrinsic motivation were critical for effective job performance. The authors suggested that inter-personal growth and intra personal growth within the organization were critical for self-motivation to occur. Mylona and Mihail (2020) suggested that the positive support of supervisors that entailed learning and development was foundational for motivation. A lack of motivation occurred when employees felt that their organization portrayed an environment that was unsupportive.

Lack of Technology. Ajibade and Mutula (2020) suggested that the quickness of any business process depends on how well the leadership of the firm can adapt to the newest technology to circumvent potential issues that hinders efficiency including internal and external communications. The authors further suggested that the use of the latest technology was critical to any firm in terms for enhanced innovation and putting the firm on a competitive footing. De Felice et al. (2022) suggested that a global aging population would not be effective with the introduction of new and emerging technologies. This lack of technology skill set could force employees out of the workforce and suggested that technology should not replace human beings, however, forge a relationship of, “Human Technology” p. 2. The inability to use technology effectively could reshuffle the job retention rate of any firm and the workforce at large. As the business environment becomes technologically savvy firms could make a hard decision on productivity rather than likability of individuals.

Culture – Strengths and Weakness. Zaki et al. (2019) stated that the success of organizational goals hinged on how well individuals in the workforce worked well together. The collection of various cultures with diverse backgrounds would create a workplace atmosphere of behavioral multiculturalism. The authors further suggested that this could be a challenge for firms in attaining organizational goals. It was further stated that it should be the undertaking of the firm to nourish the strengths and common respect among individuals and to work on areas of weaknesses. Gomes and Frota (2019) suggested that knowledge organizations are committed to the use of Thesauri, which is a tool for the collection of knowledge information among culturally diverse organizations. The authors further suggested that the systems of knowledge organization could have linguistic barriers that represent exclusions to certain diverse groups and as the cultural diversity becomes more prominent in firms, the use of Thesauri should be inclusive to all individuals enhancing the strengths of cultural diversity.

Lack of New Critical Change Initiatives. Velasco and Sansone (2019) contended that inclusion change initiatives were critical to change management utilized by transformational leadership theories. The authors stated that employees could oppose change out of fear not knowing what the change initiatives were concerning, which could bring about anxiety. The resistance to change can lead to a lack of new critical change initiatives when there was little or no employee buy in. The authors further stated that the leaders or change agents could thwart their efforts to implement change initiatives where there were no ownership and effectiveness to the change initiatives proposed. Naslund and Norrman (2019) suggested that change was constant in business and therefore, there should be measurements to track organizational change initiatives regarding its performance measures. The authors stated that an organizational measurement system was important to gauge whether change initiatives were effective or non-effective.

Relationship Between Concepts

The industry of study is real estate, with the actors consisted of (a) organizational leaders, (b) associate brokers, (c) real estate agents, and (d) employees, including receptionists and assistants. The conceptual framework of the study invoked the models of transformational leadership theory and the leader-member exchange theory (Bush, 2018). These theories provided the knowledge and expertise to counter failed leadership. Bush (2018) posited that transformational leadership was sought after worldwide because of the ability to reform and structure failed leadership. Curtis (2020) suggested that the persuasive conceptions allowed the leaders motivation to capture the employee engagement in building stronger teams for ultimate transformation to occur. The bottom-line goal of the leadership theory model brought organizational transformation into a higher productivity embracing teamwork for long-term sustainability of the firm.

Related Studies

The understanding of the business practices of the firm would summon related studies such as (a) better communication with employees and stakeholders, (b) leadership impacts on generating better revenue and cash flow, and (c) understanding the target audience (Caldera et al., 2019). Caldera et al. (2019) suggested that sustainable business practices is essential to small business survival. The firm must show encouraging profitability, resilience to environmental factors and the social and environmental impacts the firm may have on the community. The authors suggest that the firm’s business strategy must be in-line with the firm’s sustainable business practice. Lean thinking can deliver pertinent value, thus, delivering improved efficiency in leadership and communication. As the business practice of the firm improves, the firm may delve into providing better services to the customers providing a higher quality of life and better community (D'Acci, 2019).

Anticipated and Discovered Themes

The anticipated themes of the study were (a) the importance of leadership, (b) the importance of communication, and (c) the ability to motivate and engage others. The discovered themes followed the study were centered along (a) the detriments of failed leadership, (b) understanding the importance of succeeding at leadership, (c) the importance of successful business practices, and (d) the rewards of building a successful firm for financial stability in the long run. The anticipated and discovered themes consisted of creating the themes for further research and further understanding of why organizations failed and why they succeeded. As the research evolved, there could be additional discovered themes. The effects of communication on leadership were anticipated to be at the center of the leadership conversation, and why the importance to communicate clearly and effectively to engage employees in new critical change initiatives is critical to the underpinnings of this study.

Summary of the Literature Review

In every firm sound leadership was necessary for the sustainable business practices of the firm to turn productive activities into profits. Effective leadership behaviors were necessary to transform and motivate employee behavior into productivity, and hence, into profits (Curtis, 2020). A leader must have the ability to motivate their employees to engage in new critical change initiatives for the firm to grow and develop into sound business practices that could lead to profits. Operational excellence of the firm was derived by leaders helping and engaging their employees to grow and fulfill their full potential by implementing performance measures that could stimulate new critical change initiatives enabling employees to reach their full potential (Martin et al., 2016). The intrinsic and extrinsic motivation of employees depended on how the employee felt about the business practices of the firm and the effectiveness of their leader. The leader-member exchange theory (LMX) would certainly lend assistance to understand why leaders must engage employees regarding support of new critical change initiatives that could benefit all involved (Martin et al., 2016).

The underpinnings of the conceptual framework highlighted the problem which centered on the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance within the real estate industry in the northeastern United States. The conceptual framework consisted of the business practices and industry of the study and how well the undercurrent of the industry moved individual firms to success. The actors were critical as were the individuals that make things happen for the firm. The actors worked tirelessly and many hours beyond their call of duty. The leadership of the firm must deliver on every front, which was critical to the success the firm could have. The number one objective was to build a firm that could succeed and sustain the operational excellence for the long-term.

The leadership and the human capital of the firm together with human resources formed the triangulation of combatting the problem. A firm was as good as the staff that was hired. Seasoned employees were a boon to the firm as experienced salespersons have the knowhow to galvanize profits for the organization through production. The continuous process improvement of the firm was critical to successful outcomes whereby leaders and their employees could share a high-level relationship that could bring forth high-level rewards. Leaders that were aware of the problem and worked at the problem continuously would find new methods and solutions and galvanize their workforce to achieve operational excellence by solving the problem with solutions that were practical and that would bear successful results. All of the facets of the organization must work as a well-oiled machine to guarantee a smooth operation. The strategies that were implemented must have the foresight and vision to change the status quo.

There were four concepts discussed (a) failed leadership was related to poor organizational performance, (b) leadership motivation was related to engaged employee support, (c) teamwork was related to engage employee support regarding new critical change initiatives, and (d) higher productivity was related to higher organizational performance. Every succeeding firm should want higher productivity that could enable the organization to strive with higher organizational performance. A firm's competitive strategy depended on how well the firm was structured to nullify or keep problems at a minimum. The structuring of human resources together with CSR positions the firm to hold employees accountable for their actions as time management was critical to productivity. Failed leadership was a contributor to the status quo and poor organizational performance. An effective leader must engage their employees seeking their support to confront the firm new critical change initiatives that could lead to higher organizational performance and operational excellence as a motivated employee was a productive employee.

Galvanizing team effort was essential to engaging employee support in new critical change initiatives that the continuous process improvement of the firm must undertake. High performance teamwork was crucial to the internal operations of the firm as well as the external operations of the firm including the firm's stakeholders. In the real estate industry, they were critical to the firm's success. A seasoned leader could create engaged teams for high-performance outcomes strategized on creativity and innovation at the same time engaging team efforts to accomplish the goals and objectives of the firm. The effectiveness and efficiency of collaborative teamwork was imperative to the success of the goals and objectives of the firm hence the profits that could be generated. The firm must be productive to sustain the operations of the firm to generate profits.

There were three theories discussed (a) transformational leadership, (b) Leader-Member Exchange (LMX), and (c) servant leadership. The teachings of transformational leadership was relative to the leader-member relationship of LMX development as a dyadic relationship where there was trust, common behaviors of respect, and shared commonality that motivated followers to high performance. The leader bridged the strategic business operations of the firm with the motivated employee forming a creative process whereby the goals and objectives of the firm were accomplished. LMX had similarities to transformational leadership and vice versa, the goals sets the stage for good organizational citizenship behaviors of employees that there was no task difficult to conquer. Servant leadership complimented transformational leadership and LMX, however, the servitude of servant leadership allowed the leader to put their followers first and not the self.

The seven leadership principles discussed (a) purpose, (b) responsibility, (c) the ability to move on and forgive, (d) humility, (e) optimistic and realistic, (f) value others' opinions and confidence in your own value, and (g) self-acceptance. The seven leadership principles complimented the theories discussed above in showing the abilities and values that a leader must have to succeed in leading the firm's human capital. A leader's purpose drove the strategic goals and objectives of the firm gathering employees to buy in to the new change initiatives proposed. It takes a leader with a great sense of responsibility to intensify the problem and find the solutions to solve the problems. An integral part of ethical stewardship was forgiveness and humility. In certain situations where the outcomes were unsuccessful, it was important for a leader to forgive their employees and move on to the next project, learning from past mistakes and hoping not to repeat them again. The ability to forgive and move on together with a humble leadership persona was an intrinsic motivator and driver of servant leadership.

An effective leader must be optimistic and realistic, especially when setting short-term and long-term goals for employees to follow. Optimism as an intrinsic tendency was an excellent motivator; however, optimism must be realistic in setting the goals and objectives of the firm, as they must be attainable and achievable within a specific time frame. An effective leader values the opinions of others as much as their own and projected confidence and optimism from lessons learned and from achieving the goals and objectives of prior successful projects. Organizational change management was imperative to all actors and employees to be on board with needed change and self-acceptance that was at the level of the organizational goals and objectives would succeed. Smart and fast-paced organizations where the self-acceptance of individuals were high innovative changes on new critical change initiatives increased for ultimate performance. Communication was necessary and was strengthened by the social interactions that high self-acceptance and self-identify affords.

Four constructs were discussed (a) organizational profits, (b) organizational performance measures, (c) leadership style behavior, and (d) intrinsic/extrinsic motivation. Each of the constructs were outcomes of the leadership theories discussed. Organizational profits were the outcomes of strong leadership where the goals and objectives were aligned with the firm's human capital to form a bond for productivity. Leadership styles behaviors were the outcomes of strong LMX implementation where leader and member formed an unbreakable strong dyadic relationship that fostered strong communication and where individuals were more apt to have high acceptance to become long term employees. It is because of the implementation of transformational leadership and LMX that employees and leaders developed strong intrinsic and extrinsic motivators that lead to strong organizational performance, and operational excellence. At this heightened stage, the firm could spend less time implementing organizational performance measures rather are best equipped using fewer resources to achieve more. The firm’s continuous process improvement continued, whereby it stakes a prominent place in the community for long-term sustainability.

Summary of Section 1 and Transition

The nature of qualitative questions sought to expand in a flexible method throughout a single case study adding a pragmatic paradigm of how the context of the information presented captures the reader (Köhler et al., 2019). The broad-based and in-depth nature of the study the researcher would have an opportunity to delve into the heart of the problem backing up the research with proven scholarly work and literature. The research framework formed the structure of how data gathered would shape the content answering the research questions. The conceptual theories of transformational leadership and leader-member exchange (LMX) added significant solutions to failed leadership (Martin et al., 2016). The significance of the study provided an investigative and in-depth qualitative analysis regarding the importance of why the failure of leaders to engage employee support regarding new critical change initiatives results in poor organizational performance. Employees would benefit as well by learning from their leaders to be proactive in teamwork collaboration in motivating and uplifting all employees to a better work environment.

The operational excellence of the firm hinged on positive and reliable leadership and the strategic business practices of the firm in relation to the environment (Berner & Flage, 2017). The business strategy of the firm determined the operational excellence of the firm. The importance of effective leadership in engaging employee support regarding new critical change initiatives was critical to operational excellence and sustainable business practices (Ceri-Booms et al., 2017). The various leadership styles and behaviors were pertinent to production, profits, transforming and motivating employees to achieve their full potential and thus achieved the potential of the operational excellence of the firm (Martin et al., 2016). The study transitioned to Section 2 with an expectancy of delving into the research and fulfilling the significance of the study. Section 1 laid the foundation for Section 2.

Section 2 included (a) the research; (b) participants, population, and sampling; (c) data collection and analysis; (d) Section 2, the project; (e) Section 2, the project –committee review; (f) Section 2, the project – admin review; (g) the research proposal, proposal defense, and IRB submission; and (h) summary and transition to Section 3.

Section 2: The Project

The study, as outlined in Section 1, focused on one general problem on the failure of leaders to engage support regarding new critical change initiatives resulting in poor organizational performance. The field of study was within real estate industry in the northeastern United States. The primary objective of this study addressed the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. A leader's ability to galvanize their staff was where the interdependency of teamwork was critical between leader and employee to gain support so that new critical change initiatives could improve performance (Chen et al., 2020). Effective internal communication was critical among team members as it encouraged collaboration, building confidence among teammates, and removed the status quo enhancing high organizational performance. Where there was a high level of internal communication between managers and employees the mediation of crises were more likely to be resolved reducing uncertainties (Kim, 2018).

Section 2 was foundational to section 1 and the outcomes were dependent on an ethical, fair, and without personal bias enquiry, addressed the research questions provided in Section 1 (Cumyn et al., 2019). Participant information was kept confidential as not to violate anyone's privacy and the data collected from the research obtained would be held in a secure environment as to preserve the validity and reliability of the information gathered (Cypress, 2017). Section 2 of this study included (a) purpose statement, (b) role of the researcher, (c) research methodology, (d) participants, (e) population and sampling, (f) data collection and organization, (g) data analysis, (h) data analysis, (i) reliability and validity, and (j) summary of Section 2 and transition.

Purpose Statement

The purpose of this qualitative study was to explore why leaders fail to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The study investigated why the lack of motivation among employees resulted in poor organizational performance and the implications on employee morale (Ronen & Donia, 2020). The study sought to understand the behavioral patterns and actions of failed leaders and the implications on poor organizational performance and employee morale. The behaviors and actions of successful leaders were equally important to understand employee motivation in supporting new critical change initiatives. Understanding what the cultural elements were within the real estate industry was important in pursuing the success of high organizational performance when new critical change initiatives were implemented. The study sought to understand the techniques and actions of failed leaders and successful leaders, and the implications of these actions on the goals and objectives of the organization. The outcomes of this research could lead to highly motivated employees, who through hard work and dedication could transform poor organizational performance to profits.

Role of the Researcher

Cumyn et al. (2019) suggested how the researcher distinguished and endorsed their role in the research was paramount to the ethical outcomes of the research. The role of the researcher was broad-based that entails all the underpinnings of the research from the preparation of the research questions to the final product and distribution of the study. The authors suggested that the role of the researcher was much more than the preparation of research questions; it was a feature of the researcher’s competence combining hard skills and soft skills to formulate the final product that was usable for current and future research. Shaw and Satalkar (2018) suggested growing cases of researchers' misconduct entailing plagiarism, and misrepresentation of information. There was more awareness now than ever of what established integrity within the research than what disrupted integrity. The authors contended that honesty, transparency, and objectivity were central characteristics of integrity.

Lu and Hodge (2019) posited that the researcher's positionality and ministerial role were important to the knowledge production in understanding the multi-dimensional undercurrents in the field of study. The authors further suggested that a researcher's positionality was reflective of components of intersectionality as well as inter-personal dynamics and intra-personal dynamics and, therefore, positioned the research on the conceptuality of the insider and outsider view-of-opposition. It was because of the complexities of the dynamism of researcher-researched correlative relationship that the integrity and honesty of qualitative research was paramount. Twalo (2019) suggested that the knowledge value chain involved a variety of stakeholders, managers, and leaders who consumed a researcher's knowledge production for policy and decision-making. Therefore, the consumption and knowledge use of this information was consequential to knowledge users, such as stakeholders, managers, and leaders or to anyone who perceives the information as useful. The author suggested that researchers were knowledge producers and essential policy makers and it was because of this conception approach that it was imperative that the researcher or co-producers conducted the study in an ethical, honest and in a manner of integrity.

Bracketing

Christie et al. (2020) posited that in qualitative research bias was more likely to be introduced through study design rather than qualitative or statistical analysis. The authors defined the study design as the methodology used to organize and collect data. The impact of the role of the researcher was heightened as users of the knowledge production depended on the accuracy and credibility of the study as its results were used in decision-making processes. Therefore, the data collected, including sources and methods, must be reliable. The authors contended that randomization across many disciplines were best used to prevent perplexing biases. Crick (2021) suggested that qualitative research could be accused of bias because of the size of the study, unreliability, and lack of rigor, however, when the study was conducted and planned correctly, it was unbiased, trustworthy, and rigorous, and taken seriously.

Hsiaw (2018) suggested that goal-bracketing was applied as a preemptive to counteract self-control concerns that were formulated through personal bias. In large research projects, where multiple stages of content were required, a researcher must bracket or group how the goals of the project would be achieved for assessment. The goals set-forth could either be an aggregate setting of the entire project or set by incremental goals of each section of the project. The author suggested that goal-bracketing entails self-control in time utilized to complete the project and was a preemptive to personal bias. Koch and Nafziger (2019) suggested that narrow bracketing was used to prevent the deviation of agent behavior, as each individual evaluated the magnitudes of choice separately. The authors further suggested that narrow bracketing phenomena was either classified as agent's cognitive limitation caused by choice errors or by implementing strategies where self-control could be achieved preempting bias.

The researcher looked to the interview process to screen applicable participants who could provide information that could add validity and credibility to the study. Preparing for the interview process was paramount to conducting a fair non-bias interview (Roberts, 2020). The researcher examined every means necessary to implement the interview plan and procedures to conduct meaningful interview exchanges with participants that could benefit the study in a non-bias manner. Apart from conducting face-to-face interviews, the internet was a powerful tool and web-based technologies, like Zoom, Skype, FaceTime, and Hangouts to name a few, could be beneficial in screening applicants first-hand (Mirick & Wladkowski, 2019). The authors suggested that the qualitative interview process was thought-provoking and a complex project that takes finesse, practice, and proficiency to engage the process from start to finish. Mirick and Wladkowski (2019) suggested that various options could be suggested to the participants to ensure comfortability, broadening the geography, and digital options for an interview.

Specifically, in conducting the study, the researcher solicited employees from real estate offices to conduct the interviews. A letter of permission was sent to the CEO of the firm to request approval to interview employees within the organization (see Appendix A). After the researcher received the signed letter of permission from the CEO of the firm, giving approval to conduct the interviews (see Appendix B). The researcher sent a letter of invitation to the participants who have been selected, which consisted of 25 participants within the sales department, leaders, managers, administrative staff, and directors (see Appendix C). Prior to each interview, a consent form was signed by both the researcher and participant (see Appendix D). The consent form was provided to the participant prior to the interview to reassure them that involvement was voluntary and could be terminated at any time during the interview process. During the interview, an interview guide was used that consists of 10 open-ended questions that will help guide the researcher through the interview process (see Appendix F). Regarding the interview process and concerning the outbreak of the Coronavirus disease 2019 (COVID-19), social distancing was required as recommended by the Center of Disease Control (CDC). In enforcing the CDC guidelines, interviews were conducted via Zoom, Microsoft Teams and by Telephone which facilitated audio and video recordings. To ensure that participants were not distracted, and their privacy protected, the use of videotaping was not used. The duration of each interview was from 60 to 90 minutes, with 25 participants, taking into consideration the interviewee's time, the researcher provided a transcript to the participant to review for disclosure and accuracy with a follow up interview via Zoom, Microsoft Teams or by Telephone. After the interview, the researcher coded each participant using a pseudo name (e.g., Participant 0110, 06/10/ 2021, P_1) to ensure that participant-information remains confidential. The researcher used MAXQDA to record data, and themes collected from the transcript, putting together a summary of the data collected from the interview questions.

