

THE EFFECTS OF LEADERSHIP ORGANIZATIONAL

THE EFFECTS OF LEADERSHIP ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE RESULTING IN HIGH TURNOVER, LOW MORALE,
AND DECREASED PRODUCTIVITY

by

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Dissertation

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Liberty University, School of Business

May 2022

Abstract

The restaurant industry continues to lose billions of dollars in revenue due to the failure of leadership to develop and establish strong working cultures which has led to high employee turnover, low morale, and a decreased productivity. A major leadership problem exists in the restaurant industry in the Southeastern United States as strategies, theories, and cases have impacted the applications applied in the restaurant business world. The study has been purposed and influenced by a qualitative approach, utilizing a case study to gain knowledge of the reasons for the failure of leadership in establishing a strong working culture in restaurants in the Southeastern United States. Building a strong core of leaders and developing a solid organizational culture will come through purposeful training and development of leaders. Participant responses revealed these discovered themes to include (a) general problem in organization, (b) leadership change is necessary, (c) employee turnover is affecting restaurants, (d) low morale must be controlled, (e) employee productivity, and (f) leadership theories.

Key words: failure, restaurants, leadership, workplace culture

Dedication

I would like to dedicate this dissertation to the leaders on the rise who dare to be different and choose to serve their teams. Most of all I dedicate this research to the growth and development that I've achieved throughout this process.

Acknowledgments

I would like to acknowledge my dissertation chair, Dr. Mellissa Connell, who has helped me throughout this research process. I could not have reached this milestone without her continual guidance and direction. I would like to acknowledge my fellow class mate Brahaspattie Singh who endured this journey with me and helped to encourage me along the way.

Table of Contents

Abstract.....	ii
Dedication.....	iii
Acknowledgments.....	iiv
List of Tables	xi
List of Figures.....	xii
Section 1: Foundation of the Study.....	1
Background of the Problem	3
Problem Statement.....	4
Purpose Statement.....	5
Research Questions.....	6
Nature of the Study.....	7
Paradigms.....	7
Positivism.....	8
Post-Positivism	8
Constructivism	9
Pragmatism	9
Discussion of Design	10
Discussion of Method.....	13
Discussion of Triangulation.....	17
Summary of the Nature of the Study	18
Conceptual Framework.....	19
Concepts.....	21

Theories.....	24
Actors	25
Constructs	27
Relationships Between Concepts, Theories, Actors, and Constructs	30
Summary of the Research Framework.....	32
Definition of Terms.....	33
Assumptions, Limitations, Delimitations	34
Assumptions.....	34
Limitations	36
Delimitations.....	38
Significance of the Study	39
Reduction of Gaps in the Literature.....	39
Implications for Biblical Integration.....	41
Benefit to Business Practice and Relationship to Cognate	42
Summary of the Significance of the Study	43
A Review of the Professional and Academic Literature.....	44
Business Practices	45
The Problem.....	58
Failed Leadership in Restaurants	59
Concepts.....	63
Theories.....	67
Constructs	72
Related Studies.....	78

Anticipated and Discovered Themes	80
Summary of the Literature Review	84
Summary of Section 1 and Transition	88
Section 2: The Project.....	90
Purpose Statement.....	90
Role of the Researcher	91
Actions the Researcher Took to Conduct the Study	91
Bracketing to Avoid Personal Bias	94
Summary of Role of Researcher	94
Research Methodology	95
Discussion of Flexible Design	96
Discussion of Qualitative Method	96
Discussion of Method for Triangulation.....	98
Summary of Research Methodology	99
Participants.....	100
Population and Sampling	101
Discussion of Population	102
Discussion of Sampling	103
Summary of Population and Sampling	110
Data Collection and Organization.....	111
Data Collection Plan	112
Instruments.....	114
Data Organization Plan.....	116

Summary of Data Collection and Organization.....	117
Data Analysis	117
Emergent Ideas.....	118
Coding Themes	118
Interpretations	118
Data Representation	119
Analysis for Triangulation	119
Qualitative Analysis.....	120
Summary of Data Analysis.....	121
Reliability and Validity.....	121
Reliability.....	122
Validity	123
Bracketing.....	123
Summary of Reliability and Validity.....	124
Summary of Section 2 and Transition	125
Section 3: Application to Professional Practice and Implications for Change.....	127
Overview of the Study	127
Presentation of the Findings.....	130
Themes Discovered.....	131
Theme 1: Workplace Culture.....	133
Theme 2: Concerns with Leadership Attitude	135
Theme 3: Organizational Culture.....	136
Sub-theme 1: Issues with Genuine Care and Concern.....	137

Sub-theme 2: Leading by Example.....	138
Interpretation of the Themes.....	139
Representation and Visualization of the Data.....	142
Relationship of the Findings.....	143
The Research Questions.....	143
The Conceptual Framework.....	152
Concept 1-High Turnover Rates are Related to Failure of Leadership	153
Concept 2- High Turnover Rates are Related to Low Employee Morale.....	154
Concept 3-Decreased Productivity is Affected by Failure of Leadership	155
Theories.....	156
Transformational leadership	156
Situational Leaders.....	156
Servant Leadership.....	157
Actors	157
Constructs	159
Anticipated Themes	161
The Literature.....	170
The Problem.....	171
Summary of Findings.....	172
Application to Professional Practice.....	172
Introduction.....	173
Improving General Business Practice.....	174
Potential Application Strategies.....	176

Summary of Application to Professional Practice	179
Recommendations for Further Study	180
Reflections	181
Personal & Professional Growth.....	181
Biblical Perspective	183
Summary of Reflections	185
Summary of Section 3.....	185
Summary and Study Conclusions	187
References.....	189
Appendix A: Permission Request	227
Appendix B: Letter of Invitation.....	228
Appendix C: Consent.....	229
Appendix D: Interview Guide.....	232
Appendix E: Interview Tables	234

List of Tables

Table 1. Participant Information.....	234
Table 2. Strong Working Culture Impact	235
Table 3. Concerns With Leadership Attitude	238
Table 4. Organizational Culture.....	239
Table 5. Sub-theme 1: Issues with Genuine Care and Concern.....	240
Table 6. Sub-theme 2: Leading by Example.....	241
Table 7. Interview and Research Question Correlation.....	242
Table 8. Poor Leadership and Decreased Productivity.....	243
Table 9. Poor Leadership Influence Low Morale	244
Table 10. Leadership Influence High Turnover.....	246
Table 11. Leadership Style Create Culture	248
Table 12. Leadership Style Development of Employee Morale.....	250

List of Figures

Figure 1. Research Framework Diagram21

Section 1: Foundation of the Study

This qualitative research method, multiple case study, flexible design and pragmatic paradigm explored the effects of leadership organizational culture on employee performance potentially resulting in high turnover rates, low morale, and decreased productivity (Gochhayat et al., 2017). The general problem addressed was the failure of leadership to create a strong working culture in the organization. The specific problem addressed was the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Ellingson et al., 2016).

Employees often mention that their leaders' behavior is the main and primary reason for abandoning their organizations (Reina et al., 2018). Employees suffer from (a) job-related stress, (b) low employee morale, (c) decrease organizational productivity, and (d) destructive feelings, due to failing and ineffective leadership (Jacobs, 2019). Poor leadership and uncaring management are on the list of numerous reasons for low morale among employees in organizations (Dangmei & Singh, 2017). Without leadership creating a strong working organizational and cultural environment, a decrease in productivity and high turnover rates will exist (Bharti, 2017). The research questions guide the study to obtain clarity on why there is the failure of leadership having the potential to create a strong working culture in the restaurant industry. The nature of the study describes the research paradigm which is pragmatism. Cordeiro and Kelly (2019) stated that pragmatism is applied to evaluate and describe the sum of ideas, beliefs, and actual reality of practical applications. Pragmatism is connected and related to a strategic exploration focused on the resolution of current problems (Inguaggiato et al., 2019). A multiple case study was used for the research.

Robson and McCartan (2016) stated that a multiple case study allows the researcher to apply the fundamental characteristics connected to various truths as the researcher is skillful in the approach of data gathering, placing importance on the participator's insights and feedback related to the problem. A flexible design was used in the study, which relates to (a) learning, (b) developing, and (c) evaluating by joining together to position the results of investigated outcomes (Van der Merwe, 2019). The research is a qualitative work, a qualitative study deals with evaluation and gathering of various facts by observations, through (a) interviews, (b) personal experiences, (c) historical data, and (d) case study explorations (Aspers & Corte, 2019). The theory of the study supported the research as transformational leadership plays an intricate role in shaping a strong working culture to enhance employee morale (Nawaz & Khan, 2016). In this study, situational leadership plays a significant role through showing how organizational culture revolves around the leader's style and ability to adapt and change the environment, which effects the morale of employees (Northouse, 2020). In this study, servant leadership plays an important role in exploring failing leadership in organizations lacking the culture of mediating confidence and employee productivity (Saleem et al., 2020). The actors of the study are the restaurants in the Southeastern United States and all of the participants. The constructs are the failure of leadership, high turnover rates, and low morale. The study focused on the concepts, which gave an overview of the current challenges and problems in restaurants in the Southeastern United States. High turnover is connected and related to failure of leadership (Jordan, 2019). High turnover is related and connected to employee morale (Jung et al., 2020). Decreased productivity is related to failure of leadership (Osborne & Hammoud, 2017). Triangulation is used in the study and helped to evaluate the problem through (a) interviewing leaders in organizations; (b) providing interview questions to employees relating to exploring

employee morale, high turnover rates, and decreased productivity; and (c) answering the central research questions related to the problem. Section 1 includes the (a) background of the problem; (b) problem statement; (c) purpose statement; (d) research questions; (e) nature of the study; (f) conceptual framework; (g) definition of terms; (h) assumptions, limitations, and delimitations; (i) significance of the study; (j) a review of the professional and academic literature (outline only); and (k) summary of Section 1 and transition.

The qualitative research displayed the assumptions, limitations, and delimitations which steered and directed the study. The main points and focus of the research was establishing structured and defined interviews that helped to evaluate, explore, and collect information of real life circumstances of participants in restaurants in the Southeastern United States. There were set established interview questions that were open-ended applied to collect information and knowledge of leadership's failure to establish a strong working culture in the organization creating the open door for turnover, low morale, and decreased productivity. Through the interview questions it helped to understand the procedures and strategies needed to apply with the organization that can decrease the gap of leader and employee engagement reducing turnover, increasing morale, and performance in the working environment. A biblical Christian world-view was applied to support and direct the total focus of the research on the principles and foundation of Jesus Christ.