Summary

The role of the researcher was significant, and in some cases, misunderstood, and taken for granted. The researcher or agent consumed a very important role that had a significant impact on academia and proven scholarly work. A researcher or agent was a knowledge producer whose scholarly work would be used by a wide array of individuals who were seeking a cross section of knowledge that brought new ideas to their own research project. There were other individuals namely, CEOs, managers, and leaders stationed at corporations, and on Board of Directors namely stakeholders who would use the knowledge production of researchers for decision-making purposes. These individuals were seeking clarity, new information, and ideas to construct meaningful decision-making that would be costly or have long-term ramifications if the information they were seeking was not accurate and without bias. The researcher's role was to ensure that the knowledge-shared information was accurate and flawless.

Research Methodology

Nasution (2020) suggested that individuals methodologically pursue the truth in several ways. An individual must believe that truth existed and there was a pathway of finding it, and that pathway was the method science or methodology of finding the truth. The author suggested that the product of thought and reason was knowledge and that there were ways to get to the truth. The combination of the words “knowledge” and “ways” was what was called methodology (p. 1). Therefore, the methodology was a structured outline to achieve the truth through method and purpose. Snyder (2019) posited that knowledge production in business research was rapidly developing at a fast pace; however, the results could be disjointed and interdisciplinary. It was the reason the literature review was a prevalent research method following a specific methodology. This structured review was a more comprehensive research method detailing truth and rigor in its findings and was more reliable than traditional literature reviews.

Discussion of Flexible Design

This study was conducted with a qualitative research method using a flexible design; specifically, using a single case study design was used. The research paradigm was pragmatism. Jonsen et al. (2018) posited that the writings of qualitative research were critical to the deconstructed experience that the story lends to its reader by their interpretation. Individuals look to qualitative research for significance, patterns, and motivation. The authors further suggested that writing was the focal point of qualitative research, and its rhetoric must be pure, assured, and honest. The methodological expertise of qualitative research must have the signs of a solid conceptual framework iterated, outlined, and demonstrated that captured the reader from start to finish. Nelson (2017) suggested that it was important to have depth in conceptuality instead of saturation in the writings of qualitative research. This approach in writing brought complexity between the concepts adding subtleties, significance, and validity enriching its content.

Flexible design methods are conducive to (a) narrative, (b) phenomenology, (c) grounded theory, and (d) case study, consisting of a single case or multiple case study, and (e) ethnography. Köhler et al. (2019) suggested that in applying the flexible design methodology to research it added diversity and flexibility to a broad range of topics and added to the advancement of qualitative methods. Flexible design methods are adaptable, broad-based in scope, and allow researchers to adapt the methodology to the research questions, sampling, and to the methods of data collection. The application of flexible design methods is a powerful tool for qualitative research as researchers can mold the data and sampling to the contours of the research. Leedy and Ormrod (2019) posited that because of the flexibility of qualitative research methods, the research could revolutionize over a period. Because of the flexibility of the qualitative approach, researchers should be cognizant and not use multiple designs, however, combine the methods into one constructive single study.

Appropriateness of a Single Case Study

A case study design with a single case was selected because of its broad-based explorative qualitative intensity and its versatility (Elman et al., 2016). A case study also generated ideas and pinpointed the various aspects of how individuals' lives were interrelated (Elman et al., 2016; Morse, 2016). This method highlighted the research questions drawing the understanding between leaders and their relationship with their employees regarding support for new critical change initiatives (Elman et al., 2016). The purpose of this case study was to (a) focus on the goals of the research, (b) discuss the problems of the research questions, and (c) explore and understand the problem regarding failed leadership. This approach led to various outcomes related to understanding why leaders fail to support employee engagement (Elman et al., 2016).

Elman et al. (2016) suggested that case studies were in the category of qualitative methodology, and were used in a multitude of fields such as (a) medicine, (b) social sciences, (c) humanities anthropology, and (d) the humanities. A case study could have one or multiple cases serving both qualitative and quantitative viewpoints within the same study. A case study can become intense when the focus is on a single case and becomes broad-based qualitatively, giving the study diversity and structure (Elman et al., 2016; Morse, 2016). Throughout this diversity, the topic of research was generally viewed qualitatively where the case selection depended greatly on sampling (Elman et al., 2016). The authors further noted that one important criterion for selecting a modern qualitative case study design would vary depending on the goals of the study. The authors further suggested that case study researchers could use a case study for a multitude of reasons and purposes namely finding errors in measurement, and discovery of an omitted variable.

Discussion of Qualitative Method.

Heale and Twycross (2018) suggested that case study research was a component of qualitative research methods and was defined as an exhaustive and methodical investigative study regarding a person, a group, or unit of people with a purpose of generalization over several components. Researchers utilized the case study method and scrutinized the complexity of the phenomena in its natural environment with the intent of developing an understanding of the complexities of the individual, group, or unit of people. The purpose of using case study research was that the holistic nature of the field of study could be scrutinized, and new knowledge generated. Bartlett and Vavrus (2017) suggested a case study research entailed the real-world conceptuality of an empirical framework of study that scrutinized contemporary phenomena. Yin (2009) suggested that case studies were of three orientations, to include (a) exploratory (data collecting and investigating patterns), (b) descriptive (theory considerations and appropriate framework for research question), and (c) explanatory (amplification of reasoning of topic or people of study). The author suggested that in a simplistic explanation, a case study was an entity or a single unit where there were boundaries set forth for phenomenon to occur and fundamentally bounded to be called a case study.

Baškarada and Koronios (2018) suggested the underlying stance of various methodological positions must have a clear understanding of the philosophical assumptions so that the outcomes of the study are logical with proven validity. Roberts et al. (2019) posited that qualitative research analysis consisted of non-numerical data and became a challenge to analyze as themes or codes emerged from the study and formed the categories for investigation. The themes or codes formed the recognized patterns of the study highlighting the content of the qualitative study that became the cause of analysis and investigation. In conducting qualitative research, as suggested by Roberts et al. (2019), the duplication of thematic analysis within the study can be a challenge for an apprentice researcher to decipher analysis strategies and processes and for an experienced researcher to determine the rigor of the qualitative study. The authors further suggested that because of the complexities of analyzing qualitative research, a codebook was useful, allowing clarity of thematic replication where the outcomes lead to validity and rigor.

A fixed design method is used for quantitative and statistical studies representing numerical data, and because of this reason the fixed design method was not chosen (Schoonenboom & Johnson, 2017). Scharlotta et al. (2018) suggested that this type of method is prevalent in medical and behavioral studies and is often used showcasing comparatives or a correlation between two variables. Because of the nature of fixed design method, this method was not chosen, as this study was not experimental in nature. Azuero (2019) suggested that mixed method design is a combination of qualitative and quantitative viewpoints. This type of design is best suited for medical research and research that consists of one or more variables and utilized quantitative numerical data (Schoonenboom & Johnson, 2017). The mixed-method design was not chosen for this study because it was not experimental or statistical in nature.

Appropriateness of Qualitative Method.

A qualitative method was chosen for this research study because it added rigor and validity to the study, providing credibility in the outcomes and assumptions of the study (Köhler et al., 2019). The study consisted of non-numerical data and, therefore, added a broad-based approach of qualitative inquiry to the research. Harper and McCunn (2017) posited the methodological approach of qualitative method was used across various disciplines investigating human behaviors and the factors persuading those behaviors. The authors suggested, the use of qualitative method afforded the researcher to inquire on the factors that persuaded human behaviors through online surveys, face-to-face interviews, and groups that were focused on the problem of the study. The methodology gave the researcher an opportunity to use technological platforms to conduct interviews such as Zoom and FaceTime. The authors further suggested, this type of methodology was utilized effectively across many disciplines as harmonious engagements between the researcher and their target audience were reached.

Rust et al. (2017) suggested that because of the versatility of qualitative method, the researcher has an opportunity to chart various paths of inquiry soliciting information from participants through various methods. The solicitation from participants allowed the researcher to gather data from a larger sampling population minimizing bias while generating validity and credibility to the study. The researcher had an opportunity to build trust with participants enabling participants to provide credible and truthful answers to the researcher's questions. Leedy and Ormrod (2019) suggested that a qualitative research method was best suited for a single case study. The qualitative method of research allows the research to interact with the individuals or focus group recording the details as they related to the problem. A qualitative research method compliments the case study and affords the researcher a variety of avenues of gaining information pertinent to the study.

Discussion of Qualitative Method for Triangulation

Farquhar et al. (2020) suggested that triangulation was a necessary practice while conducting case study research as it offered validity through conjunction of findings, while applying sources and methods. Natow (2020) suggested that a researcher interpretative framework depicted how triangulation was to be used for the study. In qualitative studies, where elite interviews were used, the researcher could combine interviews with document reviews. This process allowed the researcher to triangulate content by investigating and drawing data from multiple sources crosschecking content and allowing the researcher to do extensive prep work. An elite individual is a person holding a high-level position who is privy to unique information from a position of power. The author suggested multiple forms of triangulation, that can be used depending on methodology and the type of framework used.

An example of triangulation, when multiple methods were used in deriving multiple types of qualitative data collection, included (a) gathering information on interviews, (b) conducting observations, and (c) using various documents (Natow, 2020). Noble and Heale (2019) posited that triangulation increased credibility and legitimacy of the study and created a trustworthiness that forms believability. The researcher enriched the research by implementing triangulation as various databases were used including sources and methods to explain the differences in various points of view within the phenomenon of the study. It also crosschecked and repudiated datasets that invalidated the other and confirmed the hypothetical, whereby, one set of findings ratified the other. The outcomes of using triangulation are to validate content using various methodologies giving credibility to the research and its findings. The authors suggested that because triangulation added complexity and richness to the research, it required analytical skills; especially in comparing findings and analyzing the inconsistency of conflicts in the content of sources.

Appropriateness of a Data and Method Triangulation

Lemon and Hayes (2020) suggested that Denzin (1978) and Patton (1999) presented four methodological approaches to triangulation, namely (1) method triangulation, (2) investigator triangulation, (3) theory triangulation, and (4) data triangulation. In conducting this flexible qualitative research study, theory triangulation, and data triangulation was used to crosscheck the data collected for steadiness or discrepancies determining validity. Noble and Heale (2019) suggested that theory triangulation enabled the researcher to investigate the surfacing theoretical themes of the study allowing the understanding of a phenomenon. The authors suggested that combining various methods of triangulation would enable the researcher to spot bias in understanding the phenomenon, while giving the reader a sensible explanation. Lemon and Hayes (2020) suggested that data triangulation involved crosschecking data from various data sources of participants of diverse backgrounds within the study. The approach to applying data triangulation also involved crosschecking various documents in the study and required the researcher to fuse the consistencies and inconsistencies forming a conclusive ending that solved the problem.

Jentoft and Olsen (2019) suggested that it is appropriate to apply triangulation to a qualitative flexible case study. In utilizing a qualitative methodology, the simplistic approach was to crosscheck or triangulate data because what was disclosed in an interview could be easily crosschecked by what was observed, read in the relevant documents submitted for data collection. Abdalla et al. (2018) suggested triangulation offered objectivity where there seems to be subjectivity in qualitative research. The authors suggested that the quality outcome of a qualitative case study could be achieved through triangulation where, “reliability, credibility, transferability, and confirmability” were achievable (p. 66). In a case study where a qualitative methodology was used, the study became broad-based; therefore, triangulation became necessary keeping the emerging themes together that formed the categories for investigation by the researcher (Köhler et al., 2019; Roberts et al., 2019). The authors contended that triangulation became a creative and inventive method of harnessing the problem of the study with the data collected and the methods used.

The triangulation methods that was used for this qualitative case study as suggested by Natow (2020) were (a) gathering information on interviews, (b) conducting observations, and (c) using document reviews. These various forms of data collection would cross check and triangulate the information collected adding data that was factual and credible to the study. Dzwigol (2020) suggested that triangulation excited the imaginative research process and encouraged the researcher to look for new avenues for sampling and new ways to analyze and interpret data. The outcomes of triangulation were to achieve credibility and validity of the study, which was the usage of data collected from various sources by various methods. The author suggested that triangulation took on a role in the qualitative structure of the study supporting the strategic goals and objectives of the conceptual framework where the outcomes were valid and credible. Triangulation was an important and effective tool for validation in a qualitative case study.

Summary of Research Methodology

The purpose of the study was to address the problem regarding why leaders failed to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The research methodology provided a systematic and conceptual framework of how the study was achieved. The role and conduct of the researcher in overseeing the study was paramount to the success, credibility, and validity in seeking information without bias and avoidance of personal views. The methodology and research design of the study and the chosen conceptual framework was imperative to the research of phenomena that would support future research. The researcher must collect data in a fair, non-bias manner that was free from personal viewpoints, while crosschecking all data sources used for accuracy and validation. This was the reason that triangulation was important to the credibility and validity of the study.

Using a qualitative (flexible) research method, specifically, a single case study design, the researcher scrutinized the purpose statement and explored the potential of why leaders failed to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The cultural elements and diversity of the real estate industry and its actors were crucial to high organizational performance as teamwork was dependent on how well all employees were onboard with the goals and objectives of the firm seeking operational excellence. The researcher scrutinized the potential elements of failed leadership in conducting an interview investigating poor organizational performance. The researcher’s skill, positionality, and managerial role in the research consisting of gathering, analyzing, and interpreting data were paramount to knowledge production, while understanding the multi-faceted components in the field of study. It is imperative for the researcher to understand their role and nuances of the study and the learning outcomes to produce a successful research study with credibility and validity.

Participants

The designated organizations were chosen for the study and approval was granted from the CEO, leadership, and executive team (see Appendix B). Participants were sent a letter of invitation to be a part of the study on a volunteer basis (see Appendix C). The participants for the qualitative case study were individuals who were willing to volunteer their time and information, and be an integral asset to the study. The participates had 1 year to 30 years of experience in the real estate industry and were from various leadership levels of the firm, to include the CEO, the executive and leadership team, managers, real estate Brokers, and the administrative team. There were individuals with non-leadership experience selected who provided information on employee engagement. Each participant was screened based on the requirement of being an active employee of the firm with a legal age limit of 18 years or older. The researcher coded each participant (e.g., Participant 01, 06/10/21_P1) to ensure the identity of each participant remained anonymous and confidential.

The interviews included 25 participants within the firms, consisting of participants within leadership and non-leadership positions. The participants within the leadership to include the CEO of the firm, the executive team including managers, as well as participants in non-leadership to include real estate brokers and the administrative team. The duration of the interview was from 60 to 90 minutes taking into consideration the interviewee’s time. A cross section of information was collected from each participant including demographics, number of years employed with the firm, and the number of years the participant is expected to stay employed with the organization. Each of the 25 participants was sent a letter of invitation prior to the interview (see Appendix C). Prior to the interview, the participant was sent a consent letter to sign that provided information regarding their participation and their anonymous consent withholding no obligation to continue the interview if they so choose. A signed copy of the consent form by both the researcher and participant was emailed to the participant for their record keeping (see Appendix D).

The design and framework of this case study permitted, (a) gathering information from interviews, (b) conducting observations, and (c) using document reviews via journalized data gathered through analysis (Natow, 2020). The design and research framework of this case study permitted open-ended questions, with semi-structured interviews, which allowed the researcher to probe the participant in-depth which led to potentially observed correlative information (Weller et al., 2018). Each participant was asked a series of interview questions (see Appendix E) using the interview guide (see Appendix F). As part of member checking and validation of the data, the researcher contacted participants after the interviews to verify the responses to the questions were understood and transcribed correctly. Concerning the outbreak of the Coronavirus Disease or (COVID-19), social distancing was required as recommended by the Center of Disease Control (CDC). In compliance with the CDC guidelines, social distance guidelines would be followed; interviews were conducted via Zoom, Microsoft Teams, or by telephone.

There were 25 interviews conducted via Zoom, Microsoft Teams, or by telephone. The coded data collected on all participants from the interviews were transcribed into an interview transcript and shared with each participant to verify and cross-check for accuracy. At the end of the interview, the researcher sent a thank you e-mail to each participant, thanking them for their time and information shared. The interview transcript was also shared. All information and data collected were coded, to be kept confidential and anonymous for privacy and confidentiality of all participants on a secure, password-protected computer or in a locked file cabinet for a period of 3 years.

Population and Sampling

The overall intent of this qualitative case study was to provide an appropriate sampling within the real estate industry that provided an understanding to the research questions that explored the problem. The population and sampling of participants comprised of both male and female employees who were employed within the real estate organizations in the northeastern United States, and who provided a real estate service to the public. These individuals comprised the target audience and population sampling of the study and were at the legal age of 18 years and older. All participants were currently actively employed with the firm. These individuals consisted of participants within the leadership to include the CEO of the firm, the executive team including managers, as well as participants in non-leadership positions to include real estate brokers and the administrative team. The population consisted of 54 participants and the sample size consisted of 25 participants.

Leedy and Ormrod (2019) suggested that time management was crucial when interviewing participants as every individual’s time was important. The authors suggested that a friendly persona was important to gain the cooperation of the participants and to quell a nervous tension if there was one. A participant that was motivated will likely give more of their time than the allotted time for the interview. McGrath et al. (2019) suggested that it was equally important for the researcher to prepare for the interview as well as the participant. In the event that a participant volunteers for an interview, it was important to build rapport prior to the interview sending an invitation letter. This will set the tone for a meaningful rapport between the researcher and participant.

Discussion of Population

The sample population selected for the study consisted of a small group of participants 18 years and older within the real estate industry in the northeastern United States general population. These individuals comprised the target audience and population sampling of the study. The participants were within the leadership to include the CEO of the firm, the executive team including managers, as well as participants in non-leadership positions, including real estate brokers and the administrative team. Singh and Gorey (2019) suggested using a randomized response technique in a stratified random sampling, where the qualitative and sensitivity character of the particular population used can be estimated, as introduced by Chang et al. (2004). The authors noted that in many fields of study participants do not provide truthful answers when asked personal or questions deemed sensitive, and may refute or fabricate answers. The randomized response technique was used as a preventative technique in approximating individuals with the sensitivity attribute.

Asiamah et al. (2017) suggested that information gathering from participants was a contribution of the researcher’s knowledge production. Participants were a part of the research population which comprised of individuals sharing one or more distinctive interests, therefore, all data collected from participants attributed to the population sample as a whole either individually or to all contributors. Brink et al. (2019) suggested that the researcher must understand the aims and objectives of the study before sampling the population of interest. The authors further suggested that it is important to select participants with specific experience and knowledge in the field of study. The authors further discussed that the goal of the researcher in interviewing each participant was to reveal how a particular population expressed their conclusions based on their decisions. Therefore, it was important to seek a target audience that was properly trained and experienced relatable to the field of study.

Discussion of Sampling

Mthuli et al. (2021) suggested that determining the sample size of a qualitative research study was a prickly and perplexing issue for the researcher. The authors suggested in qualitative research studies the process in which researchers determine sample size was not often clear, nor discussed, and often times never mentioned, while some researchers depended solely on saturation. The authors suggested that saturation was an indication that the researcher's data collection had reached the level of satisfaction for the study. Turner (2020) suggested the sampling of a research study comprised of a population subset lending practicality to data collection at a quicker pace, cost effective rather than reaching the entire population. The author discussed purposive sampling as a method used to target individuals who were representative of a cross section of the population and could impart significant information on the subject of the research questions. The author suggested this type of sampling method was likely to generate researcher bias in recruiting participants.

The sampling method utilized for this qualitative research study was purposive sampling. Campbell et al. (2020) suggested that purposive sampling allowed the researcher to correlate the sampling according to the goals and objectives of the study, in the end, refining rigor, and cultivating trustworthiness with the data increased depth in the outcomes. The authors suggested that purposive sampling was used strategically for the selection of participants who could have varying viewpoints sharing the same distinctive traits at the time of question, and therefore, was necessary that they were included in the sample. In this qualitative research study the distinctive trait of the sampling was the accessible target population within leadership and non-leadership roles of 18 years and older, and currently working with the real estate firms. Hennink et al. (2017) suggested that in order to attain saturation researchers could be provided guidance to spot when saturation occurs and to expand sample size estimation to include additional interviews that generated additional data for saturation to occur increasing the depth of understanding within the study.

Asiamah et al. (2017) suggested the goal of the research, backgrounds, and expectations could command the concentration of content of the accessible population in a qualitative research study. A sample was a representation of the accessible population. The authors suggested that in furthering knowledge production and debate researchers gathered pertinent data from participants who were part of the research population. The sample frame for this research study or the accessible population was 54 participants with a sample size of 25 participants allowing the research study to reach saturation. This small group of participants was expected to produce opulent data to probe the problem of the research study. Hennink et al. (2019) suggested saturation was attained by pinpointing the repeat of new themes and was the indication that saturation was reached.

Summary of Population and Sampling

The authenticity of the study depended on the outcomes of the chosen sample size by the researcher. The sample size was a representation of a cross-section of the population of the chosen study where the researcher relied on the information to quell the inquiry of the research questions. The process of arriving at the best and appropriate sample size to reach saturation was a challenge for any doctoral student and amateur researcher. The findings and outcomes of the study could have far-reaching effects as the information could be used in various forms, including decision-making processes. A researcher's role was critical to knowledge production adding significantly to knowledge management and for the importance of future research. The target population of the study was critical to its credibility and validity, hoping that the responses of participants ensured saturation adding opulent data that enriched the research study.

Data Collection and Organization

Moser and Korstjens (2018) suggested there must be a plan whereby the data collection of the study was composed. The plan regarding the data collection should be defined broadly with an openness in sampling strategies that provide richness in data that are in line with the methodology of the study. The authors suggested that saturation was essential to data collection and determined the extent of data collected through the sample size. The data collection methods most frequently utilized in qualitative research were participant's observation, face-to-face interviews, focus groups, including by telephone or online. Chhabra (2021) suggested that the sample size of the study was critical to data collection and the overview of the study should consist of the goal, design, data collection, data analysis, and the reporting of the findings of the research. These sections of the research could preserve the outcomes of the study preserving quality and rigor minimizing the risk of bias, which optimized the accuracy and credibility of the research results.

Data Collection Plan

Alam (2021) suggested that a data collection plan consisted of a series of steps and processes in harvesting data pertaining to the research study. The research questions were the drivers of the data collection plan and directed the data development and harvesting of information for the research study. The goal of the data collection plan was to reach saturation ensuring that follow up interviews and member checking occurred to validate responses. A strategic data collection in a qualitative case study plan involved a methodology with the formulation of questions, the procedures of semi-structured interviews, analysis of the data collected using MAXQDA or other software as a tool when saturation was achieved. Jain (2021) suggested that part of the data collection plan involved observations, building rapport and trust and recording data that was carefully retrieved and analyzed ensuring that any new questions were answered. The author suggested that if the data collected plan was not designed constructively it would be prone to misunderstanding and falsification.

The researcher's approach to this study was to galvanize real estate organizations within the northeastern United States. The number of participants was 25 participants selected from a group of professionals consisting of the CEO of the firm, the executive and leadership team, manager's team, and the administrative team. The data collection was done through utilizing Zoom, Microsoft Teams, and via telephone interviews. There were no financial information discussed nor revealed by the participants nor supported by any financial reporting and was not provided by the firm. These reports were confidential and not revealed by the firms and therefore were not a part of the data collection plan protecting privacy and following the ethical norms of the research study. The information was imported into MAXQDA, and other field notes would be kept under safe scrutiny for 3 years to ensure the privacy and confidentiality of each participant. The discipline of the data collection plan was important to keeping the data of all participants confidential, and in a systematic order that the outcomes revolved around themes to build saturation.

Member Checking. Candela (2019) suggested the purpose of member checking in a qualitative case study was to enforce validity imparting trustworthiness to the research. The author suggested that member checking allowed the researcher to provide allowances for the participants to either approve or repudiate the interpretations made by the researcher of the data collected from the participant adding credibility to the study. One aspect of member checking allowed the researcher to conduct follow-up interviews adding validity to the participants' retorts for accuracy. Iivari (2018) suggested that a common occurrence in qualitative research to have informants corroborate the researcher's interpretations for accuracy. The author suggested that member checking allowed the participant to be involved with the study, cross-checking the researcher's data, verifying the information brought trustworthiness to the research, and created allowance for participants to elaborate on the data collected or make new findings or provide disagreements with the researcher's interpretations. The researcher of this study allowed members checking for validation imparting credibility to the participants' responses.

Follow-up Interviews. Wagner et al. (2019) suggested that data complexities were prevalent in social science research with regards to longitudinal studies with common measurements within data sets with various complicated patterns arising where pertinent data could be missing or need verification, a follow-up or closeout interview was necessary. The authors suggested it was important to perform follow-up interviews with respondents where there were missing data to curb bias and to provide the useful information completing the patterns of data for a successful outcome of the study. Frie et al. (2020) suggested that follow-up interviews allowed the researcher to back up their recordings with elaborations from the participant in a broader sense of the questions asked, preempting bias, and ensuring validity to each recorded response. In control group studies, the authors noted that follow-up interviews motivated the participants to stick to their regimen fulfilling their purpose of why they were in the study in the first place. The researcher allowed follow-up interviews on any additional questions or new questions that were required as a response to the initial interview questions (see Appendix E).

Instruments

Husband (2020) suggested in a qualitative conceptual research study, a semi-structured interviewing process was a multi-faceted and arduous relationship between researcher and participant. The researcher as an instrument of the study who bore the obligation and ethical responsibility through their actions to the participant. The researcher as an instrument of the study bore an enormous responsibility in structuring the style of interviews, scope, limitations, and rules regarding the parameters of how the interview would be conducted. The structuring of the interview framework bridged the relationship with the researcher and interviewee to record the content extrapolated from the interviews, to the transcription, and further to analyze the data content collected. Young et al. (2018) suggested that a researcher's role in conducting an interview was creating a narrative that was bounded by context and was mutually agreed upon by researcher and interviewee. The validity and credibility of the narrative created between researcher and interviewee depends on truthful answers on behalf of the interviewee based on their ethical conduct and relationship with the researcher.

The researcher utilized and implemented semi-structured interviews as an instrument of the study. Price and Smith (2021) suggested semi-structured interviews offered insight of the human mind as the processing of daily happenings in the social world evolves. The semi-structured interview allowed a free-form rapport between researcher and interviewee that could ensure reliability and enhance validity of the study. The authors further suggested that this type of interview allowed the researcher the flexibility and time needed to ask questions granting allowances for the researcher to ask additional questions in the form of sub-questions. Striepe (2020) suggested in social science research visual methods and concept mapping was a technique that a researcher can implement along with the semi-structured interview that formed a visualized picture that was representative of the interviewee's or group ideas. This technique allowed the researcher to be creative utilizing unconventional methods combining words, graphics, and images creating a visual picture of the interviewee's thoughts and ideas.

Interview Guides. The researcher used a semi-structured interview guide (see Appendix F) as an instrument of the study. The interview guide provided a method of keeping on track with the participant and researcher rapport that allowed the researcher to delve into the open-ended questions with allowances for sub-questions. The interview guide consisted of the three research questions with sub-questions to probe the participant further to gain a better understanding of the problem (see Appendix F). The three interview questions, with triangulation correlation to the research questions, were as follows:

1. How would you describe leadership failures within the firm that fails to engage employee support regarding new critical change initiatives within the real estate industry in the northeastern United States?
2. Is the firm taking any measures and approaches to ensure that the firm is up-to-date with current change initiatives?
3. What upcoming measures and approaches will the firm utilize to preserve the necessary cultural elements present for success in implementing change initiatives?

Farquhar et al. (2020) suggested that multiple data sources and secondary sources could be used to crosscheck and triangulate data. Triangulation broadens the scope of the study where the outcomes were valid and credible through the convergence of outcomes utilizing sources and methods. The authors further suggested that triangulation through sources and methods were the only understanding of triangulation that were concerning of participants' natural settings and nuanced understandings. Tarrow (2019) suggested that adopting multiple methods was important for triangulation to take place whereby each method was scrutinized for validity and credibility. The author suggested that applying the qualities of comparison was an added strength to the study in applying multiple methods. Triangulation was essential to impart rigor and quality of outcomes to a case study research.

Data Organization Plan

A list of participants for the study was obtained from the organization and provided to the researcher. The organization did not have access to participant names on whom provided data to the researcher. A randomized selection was made from the list of participants, with each participant given a coded numerical badge number (e.g., Participant 01, 06/10/21_P1). The codes were applied to the list of participants in the target audience. After each participant signed the consent form (see Appendix D), the interviews were arranged and utilized Zoom, Microsoft Teams, or via telephone with recording features. The transcripts from the interviews were returned to the participant to validate authenticity before transcribing into MAXQDA, the Microsoft Word document. The researcher arranged a follow up interview with the participant via Zoom, Microsoft Teams, or via telephone. The data from the interview and all voices recorded were saved securely into a document with password protection. All files were used by their coded name to protect the participants' privacy and maintain confidentiality.

Creswell and Poth (2018) suggested in a qualitative research study the planning and organization of data collected were important for the development of themes achieved by using coding methods. The data collected must be handled securely, protecting the privacy and confidentiality of the participants. The transposing of the data collected by the researcher was important to achieve accuracy and validity of the recorded information. Within the data collection methods of this research study, the suggestions made by Creswell and Poth (2018) were followed, adding credibility and accuracy to the data collection process. The data collection methodology for this research study was suitable for this narrative case study research. Each participant's information was kept secure, while maintaining confidentiality according to the parameters of this study.

Summary of Data Collection and Organization

The focus of this section dealt with the data collection methods and processes of this qualitative research. The data collection plan was an intricate process of preserving the information received protecting the identity of the participants and their responses through the process of confidentiality. The structure of the plan was to preserve data integrity with the harvested information. The importance and methods of triangulation were discussed highlighting the seriousness of this process. The data collection was structured to prevent inconsistencies while reaching saturation. The interview recordings and data from additional interviews were treated with the highest confidentiality and sensitivity preserving the credibility of the research study.

Data Analysis

Maher et al. (2018) suggested that data interpretations were the backdrop of the design research process. The researcher's imagination could also be applied, as the understanding of theory was imperative to understanding the data collected. The authors suggested tools such as colored pens, paper, and sticky pads, with appropriate software for analysis, such as MAXQDA, which was important for the analytical process to take place. Cypress (2019) suggested that computer software was prevalent in research data analysis. However, the author suggested that this could pose a challenge to the researcher as software developers try to understand the merits of the research in software development. The nuances of software technology put the researcher in a position of understanding the software in the transcription of data analysis, coding, and textual interpretations. The benefits of using computerized software was that it gives the researcher coding tools and content queries. The research software used for this study was MAXQDA.

Emergent Ideas

Creswell and Poth (2018) suggested the data process included data collection, organization, and interpretation, which could be a complicated task for the researcher. The organization of the data was critical to the interpretation process as it was important to prevent confusion. As the researcher continues to analyze the data, emerging ideas were obtained. The researcher must diligently note these new ideas carefully, detailing pertinent information that were used for data interpretation. According to the authors, the researcher must immerse themselves into the data collected through recordings, transcripts, and visual imagery. This process allowed the researcher to identify themes, trends, and condensing the interviews from a broader picture into parts.

Coding Themes

Wan (2018) suggested the most complicated phase in qualitative research was analysis of the data collected. A broad-based study consisted of multiple approaches with differentials in concepts, expectations, and analytic rulings. The researcher’s role was to create analytic categories that consist of the participants’ experience highlighting the events of the research. The author suggested that the researcher must identify coding frames, and identify themes that occur, including concepts and creating a meaningful labeling system. Rogers (2018) suggested the purpose of coding was bridging the data collection phase with the data analysis phase of the study. The author suggested the researcher was the chief instrument of the study; whereby coding was dependent of interpretive, experimental, and investigative processes, coupled with problem-solving skills and synthesizing the data collected.

Interpretations

Wang et al. (2020) suggested that data interpretation concerned how model forecasts are accessed and data understood, given the responses from participants. The authors suggested that there were various ways and means of data interpretation given the nature of the study. Creswell and Poth (2018) suggested interpreting the data as an integral part of the study and the data gathered must form sense whereby the researcher looked beyond the codes and themes of the data collected in the broader scope and meaning of the data. There were various forms of interpretation that a researcher may implement, such as interpretations based on hunches, insightfulness, and intuition. The researcher's interpretation of the data collected could influence the outcomes significantly. The interpretation of the data required skill and knowledge and was best served to link interpretation to a larger sphere of proven work by other researchers.

Data Representation

Killen (2017) suggested that data representation and visualization were applied differently to different data types pinpointing various pieces of the data. The author suggested that data representation was crucial to decision-making, aligning cognitive abilities to the decision-making process, utilizing data interpretation, and data representation to problem-solve tasks. The author suggested that higher levels of visualization of the data aligned with cognitive abilities enabled the decision-maker to rapidly problem-solve in a shorter period. Creswell and Poth (2018) suggested that data representation and visualization represented packaging the information collected into various levels of abstraction. The levels of abstraction consisted of the most abstracted information and the least abstracted information creating a visualization chart of the data harvested. The authors suggested that the two levels of abstraction were broadened into multiple specific themes.

Analysis for Triangulation

Rooshenas et al. (2019) suggested in a qualitative research study, the researcher triangulated the data harvested from the qualitative interviews to ensure that rigor was attained and was confident in the approach that the data gathered was obtained. The authors suggested that triangulation occurred when the researcher was triangulating the key conclusions of the research with different and various sources. In conclusion, of the qualitative interviews, the researcher reviewed the data harvested, including the transcripts and mapped themes, while applying codes utilizing MAXQDA as the software of choice for this research study. Demir and Pişmek (2018) suggested MAXQDA can provide reports that can be utilized for the data interpretation and visualization. The convergence of information could allow the researcher to triangulate the data collected, substantiated the coded themes that was derived from the data of the research questions. MAXQDA was and became a necessary tool for the researcher in documenting all data collected for analysis and investigation.

Creswell and Poth (2018) suggested that researchers may use various means of triangulated data, such as multiple usages of sources, methods, and theories to corroborate the data gathered, illuminating the themes that added perspective to the study. The outcomes of triangulation added validity to the study. In quantitative research, an interrater was utilized bringing reliability to the study. Mason et al. (2020) suggested detailed field notes could assist the researcher in triangulated data collected. The researcher expanded the field notes in detail soon after documentation to accurately obtain participant information relating to the data collected. This type of detailed focus would allow the researcher to pinpoint the accumulation of descriptions that directly answer the research questions.

Summary of Data Analysis

The data interpretations of a qualitative case study research were imperative to the successful outcomes of the research study. There were critical elements of gathering data, interpreting, and representing data that were critical to the outcomes of the study in terms of validity and believability. It takes a special kind of skill to identify themes, recognize emergent ideas, and develop a strategy and methodology of processing. The data analysis process was a tedious procedure that required coding, interpreting, representing, and identifying emerging ideas to be triangulated and crosschecked for validity and credibility. For a researcher, these processes and methods should be handled carefully so that the research would not be derailed in any manner.

Reliability and Validity

Spiers et al. (2018) suggested that reliability and validity were verification strategies that assured rigor to qualitative research. The authors suggested that reliability in qualitative research was embedded in the adequacy of the data, obtained from participants that showed measured consistency over recurring events in the data gathered. The authors suggested that validation related to the appropriateness of the data, which allowed the researcher to accurately account for the experiences of the participants. Creswell and Poth (2018) suggested many viewpoints regarding what constituted reliability and validity. The authors contended as the researcher strove for understanding in generating the body of knowledge derived from meeting with participants, the underlying question was “Did we get it right?” and was an “inaccurate account” published (p. 243). These are the many questions that the researcher must ask themselves, and to the participants and thus to the readers. In striving for reliability and validity, the qualitative researcher probed for understanding and the knowledge production that came from the personal exchange of information through the qualitative interview.

Reliability

The researcher would achieve credibility of the study by conducting follow-up interviews with participants utilizing the interview guide to maintain consistency and stayed focused on the research questions, ensuring the internal validation of the study. The researcher took diligent notes and notes of emergent ideas and themes (Creswell & Poth, 2018). The researcher achieved transferability by ensuring that the outcomes and findings of the interviews were verified by the participants when there were unclear answers. The researcher also composed a thick description or pen extensive notes detailing every case and theme (Creswell & Poth, 2018). The researcher achieved dependability through consistency and reliability of the data collected and of the research findings by ensuring the data collected were according to the guidelines of the study. The researcher achieved confirmability by diligently checking and cross-checking and triangulated the data collected using sources and methods and corroborated data with participants.

Turner and Houle (2019) stated for researchers to yield results that were meaningful, the themes used for the study must be measured in a reliable fashion. The authors suggested that measurements could achieve reliability, where the outcomes were duplicated in repeated sets under the same conditions. The researcher of this study examined the themes derived from the data, investigated the content gathered for duplication of repeated themes forming the reliability of data achieved for credibility. Creswell and Poth (2018) suggested that composing detailed field notes at the time of the interview, and utilizing recording devices were methods of gathering data that could enhance reliability and dependability of data collection. The researcher of this study utilized the software program, MAXQDA; to code each participant in order to record the data collected utilized the interview transcripts to measure reliability and transferability. The researcher anticipated and achieved saturation in which saturation will be validated where confirmability was achieved.

Validity

Hayashi et al. (2019) stated validity of process supports satisfactory research where replication and direction becomes integral to achieving validity. The authors further suggest that validity stems from triangulation where data sets are crosschecked for accuracy and consistency from various data sources, such as the participants of the study. The researcher achieves data saturation by attaining an effective sample size that enhances validity. Creswell and Poth (2018) suggested extensive engagement with participants and persistency in observations where checking for misinformation and distortions are all preventative methods to enhancing validity. The researcher composed extensive notes, use an audio recording device, and interpret transcripts, as these tools enabled the researcher to triangulate data; thus, enhancing validity of the study. The researcher applied bracketing through extensive note taking and memoing throughout the data collection process that will assist with potential distortions enhancing the researcher’s understanding of the data collected.

Bracketing

Koch and Nafziger (2019) suggested that bracketing was a theoretical construct of phenomenology. The objective of the research was to engage participants in the interview process to extract essential information concerning their lived experience. Bracketing was applied to prevent the deviation of the researcher’s behavior, as each individual evaluated the magnitudes of choice separately. The authors further suggested narrow bracketing phenomena were a causation of the researcher's cognitive limitation caused by choice errors or by implementing strategies where self-control could be achieved pre-empting bias. The researcher examined the data collected with an openness, balancing personal feelings, while removing subjectivity. The research will further try to achieve understanding in the phenomenon derived from the perspective of the participants.

Summary of Reliability and Validity

The purpose of reliability and validity of the study was to maintain bias and distortions throughout the research process. The researcher must approach the research in such a manner as if being audited, watched, or recorded. In addition, the readers could scrutinize the study after completion and publication. Reliability and validity of the study was important for believability and transferability to occur lending credibility to the researcher's study, which were the published findings. The data handled and obtained of information from participants must be done with precision, sensitivity, while maintaining confidentiality and protecting each participant-responses. The interpretation of data must be handled with care and structured throughout the entire research process, giving the researcher an in-depth look at the data obtained, with an openness, and understanding of the information; thus, preventing bias, and distortions, while enhancing validity and reliability.