Background of the Problem

The restaurant industry is a fast-paced thriving sector (U.S. Census Bureau, 2020). The specific problem addressed the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased productivity. Regarding poor leadership in

organizations, Gochhayat et al. (2017) described companies experiencing inadequate leadership and no foundation is due to poor company-culture more than those organizations with trained and equipped leadership. Restaurants have failed to focus on the core values of training leaders to make a difference and appreciate their teams in the work environment (Ellingson et al., 2016). Many leaders in organizations have become unbearable as their behavior has breached the standards and values of the company; thus, jeopardizing the commitment and motivation of their employees (Burns, 2017). Decreased productivity is a result of a culture of dysfunctional leadership in organizations leading employees to abandon their jobs due to (a) the failure of equipping and developing team members, (b) poor pay, (c) lack of benefits, (d) minimal opportunities for career advancement, and (e) lack of support from leaders in the company (Bufquin et al., 2017). Organizational culture influences low morale, which involves the leaders' role in not being a proper model for the teams to follow, resulting in (a) the lack of liability, (b) lack of promotions, and (c) poor interaction with employees (Noor & Ampornstira, 2019). Evaluation of leadership regarding the connection between organizational culture and high turnover rates will steer leaders to apply training and strategies that change and improve the standards and policies of the company to reduce and lower turnover rates (Needham, 2018).

Problem Statement

The general problem addressed is the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity. Reina et al. (2018) stated employees often mention that their leaders' behavior is the main and primary reason for abandoning their organizations. Jacobs (2019) contended employees suffer from job-related stress, low employee morale, decrease organizational productivity, and destructive feelings, due to failing and ineffective leadership. Dangmei and

Singh (2017) described poor leadership and heartless management are on the list for numerous reasons for low morale among employees in organizations. Without leadership creating a strong working organizational culture, a decrease in productivity and high turnover rates will exist (Bharti, 2017). The specific problem addressed is the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity.

Purpose Statement

The purpose of this flexible design using a qualitative method; specifically, a multiple case study design was to understand and explore the effects of failed leadership on organizational culture. The focus of the research was to expound and explain how organizations are affected by the failure of leadership to create a strong working organizational culture, with the study expounding upon how leadership failure in organizations contributes to high turnover rates, low morale, and decreased productivity. The larger problem focused on and examined the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased productivity. The research focused on exploring and understanding the constructs of leadership failure, high turnover, low morale, and decreased productivity. Restaurants that fail to create a strong working culture through untrained leadership invite an environment of decreased productivity. The research, through a multiple case study, supports the phenomenon relating to employee performance and how it is affected by failed and dysfunctional leadership in organizations leading to employees to abandon their jobs relating to (a) the failure of equipping and developing workers, (b) poor pay, (c) lack of benefits, (d) minimal opportunities for career advancement, and (e) no support from leaders within the organization. Through applying a

multiple case study, it will allow for observations and interviews to explore a wide range of collected data to advance the research.

Research Questions

The research questions guide the study to gain an understanding why there is the failure of leadership having the potential to create a strong working culture in the restaurant industry leading to high turnover rates, low morale, and decrease in productivity. The questions of the study aid in (a) exploring the problem, (b) uncovering the reasons for leadership failure in the restaurants industry within the Southeastern United States, and (c) the evaluation of its contributions relating to high turnover rates, low morale, and decreased productivity.

RQ1: How does the failure of leadership in the organization influence decreased productivity within the restaurant industry?

RQ1a. How does the failure of leadership in the organization influence low morale within the restaurant industry?

RQ2: How does the failure of leadership in the organization influence high turnover rates within the restaurant industry?

RQ2a. How does building a strong working culture in organizations impact employee turnover?

RQ3: How does the style of leadership create a strong working culture in the organization?

RQ3a. What impact does the style of leadership have on the development of employee morale?

The research questions address the element of the problem through exploring the failure of leadership in the organization and its effect on low morale, high turnover, and decreased productivity, the impact of building a strong working culture, and the styles of leadership

influence establishing and shaping the culture that influences employees. The research questions address the specific problem relating to the failure of leadership in restaurants in the Southeastern United States and its impact on the cultural environment with potential of leading to low morale, high turnover, and decreased productivity.

Nature of the Study

A flexible design using a qualitative method; specifically, a multiple case study was used by the researcher to explore the problem relating to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease productivity (Dangmei & Singh, 2017). The research paradigm for the study is pragmatism and aids in the issues and arguments of the veracity and reality relating to the failure of leadership to create a strong working culture in the organization (Cordeiro & Kelly, 2019). Triangulation was used in the study in discovering and applying interviews and evaluations to gain multiple views of the research.

Paradigms

Research paradigms are a group of credence's and agreements exchanged between scientists relating to the approach of how problems should be recognized, understood, and explained (Perera, 2018). Research paradigms are distinguished by how scientists answer to three main or basic questions relating to (a) ontology (b) epistemological, and (c) methodological questions (Kivunjal & Kuyini, 2017). Social scientists establish their investigations and research through various paradigms, which molds specific theory for common understanding (Perera, 2018). Ontology is defined as the character and foundation of belief's concerning and relating to truth (Rehman & Alharthi, 2018). Epistemological is the extension of research philosophy that investigates the description and identity of understanding, and the procedures on how the

understanding is received and confirmed (Rehman & Alharthi, 2018). The primary research paradigms are (a) positivism, (b) post-positivism, (c) constructivism, and (c) pragmatism, which are discussed below.

Positivism

The positivism paradigm has been considered as a scientific method of research hinging on the reasoning of empiricist study which was originated by Aristotle, Auguste Comte, John Locke, Emmanuel Kant, and Francis Bacon (Shah & Al-Bargi, 2016). Creswell and Poth (2018) stated that positivism mainly hinges on quantitative data; obtained using firm rules and applications fundamentally different from discernment. Positivism considers that all scientific argument is hinged on facts and uses hypothesis to test the facts (Creswell & Poth, 2018). Positivism paradigm unfolds and describes a worldview that is rooted and explains the known research approach in a technological investigation (Kivunjal & Kuyini, 2017). It is applied to investigate the cause-and-effect of correlation in nature. In multiple settings, it is applied and chosen as the main worldview for research, which focuses on examining intervals of reality or estimated structure (Zukauskas et al., 2018).

Post-Positivism

Post-positivism describes methods and conclusions that test potential bias and applies reliability and validity (Tanlaka et al., 2019). The authors further state that postpositivism views have opened as an admission that individual restrictions are roadblocks in the ratification of empirical views, while employing rational and arguments pursuing the truth. Creswell and Poth (2018) stated that post-positivism pursues to develop communication that can aid in understanding situations or explaining correlation or relationships between measures. Postpositivism positions the reality of truth as being grounded in an impartial view, while it sets

the truth as being bound by circumstances (Panhwar et al., 2017). Post-positivism researchers see inquiry as an investigation related to a series of arguments processed, agreeing with various viewpoints from participants, instead of a single reality connected to meticulous methods in qualitative information gathered and examined (Creswell & Poth, 2018).

Constructivism

Constructivism is used in qualitative research and is applied with the interactions and relationships with people rather than standing alone (Akpan & Beard, 2016). The true value and explanation do not exist on its own but is created and constructed by human intervention (Creswell & Poth, 2018). Constructivism is analytical in its perception and declares that all knowledge is established or derived from human involvement in conflict with gaining knowledge of self-evident (Dagar & Yadav, 2016). The perspective of constructivism assumes and examines human beings establishing methods in significantly gaining the knowledge and insight and involvement in their world (Harvey, 2020). Philosophical origins of constructivism theory often applies that the foundation of learning hinges on a systematic process that ties new understanding to knowledge that existed before-hand (Dennick, 2016). The constructivism paradigm relates to and is often used in educational settings where students develop and learn research methods of intervening and reflecting-on critical-thinking initiatives (Dagar & Yadav, 2016).

Pragmatism

Pragmatism paradigm is used to focus on the functions of what works rather than what may be considered realistic (Frey, 2018). Cordeiro and Kelly (2019) stated that pragmatism is used to cross examine and estimate the ideas, beliefs, and actual reality of practical functions. Pragmatism consistently relates to a strategic examination focused on the resolve of existing problems (Inguaggiato et al., 2019). Pragmatism is mainly used in explaining a certain process

particularly in handling and bringing solutions-to-situations, and behavior (Ormerod, 2020).

Practicality plays an intricate role in using a pragmatic paradigm leading to conclusions from the research (Ormerod, 2020). Theories relating to pragmatism aim at present explanation and understanding connected to provisional truths (Robson & McCartan, 2016). A pragmatic paradigm is a divided belief structure that impacts various categories of understanding investigations pursuing to gain conclusions based on the proof of the evidence obtained (Brierley, 2017).

Pragmatism was the chosen paradigm for this study for its ability and potential for opening organizational activity and developmental procedures (Cordeiro & Kelly, 2019). Pragmatism was selected and was used in this study rather than other research paradigms, which focused on the extraction or theoretical theory applications (Kaushik & Walsh, 2019). Pragmatism aids in exploring the problem related to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease productivity. The chosen paradigm, pragmatism, exposes the diverse realities that are open to empirical examination of solving the practical problems in view of the measurable constructs which bring to light existential reality (Brierley, 2017). Pragmatism was applied to the research to explore and understand the practical processes, evaluations, and tools for solving the research problem through research-participants other than acquiescent descriptors in the world as it is managed (Robson & McCartan, 2016).

Discussion of Design

This study was conducted with a flexible design using a qualitative method; specifically, a multiple case study design was applied. Within the design of research, there are several approaches that could have been applied to the study pertaining to real-world research (Wright et

al., 2016). There are three research designs, including (a) fixed, (b) flexible, and (c) mixed methods; all of which could have had an impact on the research that was studied, which are discussed below.

Fixed Design. Fixed design studies are unchanging prior to the initial data collection phase taking place (Wright et al., 2016). Creswell and Poth (2018) stated a fixed design approach usually applies accumulation with group effects and common propensity, as it is best used with quantitative research. Wright et al. (2016) stated a fixed design is navigated by hypothesis; otherwise, it is impossible to know in advance which variables need to be controlled and measured, with the variables of the study being measured quantitatively. Many studies focus on fixed designs through convincing outlines lost in the network statistics. Statistical investigations of social systems are expanding and applied understanding general operations and design (Ott et al., 2019). Boeren (2019) stated that a fixed research framework goes along with fixed gathering implementation that is not able to be modified during the statistical storing stage, which is applied through quantitative research. Fixed designs apply statistical data initiating a scientific study that impacts institutions (Tisngati et al., 2019). A fixed design approach was not chosen for the study as Robson and McCartan (2016) stated it is weak relating to capturing subtleties and problems of independent human department, and for this to be done, a flexible design must be applied.

Flexible Design. In a qualitative flexible design, there are several methods used for real-world studies (Roser & Kazmer, 2000). Flexible design studies are a progressive work as the research evolves (Robson & McCartan, 2016). The qualitative approach of flexibility applies the culture of exploration and objectives, while quantitative applies scientific statistical evaluations and tests (U.K. Essays, 2018). Van der Merwe (2019) explained that flexible designs relate to

learning, development, and evaluations joined together to position the results of investigated outcomes. Using a flexible design is valuable to a qualitative research, the process of gathering information that can enhance the study (Bhatta, 2018). This study was conducted with a flexible design, and was discussed in detail below.

Mixed Methods Design. Mixed methods design is applied where the combination of qualitative (flexible) and quantitative (fixed) research is joined together in a paradigm divergence (Robson & McCartan, 2016). It is where the research design openly clarifies the concatenation and priority released to the qualitative and quantitative factors of data collection and investigation. Mixed methods are related to collective research where either qualitative method is addressed, or mainly various quantitative methods are collected (Schoonenboom & Johnson, 2017). The mixed methods approach was not chosen for this study as the research focuses on applying a qualitative multiple case study and applies constructs instead of strategic statistical data analyses. Mixed method design applies qualitative and quantitative analyses, which would direct the research towards installing theoretical framework and form a statistical inference.

This study was conducted with a flexible design using a qualitative research method; specifically, a multiple case study design was used. The flexible design was the most appropriate design for this research relating to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity. The flexible design was appropriate for the study as it works along with the pragmatic paradigm opening the door for a wide range of inspections and evaluations. Kelly and Cordeiro (2020) stated a flexible design addresses the activity and functions of individuals in various settings of the organization able to explain and expound on the activity and be altered differently. Using a flexible design, the process allowed

for and invited the flexibility in the examinations and exploration of the techniques (Kelly & Cordeiro, 2020).

Discussion of Method

This study was conducted using a qualitative (flexible) methodology, with a multiple case study design. A qualitative research method provided the researcher the ability to apply a comprehensive investigation of complex study for current issues relating to the failure of leadership to establish a strong working environment. The flexible design is the framework that aids in answering the research questions through the methods of (a) data collection, (b) theme analyses, and (c) coding (Bhatta, 2018). The term, methodology, refers to (a) the wide-range outline, (b) methods, (c) perspectives, and (d) plan-of-action applied in the exploration of discovering the knowledge concerning a research problem (Kivunjal & Kuyini, 2017). Furthermore, the methodology used for this qualitative research brought to light the knowledge and understanding of potentially being able to respond to the problem (Robson & McCartan, 2016). The focus of the research was exploring and understanding the problem by having participants answer questions pertaining to the study relating to why there is the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover, low morale, and decreased productivity.

Using a qualitative methodology helped the researcher to understand the problem, while applying an exploration into why there is the failure of leadership within the organization resulting in high turnover, low morale, and decreased productivity (Creswell & Poth, 2018). The qualitative methodology coincides with a multiple-case design and allowed for multiple examinations obtaining surmountable data providing a wide range of size-able descriptions and

clarification on the problem studied (Pathirangage et al., 2020). This qualitative (flexible) methodology, with a multiple case study design, allowed the researcher the ability to interview employees through questionnaires that helped to form themes and establish a visual analysis, with the intent of exploring and understanding the problem studied (Robson & McCartan, 2016). There are five common methods associated with flexible design research, to include (a) narrative, (b) phenomenology, (c) grounded theory, (d) ethnography, and (e) case study.

Narrative. Narrative research relates to structured codes differentially, related to people through paths where individuals play a role in the portraying of critical situations pertaining to their lives in gaining the knowledge of a measure and establishing an explanation and plan (Norlyk & Harder, 2020). Creswell and Poth (2018) stated that narrative research starts in dealing with the real-life stories of the lives of people and is defined as a qualitative design where demonstration or activities, with an account of events related in specific order. Narrative design was not the chosen design as this approach focuses on the individual's life story and main events of occurrences. It takes a focus on bringing clarity to the source material that collects the specific account of the individual's life situations (Creswell & Poth, 2018). The study was not focusing on the individual's stories or life experiences but rather exploring and understanding the problem that exists regarding the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity.

Phenomenology. Phenomenology emphasizes the simple meaning which individuals encounter life experiences relating to a phenomenon (Creswell & Poth, 2018). Neubauer et al. (2019) explained that phenomenology supports the understanding, and the core focus of the individual's life encounters. Heotis (2020) stated that phenomenological research expounds on

experiences of people and hinges on that individual's outcome of a phenomenon. Moreover, the author also concludes that phenomenology emphasizes the focus on an individual's concept or idea relating to professional development, since it is the evaluation of all the participants or groups that are a part of the phenomenon (Heotis, 2020). Phenomenology was not the chosen design as this approach relates to the lived experiences of individuals providing an extensive amount of knowledge of a main event or phenomenon related to a group of individuals (Qutoshi, 2018). A phenomenological approach would involve the individuals who have experienced the phenomenon under examination which can be a problematic issue (Creswell & Poth, 2018). This type of study deals with expounding or exploring a case or cases related to events; whereas, phenomenology deals with an explanation of the phenomenon, while seeking to understand the phenomenon from a first-person viewpoint (Miskir, 2021).

Ethnography. Ethnography relates to a flexible design adding an explanation and interpretation of the traditions and communal structure of collective groups (Robson & McCartan, 2016). Ethnography applies comprehensive illustrations and expositions of philosophical sharing groups and does not shape pieces of a comprehensible and structured categorization (Jones & Smith, 2017). Furthermore, Jones and Smith (2017) stated that ethnography also focuses on (a) empirical work notes, (b) journal recording, (c) directives and where suitable, and (d) dialogue summarization. Ethnography was not the chosen design as it adds an explanation and interpretation of the traditions and communal structure of collective groups (Robson & McCartan, 2016).

Grounded Theory. Grounded theory is another flexible design approach that focuses on pursuing to unfold or establish theory derived from researched data, methodically gathered, and examined by applying modified investigations (Chun Tie et al., 2019). As grounded theory is

flexible in character, it is a composite procedure as this method supplies meaningful application to enhance the study, particularly a theoretical study (Charmaz & Thornberg, 2020). Some researchers who apply grounded theory methods struggle to gain insight into the discussion and experimental approach of its ideas and applications (Chun Tie et al., 2019). Timonen et al. (2018) concluded that the different forms of grounded theory apply a core nucleus of related applications that can be molded by the researcher from their specific applied view. Grounded theory was not the chosen design as this approach would apply more to a theoretical study (Timonen et al., 2018), with its focus of discovering the theory retrieved from data collection gained from widespread research (Mfinanga et al., 2019).

Case Study. The case study design is a record of the views in detail about (a) events, (b) one person, or (c) individuals where the researcher focuses on studying behavior and processes (Robson & McCartan, 2016). Researchers can apply a deep investigation of a real-life specific phenomenon aiming at a particular situation, occurrence, or event relating to case study methodology (Rashid et al., 2019). The approach to the case study methodology gives principles that those investigating in research can study compounded experiences within their conditions (Baxter & Jack, 2008). The case study method is described as an examination of approaches and procedures that are investigated thoroughly in an extensive study (Gustafsson, 2017). Researchers applying the case study approach must deal with questions concerning the value of implementing case studies and their outcomes (Teegavarapu et al., 2008). The case study method of research allows the researcher to employ an open and comprehensive concept, or experience, confining it into practical researchable questions (Heale & Twycross, 2018).

A qualitative (flexible) methodology, with a multiple case study design was chosen for this study. Case study is (a) the circumstance, (b) the person, (c) the organization, (d) the team, or

(e) the main event that the research focuses on and combines for a thorough investigation of convoluted phenomena aiming to resolve the problem of a specific person, place, or thing (Rashid et al., 2019). The case study approach was chosen for the qualitative work, specifically a multiple case study, which broadened the research enabling it to expound on more than one case (Robson & McCartan, 2016). A multiple case study allowed the researcher to study the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity. Robson and McCartan (2016) stated that a multiple case study causes the research to apply the fundamental characteristics related to multiple truths as the researcher is a contrivance of the data gathering, placing emphasis on the participator's insights and evaluations of the problem.

Discussion of Triangulation

In this qualitative research, triangulation was important to the study in discovering and applying critical interviews, surveys, questionnaires, and evaluations to gain multiple views of the research (Noble & Heale, 2019). Triangulation is defined as applying various methods in gathering information pertaining to matching topics (Johnson, 2017). Through this process, the method for the research was validated by gaining data using a qualitative (flexible) methodology, with a multiple case study design to determine why there is a failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease productivity. Triangulation helped to detain different measures relating to the same phenomenon (Johnson, 2017). Triangulation supported the study and helped to evaluate the problem through (a) interviewing leaders in organizations; (b) providing questionnaires to employees relating to

exploring employee morale, high turnover rates, and decreased productivity; and (c) answering the central research questions related to the specific problem.