Summary of Section 2 and Transition

The study as discussed in Section 2 focused on the problem related to the failure of leaders to engage support regarding new critical change initiatives resulting in poor organizational performance within the real estate industry in the northeastern United States. The focal point addressed a leader's ability to rouse their staff collaborating teamwork, supporting employees to shatter the status quo, and engaging in new critical change initiatives to improve organizational performance. Section 1 and Section 2 were interconnected as the foundation of the study as discussed in Section 1 hinged on how well the researcher addressed the research questions without bias and held the data collected of participants confidential, as discussed in Section 2 under the role of the researcher. The purpose statement indicated why the study was being conducted. A broader view of the study addressed employee motivation in supporting new critical change initiatives. The cultural elements supporting new critical change initiatives were researched relating to how the status quo could be dissolved, creating high organizational performance leading the firm to success.

The role of the researcher was pivotal to the success of the entire qualitative case study. Sections 2 of the study addressed the method of gathering the participant information to maintain confidentiality of the participants. The data collected were handled in a sensitive manner protecting the integrity of the information gathered so that with the researcher's interpretations consisted of successful outcomes of believability and credibility enhancing reliability and validity. Through bracketing, the researcher maintained an openness when gathering, collecting, and interpreting the data. The researcher was diligent in executing all elements discussed within the framework of the study based on the responses to the research questions.

The researcher applied a fair and non-bias approach to the study, holding any assumptions in check to prevent bias or preconceptions that could potentially bias the study. The organization of collected data was imperative to knowledge production; therefore, the accuracy of the research process and the research methodology must correspond with the data collected. The flexible design utilized a single case study and the research paradigm brought pragmatism to this qualitative research study. The appropriateness of a single case study provided a broad explorative capacity and focused on the goals and objectives of the research delving into the problems of the research questions and explored the underlying problems of failed leadership. A qualitative methodology allowed the researcher to broadly investigate the problem adding appropriateness with rigor and validity to the research study. The qualitative methodology, together with the flexible design and pragmatic approach provided the researcher the flexibility in a corroborated meaningful study.

Because of the qualitative methodology and thick description of the data collected, triangulation, crosschecking, and verification of data were important for the validity and reliability of the study. The appropriateness of data and method triangulation outcomes was a sense of believability of the study. The collection of participants for the study included 25 participants where the data collected was vast from penning detailed summaries, observations, and utilizing journalized data. The population and sampling size was important for saturation to occur. The target audience was of the legal age of 18 years and older and actively employed. The sample of professionals were from a cross-section of individuals of the firm from the CEO, executive and leadership team, managers, real estate brokers, and the administrative team.

The data collected and the organization of the data collected were a part of the data collection plan. The data obtained were achieved through semi-structured interviews and the analysis of the data collected was done using a computer software called MAXQDA. The process of member checking or follow-up interviews was done, which allowed the participants to verify the information, rebut, or add additional responses. The role of the researcher was an instrument that bore the responsibility to put forward a study of credibility and, at the same time, responsibility of safeguarding the confidentiality of the information received from the participants. Each participant was given a code to preserve their identity. The researcher utilized an interview guide to provide an efficient process allowing each participant enough time to respond giving each an opportunity for additional sub-questions.

The analysis of the data was important to the successful outcomes of the study concerning transcription of data, coding, and textual findings. The emergent ideas and coding themes was noted, and journalized carefully in detail, ensuring the data represented were true and correct. The researcher looked beyond the coded themes of the data derived from participants giving the interpretation and visualization of the data collected a broader view. At this point, triangulation was important to crosscheck key conclusions for reliability and validity.

Section 3 included (a) bullet point outline; (b) the research proposal w/IRB approval; (c) the research proposal w/IRB approval – admin review; (d) presentation of findings; (e) presentation of findings – committee review; (f) presentation of findings – admin review; (g) supporting material; (h) Section 3, application to professional practice; (i) draft dissertation and updates; (j) final dissertation – defense; (k) final dissertation – admin review; and (l) final dissertation – editing.

Section 3: Application to Professional Practice and Implications for Change

The real estate industry has changed tremendously since the COVID-19 pandemic became a disrupter to the way business was conducted. COVID-19 as a surprise left business leaders scrambling for ample solutions of how their businesses were going to operate in the next few years. According to Worzala (2021), the pandemic has put everyone worldwide on recess where there was little or no certainty for the future. COVID-19 has not only disrupted the business process for operational excellence to be achieved, it had exposed the susceptibilities, and weaknesses of the general business practice of the firm and the impact on leadership and management that was caught by surprise (Bentham, 2021; Worzala, 2021). According to Bentham (2021), COVID-19 made a significant impact on leadership and management and challenged how the workplace was going to operate for the future, which affected the productivity of employees, the motivation of employees, and, in turn, affected the firm's bottom line negatively.

The pandemic not only brought challenges to leadership and management, but also forced human resources to reposition its stance on the challenges of remote work. According to Collings et al. (2021), the pandemic forced Human Resources Management to reposition its role between the practices of HRM and organizational performance. The authors suggested that HRM was obligated to look at the firm's human capital resources while separating those who work from home (WFH) versus those who were scheduled to work on site or at the office. The authors posited there were a myriad of challenges such as the influence on the actions and behaviors of employees, stakeholders concerns and making sure that shareholders' demands were met. According to Dubey (2020), HRM was forced to modify its HR practices to lead organizational performance while adapting new techniques to hire and grow new talent that is suitable for future development of the firm. The author posited that since COVID-19 had posed such uncertainty for the future, one of the challenging roles of HR was to create ways and means of boosting and motivating the workforce in terms of keeping morale and optimum production.

Section 3 included the following: (a) Overview of the Study, (b) Presentation of the Findings, (c) Themes Discovered, (d) Representation and Visualization of the Data, (e) Relationship to the Findings, (f) The Research Questions, (g) The Conceptual Framework, (h) Summary of the Research Framework, (i) Anticipated Themes, (j) The Literature, (k) The Problem, (l) Summary of the Findings, (m) Application to Professional Practice, (n) Improving General Business Practice, (o) Potential Application Strategies, (p) Summary of Application to Professional Practice, (q) Recommendations for Further Study, (r) Reflections, (s) Personal and Professional Growth, (t) Biblical Perspective, (u) Summary of Reflection, (v) Summary of Section 3, and (w) Summary and Study Conclusions.

Overview of the Study

This qualitative flexible single case study research was conducted to add knowledge to the existing body of research in understanding leadership failures that lead to poor organizational performance. It was imperative for a firm to seek operational excellence in all aspects of the firm to procure a sustainable approach to maintaining the firm's bottom line. Carvalho et al. (2019) suggested that operational excellence in any firm should not be used as an approach to initiating change but as a tool in providing the framework to deal with change. The authors suggested that when operational excellence was teamed with organizational culture and agility as it forms an integral alliance of initiatives that promotes long-term sustainability of the firm. Gólcher-Barguil et al. (2019) suggested that measuring operational excellence leads to operational excellence profitability (OEP). The authors further suggested that the performance of any operation depended on what drove operational excellence and the understanding of what those drivers were and how impactful they were on the decision making of the firm. A firm that exhibits higher operational excellence demonstrates proficiency and efficiency.

The study continued to address the general problem of the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The general problem related to the specific problem that continued the discussion of the potential failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in possible poor organizational performance. The research questions functioned as a probe in answering the general and specific problems underlining the role of the researcher as pivotal in assembling the findings and information gathered on each research question. The source of data was gathered through semi-structured interviews for the presentation of findings. The interview questions were the same and in direct relation to the research questions outlined in the study. A recruitment letter was sent via email to a member of the leadership team associated with the real estate firms.

The leadership of the firms accepted the invitation to participate in the study and provided contact lists of potential participants, with point-of-contact from the organizations being unaware of participant-information provided. The potential participants were from firms within the real estate industry with the same general business practice within the northeastern United States. There were 25 interviews conducted, and all participants met the criteria of the study. The researcher felt that saturation was achieved among the 16 participating individuals discussed in the study, because six themes emerged from the data collected from participants, which included (a) COVID-19 as a Disrupter, 13 participants responded or 81.25%; (b) Lack of Communication, nine participants responded or 56.25%; (c) Lack of Motivation, seven participants responded or 43.75%; (d) Lack of Technology, eight participants responded or 50.00%; (e) Culture – Strengths and Weaknesses, 13 participants responded or 81.25%; and (f) Lack of New Critical Change Initiatives, 11 participants responded or 68.75%.

All of the potential participants and all of those who participated, met the eligible criteria and standards set forth in the study as eligible to participate, and were from real estate offices with the same general business practices within the northeastern United States. A randomized pseudo code was assigned to each participating participant. The purpose of this randomized pseudo code was to protect the identity of each participant and to ensure that their confidentiality and identity of the information gathered was secured. This information was not shared with anyone and was strictly for the purpose of this study. The participants were reassured to this study guideline. A transcript was given to each participant to ensure accuracy of the information gathered.

The style of interview was semi-structured. The interview questions were the same questions outlined in the study and directly relatable to the research questions, which consisted of three questions altogether, each question consisted of two sub-questions. Eight questions were for participants in a non-leadership role with three questions as additional follow questions that triangulated the eight questions asked. For participants in a leadership role, they were asked 10 questions and three questions as additional follow up questions that triangulated the 10 questions asked. Interviews were conducted via Microsoft Teams, Zoom, and via telephone. A few of the participants were having technological problems with the use of Microsoft Teams as well as the time constraints having to endure to figure out their technological mishap. All of the interviews were transcribed and given a randomized pseudo code protecting each participant's information, their identity, and confidentiality. The transcripts were uploaded to MAXQDA to be coded where the information was developed into themes.

As the interviews went underway from the content that each participant provided, patterns were emerging with themes developing. Each participant answered the questions to the best of their knowledge and experience. The majority of the participants was employed with the firm for many years and was seasoned in the real estate industry. They were very patient in giving their responses and honest in their answers, making allowances for clarifications, crosschecking information, and for the researcher to ask follow up questions. It was because of the response of each participant, the data collected, and the emergent themes that the researcher felt that saturation was achieved. They were all generous with their time, for which the researcher is very grateful. The themes that emerged and developed utilizing MAXQDA were as follows: (a) COVID-19 as a Disrupter, 13 participants responded or 81.25%; (b) Lack of Communication, nine participants responded or 56.25%; (c) Lack of Motivation, seven participants responded or 43.75%; (d) Lack of Technology, eight participants responded or 50.00%; (e) Culture – Strength & Weaknesses, 13 participants responded or 81.25%; and (F) Lack of New Critical Change Initiatives, 11 participants responded or 68.75%.

Presentation of the Findings

The presentation of the findings focused on the underlying problem of the study relating to the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance within the real estate industry within the northeastern United States. The flexible design utilizing a single case study and the research paradigm brought pragmatism to this qualitative research study. The design of the study allowed the researcher the flexibility of a broad-based explorative capacity in delving into the research questions with each participant to explore the underlying problems and challenges of failed leadership. This allowed the researcher to add new content to an existing body of knowledge regarding failed leadership. The participants showed pride in their profession, and their office and for their leader as most of them have been working in the same office for many years. Most of the participants were very knowledgeable in real estate with many years of real estate experience they had many stories to tell of their encounter with their customers.

The researcher was mindful to stay on track with the interview and not to transition into the real estate storytelling with the participants as reliability, validity, and credibility were at the focal point of the study. These elements were obtained applying various measures such as recording the interview, diligent memos, crosschecking information and allowing time for follow up questions. According to Rose and Johnson (2020), the understanding of reliability and validity was to achieve trustworthiness of the research study. The authors suggested that reliability provided soundness to the research in particular to the chosen methodology. Reliability formed the inquiry into the methodological process in making sure the research could stand the test of time. According to Peeters and Harpe (2020), the concept of validity and reliability had changed over the past years especially in clinical research. However, these elements were still a vital and important part of conducting research.

The geographic locations of the real estate offices were a hub for real estate transactions as the most diverse areas within the northeastern United States. As such, most of the participants have developed a large customer base with a large following. The word-of-mouth of referrals and repeated business from satisfied customers was one of the rewards of having a large customer base. Each participant spent an enormous amount of time per day external of the office, apart from attending closings, there was showing of properties, hunting, and farming, which will be defined below, and building rapport with the public anytime they got a chance. Smart agents know that a large customer base represented a larger income. In multi-tasking their day, salespeople understood that selling was a numbers game, the more customers reached and serviced that sales growth increased and thus the likelihood to generate an increase in income.

According to Lam et al. (2019), a salesperson being ambidexterity was critical in customer engagement and it depends on how the size of the salesperson customer base. To achieve sales growth, a salesperson must divide their time between hunting and farming. Hunting was a process to achieve new customers, while farming was developing existing customers. The authors contended that time allocation to these activities in developing the customer base was critical to sales growth and organizational performance. According to Kim et al. (2019), salespeople with large customer base holding private information regarding customers were practicing customer relationship management (CRM). Therefore, a firm that is constantly growing and enhancing organizational performance recognizes the value of CRM and can have a symbiotic relationship with salespeople if the value of CRM is taken seriously to enhance organizational performance.

The researcher felt that saturation was achieved among the 16 participating individuals mentioned in the study, from the 25 interviews conducted because six themes emerged from the data collected from participants, which included (a) COVID-19 as a Disrupter, 13 participants responded or 81.25%; (b) Lack of Communication, nine participants responded or 56.25%; (c) Lack of Motivation, seven participants responded or 43.75%; (d) Lack of Technology, eight participants responded or 50.00%; (e) Culture – Strengths and Weaknesses, 13 participants responded or 81.25%; and (f) Lack of New Critical Change Initiatives, 11 participants responded or 68.75%.

All of the participants were from real estate firms within the northeastern United States. Some of the participants have been long time employees and have been doing business the same way for a long period. The content of the interviews were transcribed and imported into MAXQDA for the culmination of themes. The purpose of the themes was to address the general and specific problem of the study. Each participant was given a pseudo code as detailed in Table 1 below, and as indicated, there were all not from the same firm. The designated role of each participant was listed as either in a leadership role or a non-leadership role. Within this section of the study, each participant would always be referred to by their pseudo name.

This was to protect each participant's identity, personal information, and their association within the firm with their counterparts and colleagues. Within the pseudo code for each participant, contained a date that is a representation of the date interviewed and of the same date that the researcher received the consent letter. The researcher felt that this was the most appropriate method of coding the participants and the dates would be a reflection of the dates that the participant made their contribution to the study. The interviews were thorough, informative where the participants were at-ease answering the interview questions. There was enough time for clarifications and asking follow-up questions, while cross-checking the answers for accuracy. Within the section of the study that will focus on addressing the themes, each participant will be referred to, for example, as P1, which is an abbreviation of Participant 1. The participants are listed in the table below by their pseudo code, and will be mentioned in the study as indicated in Table 1 below.

Table 1

Participant's Pseudo Code, Firm and Role

Participants	Firm	Role Leadership/Non Leadership
P01, 11/17/2021_P1	A	Leadership
P02, 12/4/2021_P2	A	Non-Leadership
P03, 12/5/2021_P3	A	Non-Leadership
P04, 12/10/2022_P4	A	Non-Leadership
P05, 12/10/2022_P5	A	Non-Leadership
P06, 01/04/2022_P6	A	Leadership
P07, 01/06/2022_P7	A	Non-Leadership
P08, 01/19/2022_P8	A	Non-Leadership
P09, 01/19/2022_P9	A	Non-Leadership
P10, 02/25/2022_P10	A	Non-Leadership
P11, 02/28/2022_P11	A	Non-Leadership
P12, 03/01/2022_P12	A	Non-Leadership
P13, 03/02/2022_P13	A	Non-Leadership
P14, 03/10/2022_P14	B	Leadership
P15, 03/12/2022_P15	C	Non-Leadership
P16, 03/13/2022_P16	C	Non-Leadership

The transcripts were entered into MAXQDA and each participant was coded for protection of privacy and confidentiality. The software was very simplistic in its use and it allowed the researcher to understand very quickly the methods of the coding system. The program allowed the researcher to start coding the data, and as the coding process developed, the themes were emerging. The emergent codes developed into an array of patterns that provided an in-depth analysis of the transcription. The software allowed the researcher to make notes in the comments section that later assisted the researcher in further understanding the content of the interview and theme. The researcher found this tool very helpful. The themes discovered were discussed below.

Themes Discovered

As the researcher went through each participants' transcript, repetition of the themes began to occur and because of this, the themes that continued to emerge were solidified. According to de Farias et al. (2021), thematic analysis was categorized as largely used as a qualitative method in qualitative research methodology. The authors contend that because the investigatory approaches to qualitative research were vast, thematic analysis was integral for the development of patterns. According to Creswell and Poth (2018), thematic analysis was used in narrative research. The authors suggest that computer programs were useful to the researcher as it assisted in the many levels of abstracting data in qualitative data analysis. The themes that emerged and developed utilizing MAXQDA were as follows are: (a) COVID-19 as a Disrupter, (b) Lack of Communication, (c) Lack of Motivation, (d) Lack of Technology, (e) Culture – Strength and Weaknesses, and (f) Lack of Change Initiatives.

Interpretation of the Themes

Theme 1: COVID-19 as a Disrupter. The first theme that emerged was COVID-19 as a Disrupter (see Appendix G, Table 2). The COVID pandemic of 2019 had and continues to have devastating effects on the business process of the firm thwarting operational excellence and thus affecting the firm's bottom line. There were 13 participants or 81.25% and felt that COVID-19 was a major disrupter. According to P1, "Now COVID has adversely affected us because it has eliminated a lot of the personal touch and communication that we had previously. Either because fewer people are coming to the office." The leaders were caught off-guard, paralyzed to find new change initiatives to cope with a new method of working style. Remote work became the norm as some of the participants refused to be vaccinated and this made it very difficult for them to collaborate with their co-workers who were vaccinated.

As P1 commented, "I had to implement policies where if you did not have a vaccine you could not come in unless you were masked. I had certain people who said that they are not coming in under any circumstances." The entire workforce lost its footing and collaborative synergy. The leadership and management team could no longer host their weekly meetings, which according to the participants had a resourceful list of benefits. According to P2, "Before the pandemic, we used to have a weekly office meeting which was great because we were all in sync and everybody. Our broker gives us new information regarding the laws and also any updated office policies." The staff lost the ability each week to personally interact with their peers, and to ask pertinent questions to the leadership team.

In conducting the interview with the participants of Firm A, it felt that participants depended on their weekly meetings. It was a venue to collaborate with each other, working on the same sales transactions catching up of the necessary developments. According to P4, "COVID has exposed the vulnerabilities of the business; showed up faults in how business is done. In addition, how new critical initiatives are important to go forward in combatting how business is done prior to COVID." The comments of P4 confirms the comments of P1 where COVID-19 disrupted the communication process, the personal interactions and contact that used to take place was thwarted and as P1 commented,

> So culture has definitely been affected by the loss of synergy, communication, the loss of physical contact, and we are acutely concerned about this we really do not know how to resolve it other than speak to people individually which we do a lot right now.

The leadership team of Firm A would have breakfast, or may have guests speakers come in to share something new, it could be the latest trend in real estate, and especially the latest requirement in compliance such as changes in real estate laws, taxation, and city and state laws with regards the multiple listing service. The guest speakers may range from attorneys, accountants or any personnel who the leadership felt have valuable information that would benefit the employees and agents. According to P3, "Missing the meeting because it is very informative, collaborative and everyone as a group can share new ideas and knowledge." Different perspective from speakers, which is an education to the brokers and able to broaden your view and enhance any new approach and creates harmony. Comraderies, harmony and opportunity to speak to each other about the business. We do our best when we are together the meetings are very important part and element to the business and COVID was a tremendous disrupter of this. Various topics to discuss, every Thursday and 9 am." The participants' responses in Appendix G, Table 2 solidify their impression on COVID-19.

Theme 2: Lack of Communication. The second theme that emerged was lack of communication (see Appendix G, Table 3). There were nine or 56.25% who felt that communication was lacking in the firm. The consensus of the participants is that there is a lack of communication, and that there is a craving for more effective communication. The weekly meetings were their best source of communication and collaboration. As P2 commented,

> The only means of communication would be an office text or group text, we have a change book at a work station and it used in place of communication and to be the

> meeting which we do not have. The meeting allowed exchange of ideas, brought helpful tips that were useful to the agents. Without the meeting, the agents feel lost. More meetings even via Zoom. More communication.