Summary of the Nature of the Study

A flexible design using a qualitative method; specifically, multiple case study was utilized to explore the problem relating to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease productivity. The paradigm used for the study is a pragmatism paradigm and was applied to the research to unlock the practical processes, evaluations, and tools to understand and explore the research problem through participant observation and questions (Cordeiro & Kelly, 2019). The design for the study is flexible, which was appropriate for the study as it worked along with the pragmatism paradigm enabling the ability to have a wide-range of exploration and inspections. Flexible design acknowledges how individuals that are in a flexible design address the activity and functions of individuals in various settings of the organization able to explain and expound on the activity and be altered differently. This allowed for and invited flexibility in the examinations and exploration of the techniques of evaluating the problem. The case study design was chosen for the qualitative work, as it viewed in-detail the main persons or individuals relating to the study, while the researcher focused on studying the behavior and processes of the effects relating to the failure of leadership has in the restaurant industry within the Southeastern United States. A multiple case study was applied to study the circumstances, individuals, and the organizations related to the research focusing on and putting together a thorough investigation of convoluted phenomena aiming to resolve the specific problem addressing the failure of leadership to create a strong working culture in the restaurant industry within the Southeastern United States. Triangulation was

applied to the study and helped to evaluate the problem through (a) interviewing leaders in organizations; (b) evaluating employees relating to exploring employee morale, high turnover rates, and decreased productivity; and (c) answering the central research questions related to the specific problem.

Conceptual Framework

The conceptual framework for the study addressed the effects of leadership on organizational culture as it impacts employee performance resulting in high turnover rates, low morale, and decreased productivity in the restaurant industry within the Southeastern United States. The concepts illustrated that high turnover rates are a major issue within the restaurant industry, with employee morale and job satisfaction being directly impacted by the leadership within the restaurant industry. The relationship and connection between the leaders and their teams determine the overall positive or negative effect of morale (Anjum et al., 2018). To make the organization profitable and effective, leaders of organizations must labor strenuously to interact and gain the trust of their employees to keep them motivated to perform at high levels (Osborne & Hammoud, 2017).

As shown in Figure 1, there were three theories identified in the study, to include (a) transformational leadership, (b) situational leadership, and (c) servant leadership. Transformational leadership influences leaders in advancing and moving individuals towards (a) the development of building character, (b) encouraging charisma, and (c) inspiring and motivating the employee to have a strong work ethic. Situational leadership plays a significant role through showing how organizational culture revolves around the leader's style and ability to adapt and change the environment which effects the morale of employees (Ghazzawi et al., 2017). Servant leadership explores failing leadership in organizations lacking the culture of

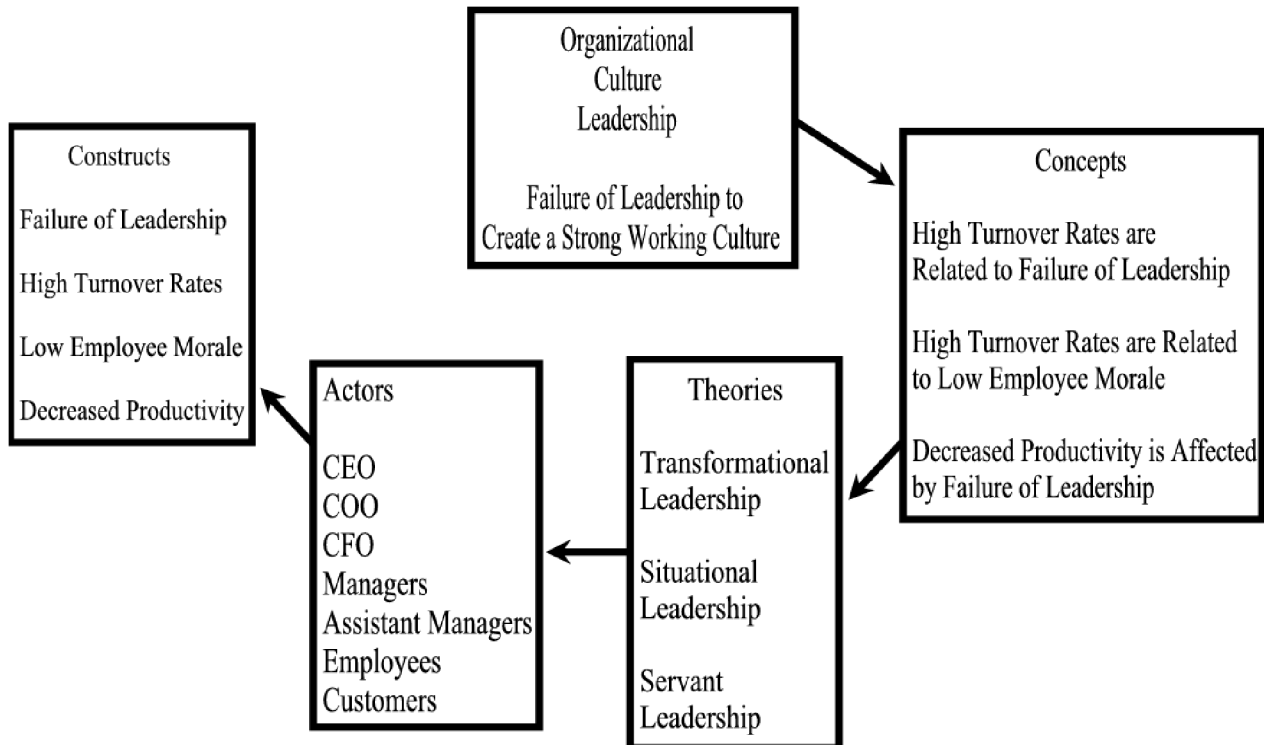
mediating confidence and employee productivity (Calvert, 2020). The actors are the restaurants Chief Executive Officers (CEOs), Chief Operating Officers (COOs), Chief Financial Officers (CFOs), managers, assistant managers, employees, and customers exploring their connection to employee performance resulting in high turnover rates, low morale, and decreased productivity. The constructs described how the problem determined the outcome of high turnover rates, low morale, and a decrease in productivity.

The failure of leadership to train and establish a performing culture contributes to decreased productivity in restaurants (Rumman et al., 2020). Various leaders in the restaurant industry scrutinize that employee turnover has risen above other companies in the industry (Cross, 2017). In the approach and answer to the willingness of employee turnover, multiple leaders in restaurants understand that adding strategies to enhance employee retention rates has become a very important mission in the restaurant industry (Cross, 2017). Pernicious leaders create an environment that decreases the employee's motivation, morale, loyalty, and performance and increases their desires to leave and abandon their positions (Paltu & Brouwers, 2020). Leadership failure is related to low morale as Kanyana et al. (2016) explained that leaders have failed to establish a culture of integrity in the restaurant industry, as the environment has an impact on the morale of the workers. Problems within leadership have a widespread and critical effect extending from declining employee morale to decreased productivity (Orlowski et al., 2016). Leaders who have become malignant in the restaurant industry, and who abuse their power with greed and using unfair means to tear down, harass, mistreat, and embarrass employees leads to (a) low performance, (b) abandonment, and (c) dysfunction, resulting in decrease productivity (Anjum et al., 2018). Employee turnover continues to be a widespread

phenomenon and will negatively affect the over-all function, profitability, and advancement of the organization (Smith, 2018).

Figure 1

Research Framework Diagram



Concepts

In Figure 1, the diagram shows leadership failure has the potential to be related and connected to (a) high turnover, (b) low morale, and (c) decreased productivity in the restaurant industry within the Southeastern United States.

High Turnover Rates are Related to Failure of Leadership. High turnover rates are a major issue within the restaurant industry (Smith, 2018). It is a crucial problem faced by leaders and is detrimental to the development and growth of the industry (Jordan, 2019). High turnover rates have reached a height and has become a world-wide issue with restaurant employees being

frustrated with the morale of their work environments (Davis, 2018). In Figure 1, the diagram showed the direct connection between leadership and the employees and it is highly important to apply various applications that would position workers to be fulfilled in the work environment relating to their job and to enhance their desire to continue to work for the organization (Sawaneh & Kamara, 2019). It has been the involuntary practices initiated by leaders on the workers in the restaurant, that on a continual bases incorporates low employee performance that encourages staff to seek employment elsewhere (Sawaneh & Kamara, 2019). Restaurant turnover is related to the leaders hiring choice as they do not pursue to evaluate the proper quality of workers to bring into the organization (Maltarich et al., 2020).

High Turnover Rates are Related to Low Employee Morale. In Figure 1, the diagram also showed the actors as the leaders have a connection with the employee and has an influence on creating positive or negative morale. Leaders' integrity in the restaurant industry plays an important role relating to their attitudes towards their job performance (Jung et al., 2020). Employee morale and satisfaction are directly impacted by leadership in the restaurant industry (Oliver, 2016). The relationship and connection between the leaders and their teams determine the overall positive or negative effect of morale. Toxic work environments are compared to a disease that destroys all the functions and operations of an organization; thus, setting the tone for a chaotic culture as toxic leaders contribute to creating destructive workers, which in return, results in low morale (Anjum et al., 2018). A destructive organization is initiated through the attitudes and behaviors in the restaurant environment, as it produces decreased value of the company's representation that affects the employees with (a) low self-confidence and employee morale, (b) increased turnover rates and job abandonment by employees, (c) chaotic work environment, (d) dysfunctional employee health, and (e) decrease in team productivity (Anjum et

al., 2018). Sipe and Testa (2020) concluded the effects leadership has in the restaurant industry within the Southeastern United States on workplace culture brings destruction to the morale of the employees in the organizational outcome.

Decreased Productivity is Affected by Failure of Leadership. Decreased productivity has an overall cost to United States organizations at an estimated \$350 billion yearly (Osborne & Hammoud, 2017). To make the organization profitable and effective, leaders of organizations must labor strenuously to interact and gain the trust of their employees to keep them motivated to perform at high levels (Osborne & Hammoud, 2017). However, leaders often have a hard time adjusting to the workplace culture within the restaurant industry, responding to the changes that need to take place to boost the productivity of their teams (Arrawatia, 2018). Leaders must gain the knowledge of how to manage and bring stability to the employee-leader relationship, embracing innovation, and using every opportunity to increase performance through engagement (Jung et al., 2020). The destructive effects on productivity within the restaurant industry within the Southeastern United States may be a result of negative social conduct which decreases employee productivity or employee involvement (Hancer & George, 2020). Leaders in the restaurant industry must focus on employee fulfillment and understand that a happy employee is an employee that is (a) involved, (b) engaged, (c) a part of resolving job-related situations, (d) receives sufficient training incentives, and (e) is involved with effective leadership that creates a strong working culture for employee performance (Hancer & George, 2020). According to Arrawatia (2018), leaders of U.S. corporations who incorporate strategic employee engagement behaviors may experience higher employee productivity. Sipe and Testa (2020) stated that increased levels of effective leadership have a major impact on job performance.