P8 confirmed that, “We have not have a meeting in 2 years but we receive text and emails and we have to comply and in that sense.” This comment from P8 confirms the comments of P2 where she felt lost without communication that came from the only source, which was their weekly meeting. P9 commented, on an interesting point that,

> That why you see many employee leaving because of no communication and the leader is not sharing information and do this about the product he is selling for them to be productive, and they have a family to stay and that is why you see there is no progress. More communication and being more accessible also text or call the administrator and she respond right away.

P9 is saying that because of the lack of communication many employees are leaving and this would not be good for the firm to lose their employees as it takes a long time to train an employee to be at the stage of being productive.

According to Szkudlarek et al. (2020), communication was the center of any business operation and was critical of every phase of the firm’s business process. The participants felt that COVID-19 as a disruptive crisis to the business process made communication even more critical and a needed element between leaders, managers, employees, and agents who are used to collaborating on a daily basis. As P4 commented,

> Ability to change is seen as a treat and job insecurity and in jeopardy. Changes for human being are difficult so it would be a challenge for the leader and have to communicate to

> quell those fears, the challenge is to harness the masses or work with brokers individually. Communicate individually.

P4 is saying that leaders of the firm should change their strategy of communication, in order to deal with concerns that employees may have and to implement individual communication that may calm fears as addressing employees fears in a group can be challenging.

According to Chen et al. (2020), social media was not only used for personal use it has taken a central role in business communication where business owners can communicate through various mediums with their staff, customers, and stakeholders. The reciprocation of social media use depended on how well the staff was technology savvy, as messages can often get misconstrued easily. With social media, there is an alternative approach to expand the communication of the firm. As P2 commented, “More meetings even via Zoom. More communication.” The leadership team must explore this alternative source of communication as a critical component to communication, as Szkudlarek et al. (2020) suggested, communication was the center of any business operation. This was critical for collaboration, personal interaction and as P1 suggests.

> They (managers) need to understand to effectively communicate these things not just to send out an email stating this is what we are doing they need to understand what objections they will have and be prepared to overcome them and that is what good leadership does.

The participants’ responses in Appendix G, Table 3 solidify their impression on Lack of Communication.

Theme 3: Lack of Motivation. The third theme that emerged was lack of motivation (see Appendix G, Table 4). There were seven or 43.75% who felt that motivation was lacking in the firm. P6 commented that, “The biggest challenge is keeping them motivated and productive; they have no structure because they are self-independent contractors. You can really get good at doing nothing. The biggest challenge is motivation.” The researcher uncovered that the participants longed for more motivation, and that leadership should invest more time and energy in this aspect of their professional life. The leadership was challenged to keep the staff motivated to keep on producing, without motivation participants can become lackadaisical and lose their directive.

According to P2, “More motivation, feedback to our transactions” P2 felt that feedback on transactions were needed, as this gives directive for improvement in the way things are done. The leader of the firm is obligated to keep their salesforce motivated as P7 states, “Money is motivation. Those who want to make more money would accept change and you need more motivation to make more money.” Leadership needs to intervene and to educate the salesforce how money can be made and what strategies would work. This means that leadership must invest the time to teach and guide the salesforces how to make more money and how it is done. When the salesforce is productive, the firm is productive and the bottom line is improved and so is the overall business practice for operational excellence.

According to Derfler-Rozin and Pitesa (2020), there were biases in the expression of extrinsic motivation that undercuts seeming intrinsic motivation, which hampers biases in the decision, making process. The decisions that the leadership team of the firms makes depends on the communication of information between leader and employee and their individual motivation levels. The communication must be received in a positive manner that showed that with implementation that it would benefit the receiver of the information. Schunk and DiBenedetto (2020) contended that motivation among employees was a process that was linked to oriented activities that are sustainable within the firm. Leaders and managers must motivate through setting forth new critical change initiatives where the changes were communicated thoroughly and objections are overcome. Employee buy-in can be attained where there are high levels of motivation. The participants' responses in Appendix G, Table 4 solidify their impression on Lack of Motivation.

Theme 4: Lack of Technology. The fourth theme that emerged was lack of technology (see Appendix G, Table 5). There were eight participants or 50.00% who felt that technology was lacking in the firm. The COVID-19 pandemic exposed the vulnerabilities of the business of the firm as business as usual. As P4 described, "COVID has exposed the vulnerabilities of the business; showed up faults in how business is done." (Appendix G, Table 2). This participant could not have said it better. This disruption sent employees into looking into alternative methods of technological communication, which means that employees had to be technologically perceptive. According to P2, "Needs assistance in systems training, how to process transactions/transparency the entire office would benefit." We need help with the technology, because of the fast pace real estate transactions.

According to Vargo et al. (2021), human behaviors with regards to their daily activities changed from offline to online which lead to a rapid pace of adopting digital technology measures. In business firms, Zoom and Microsoft Teams were the new normal of communication. According to George et al. (2020), the drivers of innovative behavior were the outcome of effective communication and collaboration among individuals. The demand for digital technology and how to work from home (WFH) was seen as changes to the use of technology for a long time to come. The leadership of the firm must adopt quickly to these new changes so that communication of the business process of the firm is continuous without interruptions.

P9 described the lack of technology within the firm as,

> Let say you get the new information this is one of the major factor let say a business fail to innovate because they may have different life cycle and let use technology as an example the life cycle is about 6 months. In addition, let’s say we every month you have to update and have to innovate that you have to be up to date. Your business will stay behind and you have to invest in someone to help you.

P9 understood that technological advancements are short-lived, and that the firm must constantly innovate, keeping in mind its strengths and weaknesses on the technological front. According to P8,

> No, the office not technology savvy, we have computers in the office that have not been changed two years now they are outdated. Right now, the office a lot of people is suffering, at the office if you need to use something it does not work, if you need to scan it, does not work.

The comments of P8, discloses the degree of which a total revamp of the firm’s computer, printer and scanner system was needed in order for the staff to work effectively and efficiently. P8 and P9 comments were solidified by P3 comments, “We have to organize ourselves better with computers – relying more on computer and send people a lot more information on line.” The participants’ responses in Appendix G, Table 5 solidify their impression on Lack of technology.

Theme 5: Culture - Strengths and Weaknesses. The fifth theme that emerged was culture - strengths and weaknesses (see Appendix G, Table 6). According to P1, “culture is everything for an organization, it either exists, or it does not exist.” The catalyst drove the business process to produce to achieve operational excellence. There were mixed responses among participants, as culture can be a strength as well as a weakness. P2 commented that it is "Cut throat; competitive in the industry." When there are many individuals vying for the same product, competition is fierce and some individuals will do whatever it takes to win. As P6 commented, "Honest, that is the culture to cultivate in this office." This is very important that all employees operate under the firm's policy and treat each other fairly. According to P6, "If an agent comes in that are not honest they will not fit in." This comment from P6 shows the strength of the culture of the firm.

According to Krupskyi and Kuzmytska (2020), there has to be a significant relationship between organizational culture (OC) and the organization's business strategy (BS) for operational excellence to gain fruition. If the OC is not coordinated with the business strategy of the firm, there will be a disruption of the BS. According to Walton (2021), the effects of organizational culture were very intricate on the business process and the organization capitalizes on its strengths more than its weaknesses in order to produce and reach sustainability. The weakness of an office culture should not overpower its strengths. According to P3, "We work together to achieve a sale, and every sales agent knows each other, you have to collaborate and cooperative with each other." This is very important to for each agent to utilize the strengths of each agent in their team. The participants' responses in Appendix G, Table 6 solidify their impression on the strengths and weaknesses of culture.

Theme 6: Lack of New Critical Change Initiatives. The sixth theme that emerged was lack of new critical change initiatives (see Appendix G, Table 7). An organization that had to sell a business strategy as hard and difficult as P1 explained below would have new critical change initiatives far and in-between. This means to say that the firm would always be challenged to achieve employee buy-in. According to Onyeneke and Abe (2021), planned organizational changes such as new critical change initiatives were essential for growth and depended on change leadership. According to Ford et al. (2021), leaders must create energy for change regarding organizational change initiatives. Organizational citizenship behaviors (OCBs) included the efforts of leaders to support employee efforts for change success and assist in their personal assurance to change. The firm's business strategy must include new critical change initiatives for constant change and growth. Examining the Reponses below it was evident that the firm does not have any critical change initiatives planned for the future.

P7 said, "You know, I cannot think of any or any change initiatives since I have been there seven years, there has not been any new change initiatives." P7 was saying that the firm has not initiated any new critical change initiatives; therefore, the firm was not growing. P2 said, that, "No! No! There are no measures and approaches with current change initiatives." This means that the firm had not initiated any new critical change initiatives and had no plans to initiate any new critical change initiatives going forward. As P6 commented, "No new changes planned. Now that I am thinking about it you can say we are failing." The firm was showing signs of stagnation where there were no potential plans for any new critical change initiatives. The participants' responses in Appendix G, Table 7 solidifies their impression on the Lack of New Critical Change Initiatives.

Representation and Visualization of the Data

The participants' response and accumulation of data outcomes of the interviews were interesting and painted an overall picture of the firm. The transcripts were imported and coded into MAXQDA and sorted for the development of themes. The software was very user-friendly and the researcher had no problems adapting to the features of the program. The software allowed the researcher to make comments for further examination of the emerging themes. The outcomes were six themes and were as follows (a) COVID-19 as a Disrupter, (b) Lack of Communication, (c) Lack of Motivation, (d) Lack of Technology, (e) Culture – Strength and Weaknesses, and (f) Lack of Change Initiatives. The participants were from the leadership and non-leadership groups. The representation and visualization of the date are as follows.

COVID-19 as a Disrupter. The firms was blindsided by COVID-19, the pandemic was a major disruption of business process of the firms, and this sentiment echoed through 13 participants. For Firm A, it affected the participants through every aspect of their professional work including the most important activity of their week, which was their office meeting. This meeting was held once per week and was an integral part of their workweek. Participants have not been able to have their meeting for approximately two years now and it has affected the synergy of the business process of the firm. The collaboration between agents was lost, the personal contact they so appreciated with each other is lost as well. On the negative side, COVID had brought some political disagreements among the staff whether the vaccine was necessary and why not. With the city and state mandates, the firms were forced to comply with the vaccine mandates. P14 indicated that closings had to be done in the parking lot. The participants' responses in Appendix G, Table 2 solidify their impression on COVID-19.

Lack of Communication. The predominant mode of communication within Firm A was through text messages and email. Zoom, Microsoft Teams may have been used once, and it did not work out because of lack of technology use among the staff. A cross section of the participants consists of individuals who are technological practical understanding and some that lack practical understanding. If the firm were to implement new digital emerging technologies then part of the staff could not partake in the meetings and therefore, would be left behind. For any firm that was concerned about its strategic business process this would be a huge problem. The participants lost their only collaborative mechanism, which was its weekly office and staff meeting. This had a resounding effect among the participants and some felt lost. This hampered the staff's communication and collaboration with each other. The participants' responses in Appendix G, Table 3 solidify their impression on Lack of Communication.

Lack of Motivation. Adopting critical new change initiatives during a crisis was critical and it often speaks of how well the leadership of the firm can adopt and generate new ideas to problem-solve. It is the responsibility of leadership to keep their staff properly trained in the technology arena especially a fast-paced profession as real estate. When an employee was not technologically perceptive, that employee was not a confident employee. Motivation was adopted through various measures, such as goal setting of short-term and long-term goals with the firm. The leaders of the firm must understand the culture of the firm and how well the organizational culture adapts to the goals and objectives of the business process resulting in profits and growth. Through communication and collaboration of the firm's goals and objections by its leaders to its staff, overcoming objections, quelling fears, and giving answers only then with employees be motivated and be ready to provide employee buy-in. The participants' responses in Appendix G, Table 4 solidify their impression on Lack of Motivation.

Lack of Technology. The participants who were vocal on this topic gave the impression how much they relied on technology and how important it was to them. In any office where there its business process was the service business, communication was key to the public. COVID-19 exposed that technology was central when individuals cannot meet face-to-face. If the firm was behind in technology, its employees' are going to be left behind. It was important to have updated computer equipment that works, with new programming that was the fastest for more efficiency and effectiveness in meeting the daily requirements of the daily workload. If the tools needed was not available for the participants they will not go to the office, there is no point going to work. P8 has a home office, and works most of the time from home, this means that the interaction with her broker and colleagues were on a limited basis and opens the door for recruitment by other brokers. The participants' responses in Appendix G, Table 5 solidify their impression on Lack of Technology.

Culture: Strengths and Weaknesses. Culture and diversity in the United States is more than it has ever been and for firms that are cultivating an organization culture, cultivating the right culture for the firm can be a challenge. The understanding of culture goes far beyond the hiring process. It is understanding the individual and their strengths and weakness and what it means to the business process to bring forth operational excellence. P14 indicated that servicing the real estate needs of the various cultures was a complicated issue in obtaining mortgages and financing as the need for underwriters to source the customer funds acquired from their homeland for real estate purchase in the United States have become a complicated issue. P16 echoed that the work ethic of the various culture is more important than their diversity (Appendix G, Table 6).

P1 echoed that, "culture is everything to an organization." P2 sees it as, "cutthroat and competitive." P5 said, "Culture and diversity that is the biggest thing our managers have to overcome and that is one of the challenges that our managers face – how do you please all these people?" P8 feels that because of culture and diversity her business is doing well as purchases were made and sold short term. The leadership and management team needs to understand culture and diversity in order to flourish the business if not this was added to the failures of implementing critical new change initiatives. The participants' responses in Appendix G, Table 6 solidify their impression on the strengths and weaknesses of culture.

Lack of New Critical Change Initiatives. According to P1, the office culture puts their self-interest first, and then the leadership and management team will find it very difficult to implement any new change initiatives. It would be a hard sell for any new change initiatives to come to fruition. P1, P2, P3, P4, P6, P7, P8, P10, P11, P13, and P16 were all clear that there were no new critical change initiatives planned for the present or near future. P6, was very clear that,

> 'No – no change initiatives planned and content with where we are for years. Now, I can see that as a failure.' Again, we are not bringing up any changes, keep the culture, the ways it has been and content in the way we have been doing things. No new changes planned. Now that I am thinking about it you can say we are failing.

This means that there is nothing to new for participants to look forward to. The participants' responses in Appendix G, Table 7 solidify their impression on the Lack of New Critical Change Initiatives.

Relationship of the Findings

The relationship of the findings showed coordination with the key areas of the research proposal. This section addressed how the findings relate to the conceptual framework, research questions, anticipated themes, and the review of the academic literature review. These elements of the research proposal ties into the problem of the study. According to Creswell and Poth (2018), the relationship of the findings should institute and coordinate with the research proposal to give internal validity and credibility to the research study. The conceptual framework provided the blueprint of the concepts addressed in the study that is linked to the research questions, anticipated themes, and the literature review. According to Straughair (2019), the implementation of the research study hinges on a thorough conceptual framework that provides a sturdy structure for the study.

Research Questions

The findings of the research questions addressed the general problem to be addressed, which is stated as the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The specific problem to be discussed was the potential failure of leaders within the real estate industry within the northeastern United States to engage employee support regarding new critical change initiatives resulting in possible poor organizational performance. The participants addressed the research questions that were connected to the specific problem. The problem became the focal point of the research questions, which allowed the researcher to probe the firm for any failures. According to Creswell and Poth (2018), the intention of the research question is to marginalize the research to a few questions that will be addressed in the study. The research questions are separate and distinguished from the purpose statement of the study.

Research Question 1

RQ 1. What are the potential challenges leaders experience in engaging employee support regarding new critical change initiatives within the real estate industry in the northeastern United States?

RQ 1.a. What leadership actions or behaviors contribute to the failure of leaders to engage employee support within the real estate industry in northern United States?

RQ 1.b. What leadership actions or behaviors contribute to the success of leaders to engage employee support within the real estate industry in the northeastern United States?

Research Question 1 was answered by P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P13, P14, P15, and P16. COVID-19 wreaked havoc with the business process and the firms saw more failures than it saw successes. The participants echoed their concerns, as indicated in Table 2 (see Appendix G). With Firm A, the weekly meetings were curtailed because of COVID-19; the participants were lost without it as it was a means of communication and collaboration each week. It can be considered one of the best leadership action for success each week. The firm tried using Zoom for their meetings, however, it did not work out well as some of the staff members and participants were not technologically savvy, this would mean that they would be not be able to participate. The change book was considered the mode of communication where managers would write whatever the latest information there was to update the participants and staff. To keep the staff informed this was not the best mode of communication since not all individuals come to the office each day (see Appendix G, Tables 2, 3, and 4 for participant responses to research question 1).

The lack of communication and the lack of technology gave way to a lack of motivation. In an organization, this was not a recipe for success. Nor is it a recipe for the institution of new critical change initiatives. P2, P5, P6, P7, P9, P11, and P13 felt that they all needed more motivation or motivation was lacking (see Appendix G, Table 4). P2 felt that in addition to “more motivation” they need personalized “feedback on transactions” this would enable the participant to pinpoint the avenues of improvement and what could have been done better. P5 indicated that current events, political strife, and state of the markets puts a cloud of doubt in a buyers mind as to their real estate decisions and therefore, more motivation is needed when meeting with such individuals. Therefore, the agents must be motivated in order to motivate their customers and to quell any fear they may have regarding purchases to be made.

There have been so many changes to the organizational business processes since COVID-19 and the use of technology takes centerfold. P9 made an interesting comment that the life cycle of any digitalized technology is approximately 6 months. This means to say that the firm must always keep up to date in its technological prowess. Leaders and managers must constantly innovate, and search for new products to put the organization of the cutting edge of usage. This will motivate participants to do more, because they can work faster, more effective and efficiently. It would also allow them to compete better, faster and to reach their customers with current information. This would cut down on the time for in-person showings, as the customers will be able to predetermine which listing is best suited beforehand. The participants that contributed to the lack of technology were P2, P3, P7, P8, P9, P11, P13, and P14 (see Appendix G, Table 5).

Research Question 2

RQ 2. In what ways are new change initiatives in organizational performance different from other change initiatives within the real estate industry in the northeastern United States?

RQ 2.a. How do these differences show evidence in the leader’s ability to gain employees support within the real estate industry in the northeastern United States?

RQ 2.b. How does the outcome of these change initiatives, supported by employees, benefit organizational performance within the real estate industry in the northeastern United States?

Research Question 2 was answered by P1, P2, P3, P4, P6, P7, P8, P10, P11, P13, and P16, it is evident that the firms are sustaining the status quo (Appendix G, Table 7). A productive office culture should be open minded to learn and grow. P1 displayed the difficulty of even engaging a new critical change initiative. This shows a challenge from the onset, therefore, selling the initiative would be a challenge only if it suits the employee or has direct benefits. P6 echoed that there are no new change initiatives planned and that there no new change initiatives planned, and came to the realization that the firm is failing. This sentiment was confirmed by P1, P2, P3, P4, P6, P7, P8, P10, P11, P13, and P16. Since the firms have not had any new change initiatives lately then there is nothing to compare from the past versus the future. The firm has stagnated as seen in Appendix G, Table 7.

Research Question 3

RQ 3. What dynamic cultural elements are present in the real estate industry that positions the organization for success in implementing change initiatives within the real estate industry in the northeastern United States?

RQ 3.a. How does the cultural dynamism within the real estate industry support organizational performance within the real estate industry in the northeastern United States?

RQ 3.b. How is leadership applied to gain employee support for these change initiatives within the real estate industry in the northeastern United States?