Theories

The leadership theories which offered a solid foundation for the study are (a) transformational leadership (b) situational leadership, and (c) servant leadership.

Transformational Leadership. Transformational leadership theory influences transforming the morale of employee's emotions, values, ethics, and standards (Nawaz & Khan, 2016). Transformational leadership effected the study through identifying the role of leaders failing to treat employees with respect and taking into consideration the satisfying of their needs and motives (Northhouse, 2020). The transformational leadership theory focuses on transforming people (Nawaz & Khan, 2016). This leadership theory considers the employee's emotions, values, ethics, and standards (Nawaz & Khan, 2016). Treating employees as humans, it assesses and takes into consideration satisfying their needs and motives (Northhouse, 2020). As a transformational leader, one concerns himself with people (Aalateeg, 2017). This style is a key theory as this leadership builds rapport and inspires the team. This leadership style causes the individual to invest in the organization seeing themselves as part of the team and creating a strong culture satisfying their needs and motives (Northhouse, 2020).

Situational Leadership. In this study, situational leadership played a significant role by showing how organizational culture revolves around the leader's style and ability to adapt and change the environment which effects the morale of employees (Northhouse, 2020). Situational leaders' failure to focus on becoming what the culture needs for continued success relates to decreased productivity (Nawaz & Khan, 2016). Organizations are lacking the proper situational leadership methods to affectively enhance employee productivity (Ghazzawi et al., 2017). Situational leadership theory revolves around the leader's style and ability to adapt and change according to the demands of the situation (Northhouse, 2020). This is important in any

organization as change is inevitable but importantly it addresses the leadership style. The importance of leadership is to focus on becoming what the culture needs for continued success (Nawaz & Khan, 2016). This theory also considers the commitment and competency of leaders to address the team's commitment to the goals and performance. Situational leadership focuses on the leader's behavior versus the people (Nawaz & Khan, 2016). The leader becomes a nurturer and empowers the people to reach their highest potential (Northouse, 2020).

Servant Leadership. In this study, servant leadership played an important role in exploring failing leadership in organizations lacking the culture of mediating confidence and employee productivity (Saleem et al., 2020). Servant leadership addresses the failure of organizations to create conducive behavior impacting low morale and productivity (Nawaz & Khan, 2016). The lack of servant leadership creates the missing ingredient of a nurturer and one who empowers a strong working culture through serving, with the intent of reducing high turnover (Jang & Kandampully, 2017). Servant leadership is a particular style, and if implemented, produces an atmosphere of providing quality service and a positive work environment (Calvert, 2020). Servant leadership helps to develop a standard and assists in building a strong working culture (Block, 2020). Servant leadership operates on the premise as an influencer and the leader being a servant (Aalateeg, 2017).

Actors

The actors in the study, as shown in Figure 1, included leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees. Organizations that were related to the research study are restaurants within the Southeastern United States. Restaurants in the Southeastern United States are impacted by top-leadership, and as shown in Figure 1, the connection and impact of the role they play in the failure to create a strong working culture in the

organization. Leadership was important in this research as the role and responsibilities are detrimental to the continued success of the organization.

Chief Executive Officer. CEO is the primary person in charge of the restaurant's vision and long and short-term goals. Glick (2020) stated that CEOs are visionaries and strategize to maintain the direction of the organization and sets the tone for the ultimate decisions and functions to contain a culture suitable for employees to work.

Chief Operating Officer. COO is the individual within the organization who implements the vision of the CEO and sets the operations in motion, the chief operating officer is the one who sets everything for management to operate within the organization (Norwich, 2017).

Chief Financial Officer. CFO within the organization has similar responsibilities as the COO but functions as the organizations financial accountability partner who oversees putting together the financial reports and plays a key role in implementing strategies and planning helping to form organizational policies (Ojeka et al., 2019).

Managers. Managers in the restaurant have a more direct role in training and developing employees by ensuring they possess the job knowledge to be able to assist with the customer experience (Wellton et al., 2018).

Assistant Managers. Assistant managers have the role in the restaurant to evaluate the importance of quality-work and the need to uncover the culture of the restaurant where job assignments are initiated and performed (Grote & Guest, 2017).

Employees and Customers. Tesanovic et al. (2018) stated employees are important within the organization, as they must obtain the skills and possess the specific job knowledge, as they are in continuous contact with customers. Customers need a working knowledge of the daily operations and functions of the restaurant industry and services provided, as this group represents

various cultures in the community, while employees must be aware of these cultural differences and be able to communicate and provide customer-service on various levels (Tesanovic et al., 2018). Leadership must remain mindful of the vision and incorporate shared values in developing a team designed to perform. The teams within the organization are the workers focusing on carrying out the demands and commands of the organizational leadership. This is extremely important to this research as the team is hands-on and the one who interacts with the product and the consumer.

Constructs

Failure of Leadership. Organizations are affected by the failure of leadership to create a strong working culture resulting in high turnover, low morale, and a decrease in productivity (Jacobs, 2019). Leadership plays an intricate role in developing a strong working culture in restaurants within the Southeastern United States (Jogaratnam, 2017). Leadership is the process where an individual influences a core group of people to accomplish a main goal, with the purpose of expanding the impact of objectives, establishing various functions of multiple supplies to motivate teams (Northouse, 2020). Restaurant environments being competitive and effective is hinged on the leadership initiating blueprints for the advancement of the organizations culture (Ko & Kang, 2019). Leaders are the compass and trend setters of the establishment and play a major role in influencing the success and failure of the organization. Anderson (2016) stated that leaders have a major affect influencing 45% to 65% of the achievement or failure within organizations. Leaders motivate, encourage, and engage employees to inspire them to accomplish tasks and achieve planned objectives (Jogaratnam, 2017).

High Turnover Rates. The failure of leadership in organizations has an influence on high turnover rates (Arrawatia, 2018). High employee turnover in restaurants is linked to

leadership failure in the organization (Reina et al., 2018). High turnover in the restaurant industry is a big problem and is a threat to the advanced growth and development in the industry (Shriedeh, 2019). Many leaders in the restaurant industry are worried that employee turnover is voluntarily in the group of increased rates along with other companies as leaders understand the importance of applying strategies that will decrease employee turnover rates (Cross, 2017). Employees within the organization blame the leader's morale as the primary reason for abandoning their workplace (Reina et al., 2018). Smith (2018) stated that restaurant leaders have issues reducing employee turnover rates because of various problems that impact the cost of operating the business. Due to the loss of key employees related to employee turnover in the restaurant industry, leaders must implement key principles to close the gap relating to high employee turnover that is prone to damage the restaurants reputation and ability to perform at its highest potential (Smith, 2018). Dietschi (2018) stated that leaders who improve the principles and strategies within the organization will help to engage employees, while reducing high turnover.

Low Employee Morale. Low morale has a connection to leaders failing to establish a strong workplace culture (Jung et al., 2020). Oliver (2016) stated that some employees are overworked by their leaders and lack sufficient breaks while on their shifts; thus, leaving them frustrated producing and establishing a poor work environment and creating low morale. Restaurant leaders rely on their employees to serve their customers and be examples in the work environment, which is the reason why leaders focus on developing the behavior and attitudes of their team members (Jung et al., 2020). Leaders in the restaurant industry influence their teams from the top-down and are the trend setters of the environment determining the motivation and morale (Ko & Kang, 2019). Mohamed (2016) stated that leaders can transform the culture of the

organization and increase positive morale through innovation. Leaders who fail to create a strong working culture within the restaurant industry fail to establish a culture of employee confidence and trust (Ko & Kang, 2019). The presence of conflict among leadership within restaurants sets the tone for poor morale and decreases the employees' level of loyalty to the company (Orlowski et al., 2016). The author further states that the advancement within the restaurant industry and other companies are highly leaning on the attitudes and behaviors of their employees.

Decreased Productivity. Decreased productivity in restaurants is related to leadership failure (Anjum et al., 2018). The applications of improved technologies, advanced labor, proficient strategies, and institutional learning help leaders to create the ability to expand the effectiveness of work performance in the organizational environment (Osborne & Hammoud, 2017). The restaurant industry, pertaining to their leadership skills, has failed to create the right procedures for success for their teams, though not having enough staff on-duty, causing the team to (a) rush orders, (b) work twice as hard to get orders out, and (c) working under pressure from disgruntled leaders strenuously hounding employees; thus, building an environment for decreased productivity (Kanyana et al., 2016). Employee's commitment, motivation, and level of commitment in the restaurant is driven by the leaders influence and concern for the team on how to change the organizational environment based on proper decision-making, innovation, and strategic improvements to increase their performance (Khuong & Khanh, 2016). Kanyana et al. (2016) stated that employees are not equipped with the proper training for service from their leaders in the restaurant industry, which brings frustration to the workers; thus, decreasing their priority of performing at their highest potential. Decreased productivity results in (a) employees not being able to get food to customers on-time, (b) orders being taken at a slower pace, (c) cashiers having unbalanced cash-registers, (d) food being over-cooked by chefs, (e) customers

being charged incorrectly, and (f) managers not supervising the team to ensure they are performing with success (Kanyana et al., 2016). Training in restaurants is of high priority, and if it is well planned, will advance the employees' ability to reach a high-level of productivity, resulting in the business to be more profitable (Lopez et al., 2017). The employees are hands-on and in direct interaction with the product and the consumer (Tesanovic et al., 2018).

Relationships Between Concepts, Theories, Actors, and Constructs

The problem that was explored is why there is a failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased productivity within restaurants in the Southeastern United States. The research expounds on the constructs relating to how high turnover rates are a major issue within the restaurant industry. Employee turnover is a major issue that leaders are facing and is damaging the development and growth within the restaurant industry (Jordan, 2019). Restaurant employee-turnover is directly related to leaders deciding to hire poor quality workers as leadership makes an attempt to evaluate who they hire in the organization (Maltarich et al., 2020).

The integrity of leaders in the restaurant industry has influence on employees relating to their attitudes towards their job performance (Jung et al., 2020). Oliver (2016) stated that the morale of the employee and their satisfaction is directly initiated by the leadership in the restaurant industry, with the relationship and connection between the leaders and employees determining the overall positive or negative effect of morale. Dysfunctional leadership in restaurants produces job-related stress and can cause high turnover rates (Rehman & Mubashar, 2017). Restaurant high turnover rates is a challenging and substantial concern. The failure of

leadership to establish a strong working culture has the potential to be related and connected to high turnover, low morale, and decreased productivity.

The theories applied support to the research as Nawaz and Khan (2016) described that transformational leadership theory impacts the transformation of employee's moral, feelings, self-worth, ethics, and overall standards. Transformational leadership impacted the study by bringing to light the roles of leaders failing to treat employees with respect and not taking into consideration the satisfaction of their needs and motives (Northouse, 2020). Situational leadership is highly important as it is significant in showing how organizational culture revolves around the leader's style and ability to adapt and change the culture that effects the morale of employees (Northouse, 2020).

Organizations must aim for continued success as situational leadership in settings have failed to focus on becoming what companies need to build culture to increase employee productivity (Nawaz & Khan, 2016). Organizations are lacking the proper situational leadership methods to affectively enhance employee productivity (Ghazzawi et al., 2017). Situational leadership theory revolves around the leader's style and ability to adapt and change according to the demands of the situation (Northouse, 2020). Likewise, servant leadership plays an important role in exploring failing leadership in organizations lacking the culture of mediating confidence and employee productivity (Saleem et al., 2020). The lack of servant leadership in organizations can contribute to the failure of creating a conducive behavior that will impact low morale and productivity (Nawaz & Khan, 2016). The lack of servant leadership creates the missing ingredient of a nurturer and one who empowers a strong working culture, reducing high turnover (Jang & Kandampully, 2017).

Leaders play a major role effecting the environment of restaurants within the Southeastern United States (Smith, 2018). It is dysfunctional leadership that can contribute to high turnover, low morale, and decreased productivity (Ko & Kang, 2019). Leaders must set the tone for the atmosphere and environment of the restaurant instilling the vision and incorporate shared values in developing a team designed to perform (Jogaratnam, 2017). The teams are the workers focusing on carrying out the demands and commands of the organizational leadership they are hands-on and in direct interaction with the product and the consumer (Tesanovic et al., 2018).

Summary of the Research Framework

The key concepts applied in this study provided a foundation by which the study can build upon. Leaders play an intricate part in the success of any organization providing structure and vision (Seidle et al., 2016). The focus of the leadership in the organization is to satisfy the customer and aim at developing a quality product, producing a successful outcome of the business to create profitability (SHRM, 2017). High turnover rates are a major issue within the restaurant industry (Jang & Kandampully, 2017). Turnover in restaurants is a crucial problem faced by leaders and is hurting the development and growth of the industry (Arrawatia, 2018). Leaders must build strong teams that become vested in the vision and mission of the organization (Pidgeon, 2017). Employee morale and job satisfaction are directly impacted by leadership in the restaurant industry; thus, the relationship and connection between the leaders and their teams determine the overall positive or negative effect of morale. Leaders within an organization should be the focus since they play an intricate role in lowering turnover rates, as this is the desired outcome of an organization (Smith, 2018). Steffe and Ulrich (2020) stated leaders must gain the knowledge on how to manage and bring stability to the employee-leader relationship,

while embracing innovation, and using every opportunity to increase performance through engagement. Leadership styles play a major role in building this desired outcome (Steffe & Ulrich, 2020). How a leader defines the role, and the motives of the leaders play a distinct role in whether employees will ever work to become invested in the organization (Campos-Blazquez et al., 2020). The participants helped to clarify and state the case for leadership's failure to establish a strong working culture in restaurants in the Southeastern United States. Through feed back it gave clarification to the lack of leadership support and the issue with leader and employee engagement.

Definition of Terms

Employee morale: Employee morale is the psychological condition and involvement relating to the satisfaction, control, and determination, with the operational performance of the organization hinging on the morale of the workers (Kumar & Velmurugan, 2019).

Employee productivity: Employee productivity is the performance of the employees related to their attitudes and advantages towards their work, based on maximizing organizational performance, resulting in lower costs and increase in profitability (Hanaysha, 2016).

Employee turnover: The proportion of the number of organizational employees who resign from their positions through the duration of being a part of the company, split by the standard number of staff who continue to be a part of the organization throughout the duration of the critical time to the effect of operating in the organization (Ivanova, 2019).

Organizational culture: Organizational culture is the collective advantages, views, or mission carried out by the workers within the organization (Taylor et al., 2018).

Servant leadership: Servant leadership is a leadership approach where the desire is to serve employees and motivate them through making sure that their priority and desires are served (Northouse, 2020).

Situational leadership: Situational leadership is a leadership style relating to both directive and supportive entities, where leaders function based on assessing their staff through observing their loyalty to get things accomplished, while giving support involving applied situations of the employees and their degree of motivation (Ghazzawi et al., 2017).

Transformational leadership: Transformational leadership is the leadership style that motivates, changes, and transforms people related to their feelings, beliefs, standards, and future goals (Northouse, 2020).

Assumptions, Limitations, Delimitations

The assumptions, limitations, and delimitations of the research offers a closer review of the importance of privacy and seclusion due to participants' feedback in the organization. Between participants and the researcher assumptions relate to the exploration of lacking the substantiation of facts connected to the study (Wargo, 2015). The limitations describe the prospective weaknesses of the research that are outside the lines of the researcher's boundaries (Wargo, 2015). The delimitations of the study show the research limits that are self-applied and limit the view or perception of the research (Marshall & Rossman, 2016). The information below provides the assumptions, limitations, and delimitations which could have an impact on the study.

Assumptions

The assumptions of the study are the features of the research where the one investigating the work deems the applications are true outside of the evidence (Bebe, 2016). The assumptions

are considered facts or reasonable according to the participants (Infor media, 2017). Nkwake (2020) stated that assumptions apply to the ideas that are non-supported facts related to the research, which focus on the study; thus, applying to any philosophy. It is critical to the research that the assumptions of the study are clear, which can help to explain the phenomenon. There are three assumptions proposed for this qualitative research study.

The first assumption is that participants will be truthful, honest, and clear regarding their responses to the interview questions. To mitigate any potential risks associated with this assumption, the researcher conducted interviews within a secure location, or virtually one-one, so participants can answer the questions without reservation. Participants were provided a letter of consent prior to the interview that validated the importance of confidentiality during the interview process (Wolgemuth et al., 2017). Additionally, the consent form was signed by both the researcher and participant, which instructed participants that confidentiality would be a priority throughout the research process, and participant names were not to be disclosed. The researcher took necessary steps to ensure that participants spoke freely, openly, and without hesitation, which further strengthened the outcome associated with understanding the problem relating to the failure of leadership in creating a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity.

The second assumption is participants' views and responses to the interview questions assisted in the exploration and understanding of the central research questions. It was the researcher's intent that participants would be knowledgeable and provide credible responses to the questions based on experience and facts encountered as a result of the interviewees personal, lived experiences. It is beneficial to the study for the participants of the research to focus on applying credible answers that aim at reaching conclusions with thorough, consistent, open,

transparent, and an applied approach (Rooney et al., 2016). To mitigate any potential risks associated with this assumption, the researcher focused on asking probing, open-ended questions so participants can respond with in-depth responses to the questions being asked. Additionally, the researcher sought to recruit knowledgeable and experienced participants on a volunteer-basis to gain a more thorough understanding regarding the problem relating to the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity.

The third assumption is the potential for bias among participants being interviewed. Participants can impact and influence leadership-decisions relating to high turnover, low morale, and decreased productivity while looking for strategies to repair potential issues. To mitigate any potential risks associated with this assumption, the researcher reassured participants they can speak freely, openly, and without retribution from their leadership. Additionally, participants were instructed that at no time during the research process would their names or the companies where they worked would be disclosed or published in the study (Poodyry & Asai, 2018). The only individual who has access to participant names and identifiable information is the researcher.

Limitations

The limitations of the research are attributes of the study which influence the interpretation of the discovered results (Price & Norman, 2021). The authors further conclude that limitations of the research aim at applying or combining what is discovered from the findings chosen that provides awareness to the internal and outer validity of the research. The limitations of the study are weaknesses in the research design that play a role in effecting the

results and conclusions, as researchers focus on applying a clear view of the limitations of the research (Ross & Bibler Zaidi, 2019).

There were three limitations proposed for this qualitative research study. The first limitation was the small sample size of participants to be interviewed. Participants included restaurant leaders and employees in the Southeastern United States. To prevent this limitation from threatening the study, the researcher asked probing, open-ended questions so participants could respond with in-depth responses to the questions. Additionally, the researcher selected 20 knowledgeable and experienced participants on a volunteer-basis to gain a more thorough understanding regarding the problem relating to the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity. With this designated sample size, the researcher should reach saturation.

The second limitation was the geographical location where participant-interviews was conducted. Participants included leaders and employees located in the Southeastern United States. To prevent this limitation from threatening the study, the researcher conducted interviews both at a physical, secured location, one-on-one. Additionally, participants were reassured that the interview location, in-person, would not impact the study, as participant-responses were kept confidential using pseudonyms, with data stored in a password-locked computer.

The third limitation relates to the diverse views of the participants based on their various experiences within the restaurant industry. To prevent this limitation from threatening the study, the researcher focused on asking probing, open-ended questions so participants could respond with in-depth responses to the questions being asked. Additionally, the researcher ensured all questions were stated clearly, with responses received from each participant; thus, providing value to the study based on their own perspective regarding the problem relating to the failure of

leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity within the restaurant industry.

Delimitations

The delimitations of the study relate to the margins of the study (Ross & Bibler Zaidi, 2019). Delimitations are the limitations openly placed by the researcher. The delimitations hinge on the definitions of the study as the researcher will decide to place limitations of the study, directing the objectives towards not becoming impossible to reach (Theofanidis & Fountouki, 2018). Delimitations are decisions the researcher makes and reveals about the study, while disclosing the standards established for the research (Informedia, 2017). There are two delimitations proposed for this qualitative research study.

The first delimitation of the research are the issues leaders encounter in the restaurant industry in the Southeastern United States. The leadership culture varies within the industry and is different from restaurant-to-restaurant based on style and systems set in place by the leadership within the organization. The participants interviewed did not represent all leadership experiences and culture of the restaurant within all regions.