Research Question 3 was addressed showing the strengths and weaknesses in cultural dynamism as indicated in Appendix G, Table 6. P1 sees the benefit in utilizing every individual in their cultural element and that culture is everything to an organization. P2 sees culture differently as, “cutthroat and competitive.” This is because there were so many real estate agents in the northeastern Untied States. Everyone wants to be an agent. Participant 3 sees culture as a collaborative mechanism where needed agents come together to make the sale. Some may speak different languages where they can be of assistance to another agent who does not speak the language. An organization can be either successful or not successful with its culture. P1, P2, P3, P5, P6, P7, P8, P9, P10, P12, P13, P14, and P16 contributed in Appendix G, Table 6.

The Conceptual Framework

The conceptual framework forms the backbone and blueprint of the study, keeping the research intact and preventing the research from derailing. The purpose of the conceptual framework, according to Gregory (2020), was to keep the researcher in alignment with the confines of the study, pinpointing the key theories, concepts and constructs, including the key players and their interrelation with each aspect of the framework as the goal of the study was to solve the problem of the research study. According to Creswell and Poth (2018), the methodological assumptions were rooted in the conceptual framework in qualitative research giving the researcher the opportunity to stay connected with the aspects of the framework throughout the study. At the beginning of the framework the problem was stated. In the second category below the stated problem, the industry was stated as real estate where participants would be invited into the study through semi-structured interviews to solve the problem. The actors of the study are mentioned, along with the theories, concepts, and constructs. Each section of the framework is interdependent and connected to the problem and to the research questions.

Concepts. The findings of the study highlighted the concepts of the study in relation to the utilization of the theories discussed. It showed an interrelationship of what can be a positive outcome for the firm if utilized. The concepts of failed leadership were related to poor organizational performance, and leadership motivation is related to engage employee support were both highlighted in the findings and showed a lack where improvements were necessary utilizing transformational leadership (Fourie & Höhne, 2019). In bridging the employee, engagement of the firm teamwork was essential to engage employee support in new critical change initiatives ensuring higher organizational performance. These areas of the finding showed that improvements could be made utilizing the leader-member exchange theory (Thrasher et al., 2020). The concepts were tied to the research questions where the outcomes of the findings were discussed in Appendix G, Tables 2, 3, 4, 5, 6, and 7.

Theories. In analyzing the findings, it was evident that the leadership of the firm needs to be improved. The presentation of findings confirms in terms of the depicted themes showed a lack of communication, lack of motivation, lack of technology, and a lack of new critical change initiatives. These findings can be improved by implementing transformation leadership, servant leadership, and leader-member exchange theory and indicated in the conceptual framework. According to Fourie and Höhne (2019), transformational leadership is necessary to cultivate new critical change initiatives providing motivational support for generating higher performance. According to Davis (2018), servant leadership grew from Greenleaf's belief that a leader should be a servant first, putting servitude first in seeking the growth of others, in seeking their own advancement. Thrasher et al. (2020) suggested leader-member exchange theory was the understanding of the interactions in the workplace between supervisor and employee relations.

Actors. The actors were very important and were the participants of the study in which they were at the center of the study. Without the actors, the problem cannot be solved and the findings would not have been realized. The actors were from a cross section of the firm's staff, which included individuals from the leadership team, and non-leadership team. The actors were expecting their leaders to create a business process where the goals and objectives were to ensure that they meet their personal goals and objectives so that in turn, the firm can reach the goals and objectives set forth (Hoque et al., 2018). According to Creswell and Poth (2018), the researcher selects the individuals or actors that can deliver pertinent information to add to the significance of the findings. The actors of this study gave their time generously and gave significant answers to the research questions.

Constructs. The findings uncovered that if the firm was lacking in the areas discussed such as lack of communication, lack of motivation, lack of technology, and lack of critical change initiatives then the positives of the outcomes of the constructs cannot be realized. As stated in the constructs organizational profits, would be hampered (Edmans, 2018). Organizational performance measures would not be implemented because the leaders styles does not exhibit the positivity of displaying transformation leadership styles, servant leadership or leader-member exchange styles (Davis, 2018; Fourie & Höhne, 2019; Thrasher et al., 2020). The success of the firm as reflected in the constructs would depend on how successful the theories were implemented along with the concepts, to change the course of the firm from negative to positive outcomes. The findings showed that implementing the theories discussed in the study such as (a) transformational leadership, (b) servant leadership, and (c) leader-member exchange the firm could benefit and bring about a positive change.

Summary of the Research Framework. The discussions above reflect that it is evident that the conceptual framework puts forth to the reader a framework of the study. According to Gregory (2020), the main items to be researched and studied. It gave the researcher a strict guideline to operate from, and kept the research in line with the problem. All of the components of the conceptual framework were tied together and this was reflected in the discussions above. Each component was integral to the next and was all interrelated to form the same common goal and that was to answer the problem through the research questions; which would result in its findings (McTaggart, 2021). The author further suggested that the conceptual framework embodied the concepts, expectations, prospects, convictions, and theories, furthering the support of the researcher's journey throughout the study.

Anticipated Themes

The anticipated themes of the study were discussed, and were as follows: (a) the importance of leadership, (b) the importance of communication, and (c) the ability to motivate and engage others. The discovered themes following the study are centered along (a) the detriments of failed leadership, (b) understanding the importance of succeeding at leadership, (c) the importance of successful business practices, and (d) the rewards of building a successful firm for financial stability in the long run. The purpose of the anticipated themes created the expectation for further research, and further understanding of why organizations fail and why they succeed. The themes of the findings were compared to the anticipated themes furthering the leadership conversation how to effectively engage employees in new critical change initiatives, which were the underpinnings of this study.

The findings uncovered more themes than anticipated. They were as follows: (a) the importance of leadership, (b) the importance of communication, and (c) the ability to motivate and engage others. The findings uncovered the following themes more themes than anticipated and are as follows: (a) COVID-19 as a Disrupter, (b) Lack of Communication, (c) Lack of Motivation, (d) Lack of Technology, (e) Lack of New Critical Change Initiatives, and (f) Culture – Strengths and Weaknesses. This means that the findings uncovered three more themes than anticipated. These were the areas of the firm where leadership and management need to take a critical look at for improvement. The researcher anticipated the following themes.

The Importance of Leadership. The findings of the study uncovered that more effective and efficient leadership was required. The findings uncovered a lack of communication, lack of motivation, a lack of technology, a lack critical change initiatives, the strengths and weaknesses of culture, and the havoc that COVID-19 wreaked havoc on the organization (see Tables 2, 3, 4, 5, 6, and 7). The findings showed that these were difficult times for the leadership team. This means that leadership must reinvent itself to cope with the sudden changes of COVID-19 (Thrasher et al., 2020). The findings showed that the leadership team was diligent in compliance with state and city laws with regards to COVID-19 protocol and licensing and ethic laws of the city and state. The findings showed that transformational leadership, servant leadership, and leader-member exchange theory were needed to correct the inadequacies of the firm in areas that were lacking.

The Importance of Communication. The findings uncovered the importance of communication and found that the firm was lacking in the area of communication. P2 commented that they crave feedback on their transactions, and in the communication that came out to them via text and email it should be more substantial with tips and ideas (see Appendix H, Table 3). The researcher anticipated that communication could be lacking and it became an overwhelming response from the participants. Communication was an integral part of leadership and the dyadic relationship in leader-member exchange theory between supervisor and employee (Thrasher et al., 2020). This area was very important for the leaders of the firm to improve, as it was critical for improved employee engagement in new critical change initiatives. The importance of communication was uncovered in the findings.

The Ability to Motivate and Engage Others. The findings uncovered the how important it is for leaders and managers to engage others for the purpose of setting the goals and objectives of participants as well as setting the goals and objectives of the firm. Supervisor and employee engagement is important in relationship building where the leader and members have an exchange of ideas that can benefit their work (Thrasher et al., 2020). The inability to engage others resulted from the findings a lack of motivation. The participants echoed that more motivation was needed to keep them buoyant in handling their customer's wants and needs in making the sale come to fruition. The findings showed that leaders and managers must work with employees closely in achieving employee engagement in procuring new critical change initiatives. The findings showed that more work needs to be put into an area lacking (see Appendix G, Table 4).

The Literature

The themes derived from the findings of the study substantiated the literature review through the concepts of the conceptual framework. The concepts discussed in the literature review emerged in the findings of the study showing similarities through the responses from participants. The researcher was able to pinpoint areas that the firm needs to be improved from the responses of the participants. The implementation of the theories such as transformational leadership, servant leadership, and leader-member exchange theory discussed in the literature review can be of significant help to the leaders and managers of the firm. The concepts discussed in the literature review will be discussed below showing the relationship to the findings with participants' responses. The following concepts will be discussed below: (a) failed leadership is related to poor organizational performance, (b) leadership motivation is related to engage employee support, (c) teamwork is related to engage employee support regarding new critical change initiatives, and (d) higher productivity is related to higher organizational performance.

Failed Leadership is Related to Poor Organizational Performance. The researcher discussed in the literature review that failed leadership is related to poor organizational performance. The findings confirm what was discussed in the literature review. COVID-19 wreaked havoc on the corporation leaving the leadership and management at a loss of how to implement new critical change initiatives regarding communication to meet the changes and demands of a changing environment (Szkudlarek et al., 2020). The researcher discussed the suggestions of Clemmer (2018) in the literature that leadership and management of a firm must have a cohesive business model that was a combination of solid management practices with flexible leadership behaviors. These practices were supported by concrete cultural development ready for change implementation. This takes a team effort with change management practices to galvanize employees and shift leadership approaches to prevent poor organizational performance.

The findings pinpointed the opinions of P4 “COVID has exposed the vulnerabilities of the business; showed up faults in how business was done. In addition, how new critical initiatives were important to go forward in combatting how business is done prior to COVID.” According to Kanitz and Gonzalez (2021), technology change, mediation is necessary for leadership and management to install in the organizational change process. The firm was slow to implement these new critical change initiatives as reflected in the comments of P4. P1 commented:

> So there are a couple of things that happened. First of all, COVID with the loss of personal interaction has been is a big disrupter, not only has it been a big disrupter in terms of physical presence in terms of the culture its caused a problem because it’s a source of disagreement of extreme positions among people.

Ma and Kim (2021) suggested that the quality of service of salespersons was critical in gaining success for firms. Salesperson relied on personal interactions from their leaders and managers and transmits that feeling to their customers. A demoted employee does not help the organizational performance in any positive way.

Leadership Motivation is Related to Engage Employee Support. The researcher discussed in the literature review that leadership motivation was related to engage employee support. The researcher discussed in the literature that “a motivated employee is supportive of new critical change initiatives that their leader may implement. A demotivated employee was disengaged in organizational change fostering new critical change initiatives” (Bellé & Cantarelli, 2018). The findings confirm the suggestions of the authors. P6 commented:

> The biggest challenge is motivation. Motivation, leaders that do not motivate are not passionate in what they do. Without structure, the agents can get good at doing nothing. I think motivation is part of it, in making money, when money comes in they get motivated and want to do more.

According to Chandni and Rahman (2020), improved organizational performance was derived from customer engagement (CE), while superior organizational performance and organizational behavior were derived from employee engagement (EE). Therefore, a motivated employee is an engaged employee with support for their leaders and managers that heightens organizational performance.

Teamwork is Related to Engage Employee Support Regarding New Critical Change Initiatives. The researcher discussed in the literature review that teamwork was related to engage employee support regarding new critical change initiatives. The researcher discussed in the literature review the suggestions made by Aveling et al. (2018) suggested the behavior of the team can have a positive or negative outcome of team performance measures. Teamwork was dependent on team members sharing the same ideals and behaviors about work collaborating to ensure that new critical change initiatives succeed. P2 commented,

> The only means of communication would be an office text or group text, we have a change book at a work station and it used in place of communication and to be the meeting which we do not have. The meeting allowed exchange of ideas, brought helpful tips that were useful to the agents. Without the meeting, the agents feel lost. More meetings even via Zoom. More communication.

Moreau (2020) suggested that team cohesiveness is strong when there is communication and team innovation.

Higher Productivity is Related to Higher Organizational Performance. The researcher discussed in the literature review that higher productivity was related to higher organizational performance. The researcher discussed in the literature review the suggestions made by Lu et al. (2020) suggested that corporate social responsibility (CSR) initiatives and the corporate business strategy of the organization can increase the firm’s competitiveness, and in turn, achieve higher organizational performance. If employees were not able to collaborate as P3 comments “We cannot have those meetings as usual so now the leaders rely on email and texting to communicate they keep everyone on the same page and up to date such as changing regulations.” Analyzing P3 comments, this is not grounds to procure higher productivity to increase higher organizational performance. Suša et al. (2020) suggested that business intelligence (BI) aligned with the business process of the firm can increase higher organizational performance (OP). The authors suggested that when BI and business process management (BPM) were aligned within the firm organizational performance was heightened.

The Problem

The study and the research findings continue to address the general problem of the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The general problem is interrelated to the specific problem and continues to be the topic of discussion throughout the findings of the potential failure of leaders within the real estate industry in the northeastern United States to engage employee support regarding new critical change initiatives resulting in possible poor organizational performance. The research questions used to probe participants in answering the general and specific problems and the researcher had a pivotal role in assembling the findings and information gathered on each research question for the presentation of findings. The findings uncovered how important communication, motivation, technology, and constant flow of new critical change initiatives, culture, and adapting to a crisis, is to the business process of the firm. The findings also uncovered that leaders and managers have to be prepared in combating a crisis with new critical change initiatives at the spur of the moment. Not being prepared leads to failure and a lack of motivation that does not serve the firm in a positive way.

Summary of the Findings

The summary of the findings answered the general problem and specific problem of the failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. COVID-19 wreaked havoc on the firm’s leadership and management capabilities and caught everyone by surprise. There were no new critical change initiatives set in place to continue the business process as usual and as such, the participants were frustrated to a certain extent. Their weekly meeting was no longer available where they gathered to share ideas and collaborate with their leader. The findings uncovered that the firm was steadfast in the compliance areas of the firm and that had to do with state and city laws regarding licensing and real estate ethics. The firm was attentive to COVID-19 guidelines, restrictions, and for each employee to be vaccinated for work.

The findings uncovered that many of the staff members were not technologically perceptive, and if the firm were to add technological advancements such as the use of Zoom or Microsoft Teams, most of the employees would be left out because of their technological inabilities. The firm did not invest in its employees in this regard. The findings uncovered that the firm lacked communication, motivation, technology, new critical change initiatives and showed where there were strengths and weaknesses in its organizational culture. The findings showed that there was room for improvement and leadership and management must change course from being on the level of the status quo. The firm may be satisfied with its position of procuring the status quo; however, the participants were not. If dissatisfaction in this regard grows more intensely the firm was bound to lose its best employees.

Application to Professional Practice

The researcher has fulfilled the purpose of the study and as such, the significance of the study was realized. The objective of this single case study qualitative research was to answer the general and specific problems and the researcher and the participants have achieved that. The study gave in depth analysis and provided pertinent information on how important leadership was to any organization and why leadership was important. The outcomes of this study can be used in organizations that need a new change process and to implement new critical change initiatives to gain higher organizational performance through operational excellence. The study can be helpful to any firm who was struck with a pandemic such as COVID-19 to educate its leaders and managers how important change management and innovation was regarding new critical change initiatives in times of uncertainty. Throughout this study, there was valuable information that can assist a failing business to improve on its business processes, utilizing its culture and diversity to the fullest in seeking higher organizational performance and operational excellence (Suša et al., 2020). This study has contributed to the field of leadership.

Improving General Business Practice

In the age of COVID-19, the business process of any firm was never the same, and it has revolutionized the business world technologically in more ways than can be counted. It was because of COVID-19 that business owners must learn to adapt to new critical change initiatives so the firm may continue its business despite a disrupter like the pandemic of all ages, COVID-19. The findings of the study pinpointed the destruction participants felt when the pandemic hit and how the firm could have benefited from implementing innovative approaches through creativity (van der Voet & Steijn, 2021). According to Ardito et al. (2021), technology and management innovation were critical to developing emergent pioneering solutions to combat an unexpected crisis such as COVID-19. It was because of COVID-19 that innovative technological advancement has evolved. Morgeson et al. (2010 as cited in van der Voet & Steijn, 2021) stated that creativeness and innovation were products of the behavior of a visionary leader.

The demand for social media and online communication platforms grew tremendously and everyone relied on their cell phone for communication. The firms that provided virtual capabilities were now in demand and the organization’s operations, leadership, and management had to derive capabilities and coping mechanism to cope with crisis management (Ardito et al., 2021). Communication became critical as pinpointed in the findings as many participants became lost because they could no longer collaborate at their weekly meetings. The communication and collaboration of the firm must continue to procure customer engagement and employee engagement or poor organizational performance would have resulted (Chandni & Rahman, 2020). At a crisis juncture with COVID 19, the firms must apply innovative approaches through crisis management where strong visionary and transformational leadership is needed to cope (van der Voet & Steijn, 2021). The firms must act fast and furious in implementing new critical change initiatives in technology, keeping employees up to date with new technological changes and training.

At this point, the firm must galvanize its staff, culture and diversity was critical in coming together with ideas and solutions to combat the crisis, and to be prepared for any other crisis. Collaboration is critical, leaders and managers along with their staff must coordinate their efforts assisting each other in keeping each other up to date with current events and the evolving changes in the business process (Høgevold et al., 2019). The leaders and managers of the firms must pinpoint the areas that are lacking and find solutions to remedy. The areas discussed in the findings, COVID-19 as a disrupter, as lack of communication, lack of technology, lack of motivation, lack of new critical change initiatives and culture – strengths and weaknesses. The areas of lack as uncovered in the findings must be strengthened in order for the firm to move forward where the business process was aligned with new critical change initiatives for operational excellence to be achieved (Ardito et al., 2021). The leaders and managers must stay in tune with upcoming changes in the environment and plan new critical change initiatives to be able to avert any crisis and keep the general business practice intact.

Potential Application Strategies

The obligation of the leaders and managers is to their staff, customers, and general business practice of the firm to gain operational excellence. The areas of potential improvements and alternative working methods to the business process were discussed in the general business practice and throughout the representation of findings (Van Looy, 2021). Leaders and business owners must keep in mind why they went into business in the first place and never lose sight of their obligations to their staff, and why they were hired in the first place. The outcome of the findings uncovers that the leader of the firm needed to rethink the methodology of their way of working and to be prepared in the event of crisis. It is imperative that leaders have at hand new critical change initiatives to crisis manage at short notice (Ardito et al., 2021). Considering the general practices of the firm, the potential application strategies can contribute to the solutions of the areas in the firm was lacking as outlined in the findings. The potential application strategies would focus on the outcomes of the findings as follows: (a) COVID-19 as a Disrupter, (b) Lack of Communication, (c) Lack of Motivation, (d) Lack of Technology, (e) Lack of New Critical Change Initiatives, and (f) Culture – Strengths and Weaknesses. The following are potential recommendations.

1. The leadership of the firm must be prepared to crisis manage, innovate and change course in implementing new critical change initiatives quickly, and keep staff together.
2. The leadership of the firm must seek technological alternatives that would continue employee engagement via technology platforms.
3. The leadership of the firm must seek new technology programs and invest in the training of the employees.
4. The leadership of the firm must update all office equipment, computers, and computer programming for all employees and provide training.
5. The leadership of the firm must implement strategies to overcome objections in selling new critical change initiatives to agents to gain employee buy-in.

6. The leadership of the firm must restore the weekly meetings, either in person, Via Zoom, or Microsoft Teams.
7. The leadership of the firm must communicate more effectively via emails, texting, Zoom, FaceTime, with detailed communication explaining any change process that will be taking place in the firm.
8. The leadership of the firm must motivate the staff, provide feedback on transactions, and set up motivating sessions with agents.
9. The leadership of the firm must implement strategies in motivating employees to stay true to their goals and objectives, assist in setting short-term goals and long-term goals using money as a tool to motivate.
10. The leadership of the firm must always innovate, birthing new ideas and changes that can benefit the general business practice, the business process, and employees.
11. The leadership of the firm must always sell those new critical change initiatives to employees for employee buy-in.
12. The leadership of the firm must always keep their staff together and informed at all times.
13. The leadership of the firm must communicate! Communicate! In every aspect of the business.
14. The leadership of the firm must provide training on culture and diversity and teach respect and tolerance for each culture.
15. The leadership of the firm must teach employees to utilize culture and diversity in a manner that benefits all involved.