The second delimitation of the research is the emphasis and focus of the study. The study centers around restaurant leadership and its level of influence on employees working within the industry versus other types of leadership approaches, pertinent to those organizations. The results of the study did reflect issues regarding employee turnover, low morale, and decrease productivity, as described by other businesses or industries. The leaders within the restaurant industry in the Southeastern United States are the focus of the study, as they contributed to the exploration and understanding of the issues relating to the failure of leadership to create a strong

working culture in the organization resulting in high turnover rates, low morale, and decrease productivity within the restaurant industry.

Significance of the Study

The significance of the study related to the failure of leadership in organizations to establish a strong working culture related to high turnover rates, low employee morale, and decreased productivity (Jordan, 2019). Training can support leaders and top-level managers in the restaurant industry. Achieving the insight and knowledge of the outcomes of this research can aid leaders in reducing the hardship of dealing with high turnover rates, low morale, and poor performance from employees (Maltarich et al., 2020). The research has productive result on the public sector in various approaches, as restaurants can (a) resolve the revenue impact of high turnover rates, (b) solve the issue of low morale, (c) decrease productivity, and (d) come to a conclusive decision on the economical arena as the business performs at a higher level (Jogaratnam, 2017). The research impacts the approach of leadership's impact on organizational culture in the restaurant industry through establishing leadership training systems that will enhance their approach towards their staff changing the culture; that in return, will control employee turnover, morale, and productivity (Lacarenza et al., 2017). Finally, the research can help employees who have a desire to change their career from the restaurant industry to other occupational sectors (Cross, 2017). Based on research, when employees (a) can obtain better pay, (b) have support of leadership, and (c) receive training needed in the restaurant, employees can be motivated to remain and excel within the restaurant industry (Kanyana et al., 2016).

Reduction of Gaps in the Literature

This study fills the gaps in literature and address the current issues at-hand within the restaurant industry related to high turnover, low morale, and decreased productivity. The

research adds to the body of knowledge by applying the importance of leadership training, as it helps to create a strong working culture within the restaurant industry (Seidle et al., 2016).

Leadership is very important and is the ability to explain and communicate a blueprint, with the intent of motivating staff by focusing on their own abilities to reach and achieve personal and corporate goals (Khoshhal & Guraya, 2016). Adding to the effective practices of leadership,

where there is a gap when motivating leaders for professional growth in the restaurant industry, breeds frustration by creating high turnover, while upper leadership will not repair the issue

(Madanchian et al., 2017). Restaurant employees are left without any guidance and correction or lifting standards within the organization to hold staff accountable, which creates low morale and poor employee performance, as there has not been a lot of emphasis placed on gaining the

knowledge of true servant leadership in organizations (Ragnarsson et al., 2018). Servant

leadership is a model that can impact the leadership in restaurants and influence a greater level of performance within teams (Carter & Baghurst, 2020). Many restaurants have a general

leadership approach towards their teams, which typically breeds frustration, resentment, and job abandonment (Needham, 2018). Leadership's ability to effect employee morale poses a gap in

the literature as many approaches apply research regarding employee morale, stemming from

various issues in the restaurant rather than leadership culture as this study aids in closing the gap

through applying the need for leadership development and training to assist with decreasing

employee morale in the restaurant industry (Oliver, 2016). The research supports and helps with

the challenges in restaurants in the Southeastern United States as the issues of leadership failure

contributes to poor employee performance, and with leadership theories applied to the culture,

will aid in bringing profitability instead of businesses going bankrupt (Khuong & Khanh, 2016).

Implications for Biblical Integration

The failure of leadership to establish a strong working culture in organizations with a potential of leading to high turnover, low morale, and decreased productivity is an issue that can be related to the church. If Christian leaders are not equipped and trained to carry out the work of the Lord, and to fulfill their calling with humility, then it can bring forth division, which represents turnover; a depressed and stressed congregation, and people who will not perform or fulfill roles they have been given in the church. *English Standard Version Bible, 2020* (2 Peter 2:1-2) states that false prophets were among the people and even false teachers among us today who will, in private, bring in destructive heresies, even denying the Lord who died for their sins, and bring upon themselves swift destruction. The apostle Peter states how many people will follow their destructive ways, and through them the way of truth is evil spoken. Dysfunctional leaders cause division and destruction within the ministry just like dysfunctional leaders can bring destruction to the day-to-day work environment. Biblical leaders within an organization can have a major effect on their followers, as *English Standard Version Bible, 2020* (Matthews 15:14) states that by leaving them alone they are blind leaders of the blind, and if the blind lead the blind, both shall fall into the ditch. The Pharisees who were religious leaders Jesus corrected and set straight while he was exposing their bad leadership, said, in *English Standard Version Bible* (2020, Matthew 23:15), warning Scribes and Pharisees, you (hypocrites)! For you, go beyond the sea and land to turn one into Judaism and when he is made, ye make him two-fold more the child of hell than yourself. The Scribes and Pharisees were a bad influence and created poor morale to the followers of God. They were the enemies of Christ, as *English Standard Version Bible* (2020, Matthew 23:25) stated warning to you Scribes and Pharisees, hypocrites! for you make the outside of the cup and platter clean but the inside you are full of extortion and

excess. The Scribes and Pharisees represent failed leadership that leads their pupils to frustration and destruction in their organizations. Jesus leadership symbols and represents the core leadership theories of the study and that is transformational leadership, as referenced in *English Standard Version Bible* (2020, John 8:31). Situational leadership is referenced in *English Standard Version Bible* (2020, John 3:16) where Jesus became what we needed to save the world from their sins. Servant leadership is referenced in *English Standard Version Bible* (2020, John 13:4-10) where Jesus washed the disciples' feet representing that he came to clean up our lives from the corruption of sin.

Benefit to Business Practice and Relationship to Cognate

The study will benefit business practices as organizations need to develop leaders and implement procedures to identify problems and issues within the establishment (Tran, 2017). The purpose of establishing business practices is to serve the community, produce quality products, and assist with training leaders to stabilize the organization by equipping the staff with the tools and skills necessary to achieve the desired goals and plans (Samadi, 2018). Leadership failure is a big issue in today's business practices that aids in creating and controlling the environment of the organization, involving the attitudes and behaviors of the employees (Ivanova, 2019). The study identifies the potential issues with leadership failure; whereby, creating a strong working culture in the organizational environment focusing on leadership solutions that will help leaders to understand the approach needed to transform the culture of the business to build and boost the morale of the team (Khoshhal & Guraya, 2016).

The relation to the cognate, which is leadership, establishes the principles and procedures for turning organizations around from experiencing high turnover, low morale, and decreased productivity connected to dysfunctional leadership (Noor & Ampornstira, 2019). The leadership

cognate focuses on developing strong leaders who will build a strong organizational culture within the establishment through understanding the importance of training and development to equip leaders with the regime for success, which will boost morale, decrease turnover, and increase productivity (Ellingson et al., 2016; Noor & Ampornstira, 2019). Companies thrive off the performance of their teams and the cognate focuses on leadership initiating the performance that will expand the company's engagement to the customer (Block, 2020; Dangmei & Singh, 2017). The leadership cognate relates to the theories of the study displaying the different leadership styles that will benefit the organization through different approaches that will engage the staff to bring cohesion and collaboration between the leader and employee (Nawaz & Khan, 2016). Leadership is the culture of the organization, and without the direction, correction, guidance, and instruction of the leaders, employees will resist authority by (a) not following company procedures, (b) coming to work late, (c) clocking in and out as desired, (d) serving the customer with an unenthusiastic tone, and (e) and exhibiting all-around poor performance (Rumman et al., 2020).

Summary of the Significance of the Study

The significance of the study describes the definitions and terms of the study which explains organizational culture, employee morale, employee turnover, employee productivity, transformational leadership, situational leadership, and servant leadership. The assumptions show the structure of the study where the one exploring the work sees the applications that they are true outside of the evidence. It describes the mitigation, which is the potential risks related with this assumption, the researcher applies and ensures that confidentiality stays in place of those who are the participants and ensure that information provided remains secluded. The limitations connected to the study is the small sample size. The people who participate in the

research are restaurant leaders in the Southeastern United States and is a limitation as well as the geographical area where the research is implemented. The delimitation of the research is connected to or are the margins of the study. The significance of the study can aid leaders and upper-level leaders in the restaurant industry. Gaining the insight and knowledge of the results of this study could help with leaders reducing the hardship of dealing with high turnover rates, low morale, and poor performance from their employees. The reduction of gaps in the literature shows how adding to the effective practices of leadership where there is a gap when encouraging and motivating leaders for professional growth and development in the restaurant industry and breeds frustration initiating and creating a high turnover while top-level leadership will not repair the issue. The Biblical integration reveals and shows Christian leaders must be equipped and trained to carry out the work of the Lord.

A Review of the Professional and Academic Literature

A review of the literature will address and expound on the problem relating to the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decreased productivity. The specific problem relates to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased productivity. Companies desire their staff to engage in more performance in the work environment, as management determines whether the motivation within their teams will be sufficient to establish a strong working organizational culture (Shaban et al., 2017). The focus regarding the impact that leaders should have in the organization is displayed through the attitudes and behaviors of the employees. Employee's dissatisfaction in management affects performance, which in return, impacts the organization's ability to influence its current market

(Cakir et al., 2020). The specific problem focuses on the influence leaders have in the restaurant industry within the Southeastern United States that can affect the work environment; thus, producing turnover, low morale, and decreased productivity. The rate at which employees see their leaders having an inviting, suitable, and morale character impacts their ability to be encouraged to perform, stay with the company, and be motivated to have increased work performance (Orlowski et al., 2020). The review of the literature will address the following: (a) business practices, (b) the problem, (c) concepts, (d) theories, (e) constructs, (f) related studies, (g) anticipated and discovered themes, and (h) summary of the literature review.