16. The leadership of the firm must teach the agents how communication and collaboration can benefit their business and all involved, including the firm.
17. The leadership of the firm must teach the agents how working together as a team, the rise in incomes can be realized, as money is a motivator in sales.

These were the potential application strategies that the researcher had uncovered from the findings in the study in assisting the firm to change its process of general business practice. These areas for improvement were mere suggestions; however, the researcher felt from the summary of finding the suggestions were important in order for new critical change initiatives to be implemented for renewed employee engagement to occur. The firm was lacking in the areas discussed and in order not to lose staff and agents, the firm must change its leadership habits to exemplify the strategies discussed. The firm must be able to crisis manage and very quickly, in the real estate industry in the northeast United States recruitment is the major concern of each real estate firm. The best and brightest of any firm will go where the “grass is greener” as P1 echoed. Each employee was worth the time and energy to train, keep motivated as when the agent succeeds, the firm succeeds.

Summary of Application to Professional Practice

The application to professional practice summarized the researcher’s work in answering the general problem and the specific problem from the findings. The study pinpointed the importance of leadership at all levels of the organization and the importance of foreseeing potential environmental crisis such as COVID-19. It also showed the importance of leaders adopting technology-mediated change management in implementing change implementation (Kanitz & Gonzalez, 2021). The improvement of the general business practice can be achieved by implementing the potential application strategy discussed above. The leaders and managers must strategize the suggestions provided by the researcher in order to change the course of the firms in implementing new critical change initiatives for optimum operational excellence (Suša et al., 2020). According to the authors, if the goals of the firms are to gain higher organizational performance, then the business intelligence of the firms must align with the business process management to achieve successful outcomes.

Recommendations for Further Study

COVID-19 wreaked havoc on the firm’s general business practice and business process and caught its leaders and managers by surprise. In the event that leaders and mangers was not in tuned with adopting new technological advancements to keep the firm’s employees engaged the firm started to lack in every facet of its business process (Kanitz & Gonzalez, 2021). The researcher can recommend that there be a future intense research of the firm to see how well the firm was able to take the recommendations of potential application strategies and turn them into successful outcomes. In a service business such as real estate, the focus was on process, compliance, and servicing the seller and the buyer to achieve higher organizational performance. The firm must bring its business process to a competitive level, and to a level of service that the seller, buyer, and agents are comfortable to excel (Høgevold et al., 2019). The researcher recommends further study to investigate if the levels of communication, motivation, technology and how well the culture of the firm is collaborating on new critical change initiatives. The researcher would like further study to analyze how the firm has fared with new approaches to COVID-19, and whether new, critical change initiatives were implemented.

Reflections

The education derived from this research study was vast and was an unforgettable experience. As the journey ends, the knowledge derived was indispensable. The entire coursework of the leadership cognate came full circle in understanding the various leadership processes and terminologies. The knowledge gained from prior coursework were valuable to the research. The program had prepared the researcher for conducting future research studies and had given the researcher insight into the leadership successes and failures of this research study. The knowledge gained from this research study had improved the personal and professional growth of the researcher and the information gathered can be used to examine further case studies. This had been an extraordinary experience for the researcher, and the lessons learned and knowledge gain will replicate for future advancements.

Personal & Professional Growth

The entire leadership program had taught the research time management, determination and focus, and how to divide valuable time between work and school. This journey had taught the researcher patience, and grit in getting assignments done. The learning outcomes and knowledge gained were unforgettable and can be used in the researcher's personal and professional life. The researcher had increased her knowledge base, accumulating countless notes and important books for future references. The researcher's communication and writing skills have improved tremendously as well as the researcher speaking style. The program allowed the researcher to learn two new software namely NVivo in learning how to analyze and interpret data and MAXQDA in learning how to code data. The knowledge achieved has far-reaching effects for the researcher as there was growth in confidence, knowledge, and know-how, and the researcher feels that with the knowledge gained the sky is the limit.

Biblical Perspective

A Biblical perspective and a Christian worldview influenced the entire leadership program. In the confession of sin, there was rebirth, reconstruction, and revitalization of the spirit. We know that we are all sinners and fall short of the greatness, and glory of God. In return, God forgives us for our iniquities, and He knows that we are not perfect since the sins of Adam and Eve, that casted a sin nature of the flesh on every generation thereafter. God is the master architect of our lives, because all things material and non-material comes from Him (Keller & Alsdorf, 2012). Colossians 1:16, (King James Version), further cements this truth, "For by Him all things were created, both in the heavens and on earth, visible and invisible, whether thrones or dominions or rulers or authorities--all things have been created through Him and for Him." Therefore, His work must go on. The outcomes of a job well done glorifies God, satisfied that His purpose fulfilled work, and rest being inseparable. Jesus said, "My father is always at his work to this very day, and I too am working" (John 5: 17; KJV).

Jesus Christ of the New Testament embodied superiority (Harris, 2019), and displayed all forms of leadership, purposely, and strategically cultivated intentional behavior to every situation at hand. A visionary leader and a servant leader with a planned purpose long before it happened. Self-awareness of purpose was the key driver of positive intent and Jesus exemplified in every encounter (Keller & Alsdorf, 2012). Because of our sin nature and temptations of the flesh, it was difficult to find oneness with God, only through prayer, confession can our salvation and restored relationship with God can we carry on in faith. Moses brought law and order to the Old Testament, Elijah the most prominent figure of the Old Testament, and Jesus Christ, the most prominent figure of the New Testament who brought truth, love, and grace (Harris, 2019). It was this reason we can incorporate truth, love, and grace in our work, and connect our work to God's work (Keller & Alsdorf, 2012).

Keller and Alsdorf (2012) suggested that work mentioned first in the Bible before anything else. The creation of the world created for the purpose of work, and the parameters of how we were to conduct ourselves were set forth in the Holy Bible. Our work ethic, determines how God feels of us, our conduct carrying out our work by ethical means structures our judgment with God. Each day we are under the pressures of the flesh and our own sin nature, intentionally or unintentionally. Our conduct not only judged by God, however, by our peers and our circle of influence. Our advancements in pursuit of our dreams and aspirations hinged on how much belief we have in God and karma. The circle of life is alive and well, we pay for our sins even before we know it, as God makes sure that whatever goes around comes around (Keller & Alsdorf, 2012).

As the researcher examined the findings of the study in this section, a Biblical perspective and a Christian worldview was applied. God's work must continue, and in times of crisis such as the COVID 19 pandemic, we turn to the Bible. According to Luke 21:36, (KJV) "Watch ye therefore, and pray always, that ye may be accounted worthy to escape all these things that shall come to pass, and to stand before the Son of man." According to Swaggart (2010, KJV), keep a watchful eye on world events and compare them with the word of God, stay prayerful and consume the righteousness bestowed upon you because of your relationship with Jesus Christ that you may escape all worldly unworthiness. According to Harrington (2021), worship of the church congregation, devotion to scripture and outreach to the community by Pastors were activities that slowed the grieving process. These catastrophic events reminds that there was a larger presence than ourselves and that people assist each other, apply Christian values to everyday life to be ready to meet any challenges with creative alternative responses.

Summary of Reflections

As the researcher reflected on the dissertation process, the journey had been enriching and knowledgeable. The interactions with classmates, and professors on the discussion board were fruitful, as the exchange of valuable information had made this experience unforgettable. The researcher was grateful that the overview of the coursework involved a Biblical Perspective and a Christian Worldview. This allowed the researcher to delve into the scriptures to add Biblical perspectives to the coursework, and a Christian Worldview as a comparative. There were many forms of leadership, concepts, and theories to follow, however ever good leader have to look at the goodness of their heart and do what is right for the common good of each individual interaction that he or she may encounter each day. Leadership was about doing what was right and ethical, individuals will always remember that, and will remember when they were not treated ethically or proper. Reputation and character was everything in business and a smart leader will always preserve their reputation and character as it cannot be bought nor sold.

Summary of Section 3

The researcher had succeeded in providing answers to the general problem and the specific problem through the findings of the study. The researcher could not have accomplished this without the leadership and participants of the firm of study. Participants were gracious and forthcoming with information and as such, saturation was achieved in the data collection. The findings uncovered that because of COVID-19 the firm was blindsided into the inability to create alternative measures and approaches to continue employee engagement with ample communication. The firm dived into a lack of communication, motivation, technology use, and most importantly a lack of critical new change initiatives. The culture of the firm had its strengths and weaknesses, Participant 5 expressed that “Culture and diversity that is the biggest thing our managers have to overcome and that is one of the challenges that our managers face – how do you please all these people?” Understanding the culture of the firm, where the leaders teach the nuances of culture and diversity can find the understanding of a more cohesive workplace.

Summary and Study Conclusions

The researcher had come to a conclusion on the purpose of this qualitative research case study. The summary of findings informs the reader on leadership failures that lead to poor organizational performance and how leaders can avert leadership failures by adopting the leadership theories discussed in the study. The journey of findings was extraordinary, the researcher was grateful for the participants and their contributions to the study, and that they gave their time generously. The topic of the study, the general problem, and the specific problem had been investigated and answered. This study provided valuable information that can be used for further study, and furthering the knowledge on leadership. The researcher was hopeful that COVID-19 has thought organizational leaders how to quickly find alternative measures and approaches to combat a crisis situation.

The researcher hoped the findings of the study had revealed how important every employee was to the firm and how culture and diversity can enrich the organization’s bottom line by utilizing each person effectively. The researcher hoped that the findings of the study had pinpointed the importance of communication among teams to engage employees in new critical change initiatives and how important for the firm to have new critical change initiatives through a change management process. The motivation of the staff was equally important, if employees were demotivated they may not engage with their leaders. The importance of technology and its use in furthering communication, and employee engagement was discussed through the findings, and how important new alternative digital measures and approaches were to the firm for operational excellence to be achieved. A firm that embraces change, innovates, communicates, motivates, utilizes its culture and diversity, and was ahead with technological advancements was a firm that will always have new critical change initiatives where the firm can stay ahead of the game. A constantly changing firm from a positive perspective is a firm on its way to success.

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Appendix A: Letter of Permission to Interview Participants

xxxxx, 2021

Dear xxxx,

My name is Annie Singh and I am a doctoral student in the School of Business at Liberty University. In order for me to complete my doctoral degree one of the requirements is conducting a research study in Leadership. The topic of my research project is *Leadership Failures that Lead to Poor Organizational Performance.* The purpose of my research is to address the potential failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance.

As part of the completion of this research project, I am writing to you to grant your request and permission to contact members of your staff for an invitation to participate in my research study. Participants will be asked to contact me to schedule an interview to be held via Zoom. All participants will be provided with an informed consent letter prior to participating that details the study and how their information will be kept confidential. The interview will take 60 to 90 minutes to complete. All participants that contribute their time to this study are voluntary participants and can terminate their participation at any time.

I would like to take this opportunity to thank you for considering my request and look forward to hearing from you soon. Kindly respond by email to xxxxxx@liberty.edu.

Sincerely,
Annie Singh

Appendix B: Letter of Permission to Interview Participants – Approval from Organization

Date: xxxxxxx

Dear Annie,

The executive team of our organization has received your letter requesting permission to conduct interviews for your research study. As of such, after careful consideration we have granted you permission to conduct interviews pertaining to your study. We have also decided to grant you permission to access our staff and to send your letter of invitation to them to participate in your study. The executive team will gladly provide you with any information that is necessary to conduct your study.

Sincerely,

xxxxxxxx

Appendix C: Letter of Invitation

[Date]

Name
Address

Dear xxx:

Your firm has given approval for me contacting you, and as a doctoral student in the School of Business at Liberty University, my final assignment for graduation is conducting a research study. The purpose of my research is to address the potential failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance.

This letter serves as an invitation for you to be a part of my study, all participants must be of the legal age of 18 years or older and be actively employed with your firm. Once you have acknowledge your willingness to participate, a formal consent letter will be sent to you prior to the interview being conducted. You will be asked to sign the consent letter that details the protection and anonymity of your privacy and information. The researcher's contact information to schedule an interview will be included.

Once the interview is scheduled, your name and position title in the firm will be documented. In addition, the consent letter will be emailed to you upon scheduling. Kindly sign the consent letter and return to me via email at xxxxx@liberty.edu. Upon receipt, I will sign the consent letter and return a copy to you via email. The interview will last approximately 60 to 90-minutes.

Please contact me at (xxx) xxx-xxxx or xxxxxx@liberty.edu.

Sincerely,
Annie Singh

Appendix D: Consent Form

Title of the Project: Leadership Failures that Lead to Poor Organizational Performance
Principal Investigator: Annie Singh, Doctoral Student, Liberty University

Your Invitation to be a Part of this Research Study

You are invited to be an integral part of a research study regarding *Leadership Failures that Lead to Poor Organizational Performance.* The researcher is inviting employees 18 years and older in all level of leadership and non-leadership positions. This informed consent letter is a part of the research study process enlightening you of what's to come so that you can make an informed decision to be a participant or not. This means that you are a voluntary participant and can withdraw your participation at any time.

Please take the time to read this informed consent letter and ask questions before making an informed decision to be a part of this research project.

What is the reason for this study and what is it about?

The purpose of this study is to add content to the existing body of knowledge of this research project. The purpose of this study is to seek to understand of how potential failure of leaders to engage employee support regarding new critical change initiatives resulting in poor organizational performance. The overarching problem of the study looks at the lack of motivation of employees, and the study will seek to understand the behaviors and actions of failed leaders. The strategies and behaviors of successful leaders will be investigated as a remedy to Leadership failures that Lead to Poor organizational performance.

What is your part in this study?

Once your consent is given to be an integral part of this study, you will be asked to do the following:

1. To kindly volunteer 60-90 minutes of your time to participate on a virtual or socially distanced one-on-one interview that consists of 10 questions. During the interview with your consent, audio recording will be used.
2. All participants selected for this study will be given a coded name for privacy and confidentiality protecting the information and anonymity of each participant.
3. After the interview process, a follow up virtual interview will be conducted and a transcript of the interview will be provided to each participant ensure the accuracy off all information provided.

How could you or others benefit from this study?

The primary benefit of this research study is to add to the body of knowledge in understanding the consequences of failed leadership resulting in poor organizational performance. Also, to seek understanding of the behaviors of leaders as it involves employee support in new critical change initiatives that resulting in poor organizational performance. The anticipation of the successful outcome of this study will enable leaders to change their leadership strategies and behaviors in engaging employee support to promote high organizational performance.

What risks might you experience from being in this study?

The risk that surrounds the participant is minimal. With the 60-90 minute interview, there may be a chance of fatigue. The researcher will offer the participant an opportunity to take a break to regroup and clear their mind. There can a risk of fear in providing personal opinion, which can cause uneasiness from a past negative experience. In mitigating this uneasiness, the researcher will advise the participant that there is an option to by-pass the question.

How will personal information be protected?

The records of this study will be kept private and anonymous. All research records will be kept securely and confidential, and only the researcher will have access to the records. The researcher will not use the researched information and your personal information for any purposes outside of this research project.

- Participant responses will be kept confidential using codes/pseudonyms, in all reporting that is a part of this study. Interviews conducted via Zoom or in person will be done in a private location for privacy and confidentiality.
- Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted
- Interviews will be recorded and transcribed. Recordings will be stored on a password locked computer for three years and then erased. Only the researcher will have access to these recordings.

Is study participation voluntary?

Participation in this study is voluntary. If you decide to participate, you are free to withdraw at any time.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please contact the researcher at the email address/phone number included in the next paragraph. Should you choose to withdraw, data collected from you will be destroyed immediately and will not be included in this study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Annie Singh. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact her at (xxx) xxx-xxxx and/or xxxxxxx@liberty.edu. You may also contact the researcher’s faculty sponsor, Dr. Melissa Connell at xxxxxxxx@liberty.edu.

Whom do you contact if you have questions about your rights as a research participant?

The researcher conducting this study is Annie Singh. You are encouraged to ask any questions or concerns that you may have regarding this study and may call Annie at xxxxxxxx or xxxxxx.edu. You may also contact the researcher's faculty sponsor, Dr. Melissa Connell at xxxxxxxxxx.edu.

Participant Consent

Before signing this document, kindly take a moment to understand what this study is regarding before you sign. When you sign you are giving consent to be a part of this study. The researcher will provide you with a copy of this document to keep for your records. The researcher will keep a copy with the study records. If you have any questions about the study after you sign this document, you can contact the researcher, Annie Singh using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

☐ The researcher has my permission to audio-record and video-record me as part of my participation in this study.

____
Participant name

____
Participant signature

____
Date

Appendix E: Interview Questions

The following research questions are the focus of the study.

1. What are the potential challenges leaders experience in engaging employee support regarding new critical change initiatives?
2. What leadership actions or behaviors contribute to the potential failure of leaders to engage employee support?
3. What leadership actions or behaviors contribute to the success of leaders to engage employee support?
4. In what ways are new change initiatives in organizational performance different from other change initiatives?
5. How do these differences show evidence in the leader's ability to gain employees support?
6. How does the outcome of these change initiatives, supported by employees, benefit organizational performance?
7. What dynamic cultural elements are present in the real estate industry that positions the organization for success in implementing change initiatives?
8. How does the cultural dynamism within the real estate industry support organizational performance?
9. How is leadership applied to gain employee support for these change initiatives?
10. What approach can be implemented to improve the relationships between leader and employee?

Appendix F: Interview Guide

Introductory Statement

Thank you for volunteering your time and to be a part of this qualitative inquiry. The title of this qualitative research study is Leadership failures that Lead to Poor Organizational Performance. The purpose of this qualitative research case study is to add to the body of knowledge addressing the problem of why leaders fail to engage employee support regarding new critical change initiatives that lead to poor organizational performance within the northeast United States. The objective of this qualitative research study is to understand the potential failures of leadership and the consequences it has in poor organizational performance. The successful outcomes of this study will shed light on failed leadership as well as successful leadership and effects it has on organizational performance. The questions that will be asked of you are approximately 8-10, will follow-up questions if necessary.

At any time during the interview, please feel free to provide additional thoughts or insights on any matter that you feel is directly related to this study. Once again, thank you for your time and efforts that you have made to be a part of this interview. Let’s begin.

Main Interview:

1. What are the potential challenges leaders experience in engaging employee support regarding new critical change initiatives?
2. What leadership actions or behaviors contribute to the potential failure of leaders to engage employee support?
3. What leadership actions or behaviors contribute to the success of leaders to engage employee support?

4. In what ways are new change initiatives in organizational performance different from other change initiatives?
5. How do these differences show evidence in the leader's ability to gain employees support?
6. How does the outcome of these change initiatives, supported by employees, benefit organizational performance?
7. What dynamic cultural elements are present in the real estate industry that positions the organization for success in implementing change initiatives?
8. How does the cultural dynamism within the real estate industry support organizational performance?

Additional Questions for Leaders:

9. How is leadership applied to gain employee support for these change initiatives?
10. What approach can be implemented to improve the relationships between leader and employee?

Additional & Follow-up Questions:

RQ 1. How are leaders failing to engage employee support regarding new critical change initiatives within the real estate industry in the northeastern United States?

Follow up Question: How would you describe leadership failures within the firm failing to engage employee support regarding new critical change initiatives within the real estate industry in the northeastern United States?

RQ 2. In what ways are new change initiatives in organizational performance different from other change initiatives within the real estate industry in the northeastern United States?

Follow up Question: Is the firm taking any measures and approaches to ensure that the firm is up-to-date with current change initiatives?

RQ 3. What dynamic cultural elements are present in the real estate industry that positions the organization for success in implementing change initiatives within the real estate industry in the northeastern United States?

Follow up Question: What upcoming measures and approach will the firm utilize to preserve the necessary cultural elements present for success in implementing change initiatives?

Closing Statement:

Thank you for being so patient in answering all of the questions asked and thank you once again for your time and efforts. At this point in our interview, are there any clarifications, questions, or comments you would like to discuss further. I would like to assure you that all of your responses will be kept confidential and revealed to no one under any circumstances. Your personal name and identity will not be disclosed in this study nor revealed to anyone. All data and information collected from you will be coded for the purpose of confidentiality protecting you the participant. All of the information disclosed today, will be kept in strict confidence, and stored in a password-protected file for three years as stipulated in this study. Once again, thank you, and it was a pleasure having you as an integral part of this qualitative case study research. Thank you!

Appendix G: Interview Tables

Table 2

COVID-19 – As a Disrupter

Participant	Comment
P1	"So there a couple of things that happened first of all COVID with the loss of personal interaction has been is a big disrupter, not only has it been a big disrupter in terms of physical presence in terms of the culture its caused a problem because it's a source of disagreement of extreme positions among people. Now COVID has adversely affected us because it has eliminated a lot of the personal touch and communication that we had previously. Either because fewer people are coming to the office. For example, I had to implement policies where if you did not have a vaccine you could not come in unless you were masked. I had certain people who said that they are not coming in under any circumstances. I have some people who think that COVID does not exist. So we are victims to the general population where everybody has their opinions. So culture has definitely been affected by the loss of synergy, communication, the loss of physical contact, and we are acutely concerned about this we really do not know how to resolve it other than speak to people individually which we do a lot right now. We will identify people who we need to speak to we stay in touch with people."
P2	"Before the Pandemic we used to have a weekly office meeting which was great because we were all in sync and everybody. Our broker gives us new information regarding the laws and also any updated office policies. No more office meeting because of COVID. So there is a communication challenge because of COVID. COVID is a disrupter. One is the meetings, even if we cannot do in person the weekly or monthly are all in sync and up to date we can do Zoom."
P3	"The challenges brought by COVID are something that leadership had to deal with. We closed our office for four months and they were regulations that followed with open houses, showings and protocols that the seller had to follow such as leaving their home when the house is shown. The procedures had to be followed or we could get fine or lose our licenses and management was good with the rules and protocol to follow and that is something that leadership had to deal with since we had never experienced this before. COVID was the biggest challenge for management even in our office we had protocol everyone had to be masked including our clients. The office had to be kept sanitary at all times. Missing the meeting because it is very informative, collaborative and everyone as a group can share new ideas and knowledge. Different perspective from speakers

	which is an education to the brokers and able to broaden your view and enhance any new approach and creates harmony. Comraderies, harmony and opportunity to speak to each other about the business. We do our best when we are together the meetings are very important part and element to the business and COVID is a tremendous disrupter of this. Various topics to discuss, every Thursday and 9 am."
P4	"COVID has exposed the vulnerabilities of the business; showed up faults in how business is done. In addition, how new critical initiatives are important to go forward in combatting how business is done prior to COVID."
P7	"COVID was a disrupter, bump in the road. Prior to COVID great leadership. You are good as your team. Staff meeting was on Zoom and not gratifying on Zoom. COVID was a negative. 25-30 people on a Zoom a lot of people gets left out."
P8	"One or two meeting on Zoom and that was it, we have not have a meeting in two years."
P9	"Let me use some of the challenges, who was going to expect that COVID was going to be such a terrible and creating business failure, no expected that COVID was going to closing down and place of different people from 2019 to now and have been a major problem. I was affected greatly and going to use example of my seller was dealing with in Kew Gardens with a transaction in contract and all of a sudden one of the parties buying the house husband and wife and all of a sudden the wife got paid by the insurance company paid the insurance from her mom and all of a sudden her mom died and had to terminate the contract and return the down payment because the mom died. And give the money back and had to show the death certificate to get the money back."
P10	"Most likely, we kind of we were not going to the office and doing business a little bit due to COVID, now we have the protocol we were having no problems at all before. Yes, it was tough but we adjusted and it was a new normality for us."
P11	"Now the pandemic is one we cannot talk to people we cannot because no one know who is sick or not we have to do something different so that everyone can benefit. COVID was a big disrupter they are afraid and we are afraid. Nowadays with COVID people come to the office once a month. Nowadays if you have something to do you go to the office, if you do not you stay home. You have to do from home, and it is not the same thing then you are lost."

P12	"I am affected in that the logistics in dealing with COVID, certainly with the masks and paperwork that some buyers/sellers would require you to even meet with them those are challenges but they soon know that COVID is no longer, well the omicron virus things are not normal but tolerable. Personally, I am still keeping a mask on and certainly when we meet with homeowners we keep our distance and safety in mind and their safety in mind as long as they have a mask on. New documentation that would we need to COVID disclosures and anti-discrimination disclosure forms that have to be sent by the seller and buyers and provided by the organization a copy of the form are required"
P14	"You had to do closings in the parking lot, people standing in open air because you could not be in the same room. And, it was a crime to be in the same room to conduct business so that was a challenge. If not, you could be fined and get arrested for violating the Governor's rule.
P15	"Well the challenge you are talking about is COVID is protecting the people and the changes to hold the securities because a lot of people have to change places that they work and most of the people who own the business not just real estate they have to change and protect themselves. No not everybody took the vaccine, most were afraid because it was new medicine and they did not know if the vaccine was going to agree with them and most of them from the beginning and they had no choice because the city mandated the vaccine and you need it to get to work, the restaurants etc."
P16	"Face to face communication was a big challenge with COVID and communicating with others. It was a new thing, so nobody had any idea what to say or do just to keep on working."

Table 3

Lack of Communication

Participant	Comment
P1	"They need to understand better pros and cons everybody along the line, they need to understand to effective communicate these things not just to send out an email stating this is what we are doing they need to understand what objections they will have and be prepared to overcome them and that is what good leadership does. Plan your strategy and plan your strategy. Not whether we should implement a strategy we would agree on that as a group but the bigger issue was how we do propose this, how do we coach this, communicate this, how do we set this up and part of this is what you are saying and that is the key. So what the failure to communicate does and the failure of appropriately institute changes without the support causes you to lose agents because they have various options to go elsewhere. The grass is always greener, they have other opportunities salespeople in the northeast are constantly recruited by Brokers."
P2	"The only means of communication would be an office text or group text, we have a change book at a work station and it used in place of communication and to be the meeting which we do not have. The meeting allowed exchange of ideas, brought helpful tips that were useful to the agents. Without the meeting the agents feel lost. More meetings even via Zoom. More communication."
P3	"We cannot have those meetings as usual so now the leaders rely on email and texting to communicate they keep everyone on the same page and up to date such as changing regulations."
P4	"Ability to change is seen as a treat and job insecurity and in jeopardy. Changes for human being is difficult so it would be a challenge for the leader and have to communicate to quell those fear, challenges is to harness the masses or work with brokers individually. Communicate individually. Poor or not proper communication, personal egos; their own agenda; that does not meet the company's agenda. When the leaders take the time to explain, clarify, and be specific and gains the trust of the employee then employee support can be reached. Communicate on a one on one basis to hash out the situation. And that is very important because we all communicate differently. Communication can be improved, perception through deception can be hashed out through communication."
P8	"We have not have a meeting in 2 years but we receive text and emails and we have to comply and in that sense."

P9	"That why you see many employee leaving because of no communication and the leader is not sharing information and do this about the product he is selling for them to be productive, and they have a family to stay and that is why you see there is no progress. More communication and being more accessible also text or call the administrator and she respond right away."
P11	"We used to have a lot of meetings and actually everything has been changing and we do not communicate between us. Like we did not have a meeting for 2 years, Communication is a challenge. Technology is a challenge and no meeting. They have to communicate more."
P12	"Assuming that communicating new roles and new strategies we used to do it in person at the weekly meeting but that has not happen for two years. The only way to get information now is either by emails , group text, now leadership has to assume who receive these messages are reading them and acting on the information conveyed."
P13	"I would say the weakness is I think the confusion and not communicating frequently what was going to happen I feel that there was a big communication gap. Communication was a big problem. And, the whole year we done nothing I saw more safety and that was the more important thing was safety not about the business. There was not much production, the only thing was safety for COVID."

Table 4

Lack of Motivation

Participant	Comment
P2	"More motivation, feedback to our transactions"
P5	"These days when you put the news on everything is negative and it's hard, salespeople are human beings we have to be motivated we hear that the market sucks, this sucks and that sucks and they we have to motivate the customer that everything is fine so it's not the same management as it used to be. Leaders and managers must motivate more. It is not like just opening the doors anymore now you have to be a motivator. Think about it the customer hears that the market sucks then all of a sudden they come into a real estate office and we have to tell them do not believe everything you read so to motivating people to stop believing what you read. Motivation becomes harder on a daily basis market sucks motivated customer is fine if the formula do not work for the other agents."
P6	"The biggest challenge is keeping them motivated and productive, they have no structure because they are self-independent contractors. You can really get good at doing nothing. The biggest challenge is motivation. Motivation, leaders that do not motivate are not passionate in what they do. Without structure the agents can get good at doing nothing. I think motivation is part of it, in making money, when money comes in they get motivated and want to do more."
P7	"Money is motivation. Those who want to make more money would accept change and you need more motivation to make more money."
P9	"Be more motivating and when we have our weekly meetings we are more successful but with this COVID and time limitation you miss all these things you wish you have a different way and communicate through text message for example the COVID tests and that you can get your four test per family you miss sitting down in the meeting with each other and the close contact with each other. This is motivating to us."
P11	"The motivation is not there because you are not in the office and together. Nowadays if you have something to do you go to the office, if you do not you stay home. You have to do from home, and it is not the same thing then you are lost."
P13	"More motivation, like I said somebody may be good at something and not everything."

Table 5

Lack of Technology

Participant	Comment
P2	"Needs assistance in systems training, how to process transactions/transparency the entire office would benefit. We need help with the technology, because of the fast pace real estate transactions. And, there is not a little it's a lot. More training on technology and its use to simplify everyday use. User-friendly forms ready to go, how to download, save, and send. People do not want hand written scribbles. Most of us here are experienced however, is still very important to continuously to provide continuing education. Renewing our licenses which on the other hand there are more practical issues such as tips for listing presentations on meeting a new buyer. Our business we do have advice but I think it's a bit outdated. Fast paced and cutting edge real estate techniques, the leadership should give updated tips and approaches in a more modern approach in new listings and presentations. Can use training in technology updates to utilize e-forms. You have to stand out and be different; lack of technology and knowhow can be defeating. More training on technology and cutting edge approaches. Here is where the leadership comes in to help agents to stand out, with new technology and new things. Lacking technology, techniques to compete and do better."
P3	"We have to Organize ourselves better with computers – relying more on computer and send people a lot more information on line now before we show the houses so we are dependent on the computer more that is something that we never did before we just met with people and give them the information on the spot. Now before we show a house we send out an email with all the information on the house whether it is via computer or phone, reach out with clients; all information emails; texting; and phone."
P7	"I would say there is failure, trying to keep up with technology would be a minus and have not capitalize on technology the way we should. The office is equipped, we need more technology meeting, in depth on how to use forms. the office should nudge you and say here is how to use technology more or push for it."
P8	"Look if you tell people that you have to embrace change have more technology and be up to date with the system because that is beneficial to you, the customers, and the entire office and explain and really push for it to spend the time and energy. No, the office not technology savvy, we have computers in the office that have not been changed two years now they are outdated. Right now, the office a lot of people is suffering. At the

	office if you need to use something it does not work, if you need to scan it, does not work. I have a backup in my house of printer, system of everything. I do everything and do not depend on the office for anything. I am very loyal that way. We will see I am loyal to management, we will see what happen. Well again not only me everyone is craving for technology and management support working with us and give us support and ideas but we do not have. I have my own technology so what I did I focus myself and I get a lot of recruiting people ask me but out of loyalty and it is difficult for me."
P9	"Let say you get the new information this is one of the major factor let say a business fail to innovate because they may have different life cycle and let use technology as an example the life cycle is about 6 months. In addition, let's say we every month you have to update and have to innovate that you have to be up to date. Your business will stay behind and you have to invest in someone to help you. Advertising, working with different website, we have to find a way to deal with that yourself, technical support, more up to date technology. If the company assisted you in more ways, how much more you can do."
P11	"Basically they are not familiar with technology, technology is going fast for a lot of people. They do not understand the new realty with buyers that they want response right away. The most challenges is the technology."
P13	"I told them earlier, after the pandemic I wish we were able to do more virtual but I did not see that happen and not adopting to technology and I do not know about other offices but I have seen other offices adopting to technology. Some real estate company has done that easily. I personally think the advancement in technology if you do not adapt it would be too late."
P14	"Not every agent is technologically adept to IT information technology internet etc., even though the office may have the ability not all of the agents are computer literate to prepare e-forms forms etc. That is a challenge, because of the constraints of office expense being so high we cannot afford to hire additional staff to run that separate department and teach technology. So technology was a big challenge."

Table 6

Culture - Strengths and Weaknesses

Participant	Comment
P1	"So getting to your question In order to implement those types of overlays which are not required by the law or by the local MLS you need to have a culture in your office where people understand what your objectives are that it benefits the owner, it benefits everybody, that it benefits the homeowner, and if you do not have that culture you can never succeed in implanting good business practices. These are all good business practices by the way they are indisputable it just that brokers cannot get their offices to implement. And, you cannot do that without a culture without an organization without a culture it's impossible. Culture is everything for an organization it either exists or it does not exist. You have to know what you are doing as a business owner to utilize the cultural and diverse strengths to enhance organizational performance and increase the bottom line. Objective is to get the home sold capitalize on your cultural elements by utilizing each person. All hands on deck utilizing the strengths of the cultural diversity within the organization. Understand the objectives of the firm and that those goods are foremost. That is the business model without that culture it is a disaster. It just does not work. Shared performance and teamwork cannot be achieved without the proper culture. It's everything you cannot do anything a successful real estate organization cannot grow by not servicing consumers and we need to act to their benefit you cannot do that without the culture it's impossible."
P2	"Cut throat; competitive in the industry; and one of the reasons is that there are so many agents so just in our region in Queens, long Island and Hudson Gateway there are 48,000 real estate agents approx.; competition is stiff."
P3	"We work together to achieve a sale, and every sales agent knows each other, you have to collaborate and cooperative with each other. If someone speaks a different language, we bring in another agent who speaks his or language to help with the transaction. To save the transaction, share the commission and assist in make the sale for the seller."
P5	"When you work for a real estate company 95% of the people were born in another country. That is another thing we are not just talking real estate now we are talking ethnic background comes into place. Culture and diversity that is the biggest thing our managers have to overcome and that is one of the challenges that our managers face – how do you please all these people? We are located in the most diversified area in the universe, it is the most diversified and the most spoken languages. The most beautiful

	thing that I saw in our office we are like the united nations, we have Israelis agents that get along with Muslim agents, in other words it is amazing to watch that around the world does not get along and here at our office we get along. The whole thing is based on language, our office speak multiple languages, I for one speak 5 language. Language is a tool for communication. Culture adapted to our profession, when in Rome do as the romans do. Have to adapt to the cultural elements of diversity in order to succeed. For example, Evan created a room for the Muslim agents to pray in the office, how many brokers would do that."
P6	"Highly motivate, highly passionate, flexible and inclusive. Honest, that is the culture to cultivate in this office. Goal oriented. If an agent comes in that are not honest they will not fit in. we try to cultivate a culture that are passionate and weed out the ones that does jot share those value." "A good culture helps the firm to grow and helps everyone grow.
P7	"No new cultural measures, none. Big question mark, being absent for the past 2 years. Cannot answer that because I do not know and cannot accurately answer that. Since we have not been having meetings because of COVID, therefore they are no discussions on any changes. We would get text messages regarding regulatory changes. Very interesting question."
P8	"I think the location of our office has so much diversity and different cultures that it is a big plus. People coming to the area, buy and then they stay a little bit, and then they move to another area and the cycle continues. I have been with them 27 years, and the cycle just continues, continues. It is a great nest for real estate and it one of the reason that I do not want to move. I have sold the same house 3 times and up to 4 times. Because people move a lot they come in stay a little so that it's positive in real estate whoever wants to buy and sell and the cycle continues selling the house over and over and the cycle continues."
P9	"Cultural dynamism is perfectly fine. Respect other people goals one of the things our administrator tells us to understand people and visualize what people need and do not judge people how they look and listen and analyze if you service them properly and try to grow with them and you will be their friend. The engagement, the need to respect people and never judge a book by its cover."
P10	"We help each other, definitely. Lets say, culturally we cannot help a buyer we have someone else to help the buyer. We are cooperative with the business, and help other agents grow. We help each other and cannot hide listing from our colleague we have to be transparent. They are not recruiting now, not of any reason, they are happy with the way things are,

	no changes right now other than changes in the market or MLS and COVID protocols.
P12	“Certainly in the office there are a lot of ethnicities and people from other countries all working together, sometimes the agents who does not have mastery of the language may cause some miscommunication. Certainly being able to manage that and certainly know the norms of a particular group would help you succeed. You need to know 100% of the culture to do the business but to know what to say and do and to know that a particular action can be offensive.”
P13	“This is an individual effort but in the office if it is a teamwork and transparency would benefit everybody even it is a cutthroat industry, I believe teamwork and the client we represent and follow the rules and the system.”
P14	“However, coming to the United States you have to source the funds to filter out the possibility that it is drugs money or anything illegal. So you have to be able to go to a financial institution to understand the culture of these people. The underwriters must understand how they live back home, their culture, and is their business, whether it is a cash business, do they keep money in the bank. So they can be able to source the money when they take out a loan for the down payment. Those are some of the challenges, but you have to rise above and understand the culture in the real estate world, which keeps on changing. And, if we are not able to address their concerns and needs then we do not have an income. We try to devise policies and legal parameters within the United States that is understandable of these people and their culture.”
P16	“The culture I would say its more of a dynamic culture the office is more about who performs rather than how people are viewed, so basically if you perform then you can stay in the job. It’s not about different things that we see in each other.”

Table 7

Lack of New Critical Change Initiatives

Participant	Comment
P1	“The employees put their own self-interest first and not the firm’s. Only when it suits and benefits them and selfishly would engage then after understanding the pros and cons and how it affects them personally. They are visionaries and non-visionaries. Only if there is a potential benefit to them. Some employees that are visionaries they are narrow minded. Working more hours or less hours and how they fit into the changes to their own benefit and not the firm’s. To sell them any change that you make (1) Have to sell ideas to them (2) Overcome objections (3) Watch the problematic groups within the larger group”
P2	“No! No! There are no measures and approaches with current change initiatives”
P3	“Broker and management will let us know when they are any.”
P4	“Not really, no new change initiatives, to keep up to date with legalities; changes with areas that need changes.”
P6	“No – no change initiatives planned and content with where we are for years. Now, I can see that as a failure.” Again, we are not bringing up any changes, keep the culture, the ways it has been and content in the way we have been doing things. No new changes planned. Now that I am thinking about it you can say we are failing.
P7	“You know, I cannot think of any or any change initiatives since I have been there seven years, there has not been any new change initiatives, small changes but nothing big. The same way of doing business. Status Quo.”
P8	“No! No! No! The only thing that they keep us up to date with legal changes, meaning anything that has to with real estate disclosures.”
P10	“I do not see any change from last year to this year. It’s the same system the same protocol. Yes, no changes. You have to come to my office and see it’s like riding a bicycle. They are not recruiting now, not of any reason, they are happy with the way things are, no changes right now other than changes in the market or MLS and COVID protocols.”

P11	"In my office especially they did not change. Its been the same since I am there since 2004 nothing is updated, no technology update. The paperwork has to be done by hand; other offices do the paperwork online and do things differently. We have to take the forms to the manager and he checks and then send. My office do not use e-forms and they do not teach you to use the forms like that. It's not done in my office."
P13	"Honestly did not see anything specific that I can say, I have not seen anything new. Nothing new. No new changes."
P16	"At the present not really, I have not seen anything, postings or emails or anything I am with them but I go out and get whatever I can. Not aware of any changes."