Business Practices

The Definition of Restaurants. Akdeniz (2019) provided the definition of restaurants based on its initial purpose and foundation of establishing a place, where people from all walks of life, can come and sit, socialize, hold a business meeting, or just enjoy a day of accommodations. Restaurants in today's current market are derived from alehouses, hotels, French food sellers, cook-shops, and shelter homes of historical times. Bendiner (2004) stated that restaurants were a place to purchase various types of foods, and even before there was bricks-and-mortar type-buildings, there were street vendors and stands on side streets, referred to as the marketplace. Chua et al. (2020) further posited that a restaurant is defined as a place where patrons can come to exchange money for food, particularly what was grown or derived from the region of those quarters. As people travelled, there were booths and vendors on the side of the pathway where food was sold and became part of the foundation for restaurants being initiated and established to provide convenience for patrons (Crowther, 2013). In ancient times, vendors served as a haven for people who were unfortunate and did not have cooking capabilities in their homes to cook meals for their families. These booths and vendors established specific times that

they served meals to assist families with food to eat (Kiefer, 2002). Patrons and people who needed assistance, or wanted to shop with these vendors, had to eat what was served at the time and did not have a menu or choice to choose from a specific list or ingredients. There was a familiar place called “the table d’hote” where a normal or average person, employee, skilled worker, and/or friend would come to patronize the establishment (Spang, 2000).

The History of Restaurants. The history of restaurants goes back centuries as these businesses were established and invented in Paris, France around the year 1766, where restaurateurs creations were selling single meals inside of the current market (Spang, 2000). Early restaurants focused on quality and culture versus the high exchange of money and profit. Although money and profitability became an important component of the restaurant industry, the value and focus was on the importance of the experience the patron was getting, while visiting the establishment (Symons, 2013). Eateries have been around long before the 18th century, when in France a food dynasty revolution began. People were encouraged to establish roadside meals for patrons to grab a quick meal while out on various agendas (Symons, 2013). These establishments thrived and grew as vending turned into actual bricks-and-mortar establishments in Europe that served various dishes consistent with the culture of the region and the environment. Six-hundred years prior to the French food revolution, China launched a culinary regime of serving various cultural dishes based on what fishermen caught from the sea and what farmers extracted from cattle and vegetation from the land. Restaurants became organizations that served food and drinks consumed by patrons at the establishment. As the demand for service began to grow, restaurants added take-out services as well as delivery services, while in China employees took food to patrons on bikes and scooters long before automobile deliveries were adopted (Chen et al., 2017). In the layout, restaurants were different than what was sold in the

specific location. Some establishments served seafood only, while other entities offered a variety of cuisines. Costs were often based on actual labor and food value (Canziani et al., 2016). The main idea of restaurants becoming an open public place, established with wait-staff and where customers could come and order from fixed menus, dates way back to the 18th century (Constantine, 2012). Around 1765, a French chef named Boulanger created an establishment selling soup and other various dishes; however, it was not the first restaurant to sale food, but was one of the first restaurants to establish a menu that offered a variety of dishes to choose from. The first restaurant established that was considered an actual business was the “La Grande taverne de Londres” in Paris, France and was opened by Antoine Beauvilliers around the year 1786 (Prosper, 2019). This restaurant was the first to create an elegant hall for dining, an actual wait-staff, wine cellar, and fine-dining, with first-class cooking. As restaurants began to emerge in the United States, patrons ate together in secluded places (e.g., homes, hotels, etc.), while taverns were set-up as a place for individuals who drank or had a place to hang-out (Freedman, 2011). These restaurants provided the basic needs for people as well as high-class, fine-dining restaurants, which gave patrons an opportunity to show their wealth and social status by providing several shops, fashion wear, and different artifacts. The history of restaurants displays the history of restaurant supervision and leadership, which were responsible parties that ran the establishment, handled the finances, and oversaw all operations of the business (Spang et al., 2020).

Restaurants within the Southeastern United States have developed over the years through various foundational ideas learned from the various approaches set by many (Chua et al., 2020). Restaurants aim to establish a place that is suitable in the market where customers can come and be satisfied with first-class service. The authors further stated that as restaurants have evolved,

the various types of eating establishments have changed in the way food is served and packaged. Food has an impact on society, as it reflects social status and describes the characteristics of various groups, race, religion, and regions, with many countries, like Italy, China, and France, having annual mandatory feasts (Ma, 2015).

The restaurant became an intricate part of the lives of society and grew into a social activity for multiple cultures, as restaurants began to be a popular business in the United States and has become a by-product of the French revolution (Walker, 2011). Culture became a very important part of the restaurant industry, as employees were established to assist with the daily operations of the business (Constantine, 2012). The demand for working long hours brought on a level of frustration and burnout for employees, which was a creation for rising issues with employees quitting their jobs and managers being replaced due to the lack of sustainability (Walker, 2011). As leaders in restaurants began to work long hours, it started effecting the culture of the business, as leaders needed to be pleasant, calm, and determined, and without these traits to handle frustration and being exhausted, created a strong culture of failure, turnover, and low morale (Walker, 2011). The culture in restaurants became a major issue as restaurant leaders and owners started to see a trend of service relating to how employees engaged with customers, and how workers were managed on a daily basis. The author further describes that if restaurant leaders were asked what their greatest challenge is in the industry, they would conclude it is the challenge of maintaining and keeping great employees motivated, while working to stop the downward spiral of high turnover within the business. In early years, the turnover within the restaurant industry was high and productivity was low as leaders failed to understand the position of motivating their teams to perform daily (Chandrasekar, 2016). There are characteristics needed for leaders to build a strong working culture in the restaurant industry and they consist of

courage, decisiveness, dependability, endurance, enthusiasm, initiative, integrity, judgement, justice, knowledge, loyalty, tact, and unselfishness (Walker, 2011). As the restaurant industry grew, various types of establishments began to develop based on the convenience of meeting the needs of the market (Chen et al., 2017).

Different Types of Restaurants. The restaurant industry began to grow at a rapid rate and various kinds of eateries rose to portray the different cuisines based on the ideas and cultural environment of individuals and social status; thus, meeting the needs of consumers (Hsu et al., 2018). In western countries, most middle-class to high-end restaurants offer alcoholic drinks, such as beer and wine (Chen et al., 2017). Other restaurants, like popular fast-food chains, hotel restaurants, airport restaurants, and diners, offer various major meals of the day, such as breakfast, lunch, and dinner. There are other restaurants in the industry that offer only single meals, like waffles or pancakes. The primary differences are as follows:

Fine Dining. Fine dining is a method of service and an approach by which food is served in an establishment where people have a special event or occasion, such as an office party, birthday, or wedding anniversary (Amelia & Garg, 2016). The culture within the restaurant industry was established based on the standard of service of that organization (DiPietro et al., 2019). Fine dining restaurants establish a dress code and employ a wait-staff with top-of-the-line service. This includes artistic food rather than just an ordinary meal (Hsu et al., 2018). The décor is expensive and tasteful, as it focuses on the ambience, and will have dinnerware, such as china, crystal goblets, silverware, with the atmosphere being smooth and pleasant (Spang et al., 2020). While at a fine dining restaurant, there will be more of a classical or jazz atmosphere (DiPietro et al., 2019). The employees focus on providing top-notch service that caters to the needs and desires of the customer. Menus are more likely to offer a foreign or exotic flavor, along with

wine pairings to sooth the pallet. Fine dining restaurants tend to have a CEO, an executive chef, a sous chef, and other chefs who cook the food (Canziani et al., 2016). The impact that drives the fine dining industry is the focus of first impressions, which sets the tone behind the ambience of serving at a high capacity (Amelia & Garg, 2016). High-class restaurants that consider themselves as fine dining is operated through a high-price standard where the restaurant owners spare no expense to set the atmosphere of the establishment as well as put in the top-of-the-line economical features (Hsu et al., 2018). It does not matter how good the food tastes, the first response and impression that the customer receives when they come in determines whether they will return or not; thus, is the reason for strenuous training and major expense to employ the right people, portray the correct appearance, and precise experience (Amelia & Garg, 2016). Fine dining managers and leaders have a high requirement and standard to set the tone based on the structure and purpose of the restaurant in the market, which determines whether the establishment will continue to exist or not (Hsu et al., 2018). Fine dining restaurants are considered as luxurious and are described as offering innovative food descriptions on their menus and goes above the experience of the consumer (Kiatkawsin & Sutherland, 2020). The tone set by the wait-staff and chefs makes a major impression on guests and focuses on the artistic abilities to serve food at a high mark that leaves the customer with the wow factor, and if this begins on the wrong approach, it is a problematic situation as the guests are expecting a high-class experience for the price and image that the restaurant seeks to portray (Amelia & Garg, 2016). When restaurants tend to set the tone for a higher level of service, the higher the expectations guests will have, and is the reason why restaurants should establish surveys to evaluate their dining experience reviewed by the customer (Bae et al., 2018).

Casual Dining. Casual dining is similar to fine dining, but without the high-end service,

instead, they offer medium level amenities (Canziani et al., 2016). Menu items are moderately priced, and the businesses often take into consideration the economic environment of the area or region of the business location. Typically, in a casual dining establishment, the entity provides services at patron's tables, and there is also mild music playing. In contrast to fine dining, the casual dining leadership model consists of a district manager, general manager, kitchen manager, front-end manager, and the cook staff. Casual dining restaurants offer a lesser level of dining, and the prices are average versus serving high-quality, as the food is still in the medium high-class volume (Chua et al., 2020). The food is prepared when it is ordered and can be provided based on the needs of the customer, with a smooth, medium environment that is set for socializing, as waiters come to the table, take the order, and serve the food when it is prepared. Casual dining restaurants offer table side service and serve a beer and wine menu (Ngcwangu et al., 2018). Restaurants began to evolve, and it was very important to focus on the customer experience by starting with the culture of making sure that the product was served and administered to the guest with satisfaction (Bae et al., 2018). The leaders and staff had to be in-sink to give the most valuable experience to its customers, and if the relationship between the leaders and the employees was not where it should be, it caused the customer experience to suffer.

Family Style. Many other restaurants offer a family style setting with food choices and settings that can cater to a large group of people. These include a buffet style, platters, or plates with large servings (Locchetta et al., 2019). Usually, enough food is brought to the table so that the family can pass a dish around and everyone can get a portion. Family style establishments tend to have a leadership model with a manager and cooks that follow standard recipes for batch cooking. Family style restaurants have a casual setting where customers come to dine as a family

or larger gathering events and have waiters instead of serving over the counter (Lucas, 2018). In family style restaurants, there are the same features as satisfying the customer and establishing a core group of employees who have leaders who can lead, encourage, and boost their morale to perform at high levels (Serhan & Serhan, 2019). The service is as important as the fine dining sector as well as casual where the management enforces the culture through policies and procedures that enables the customer to have the same experience each time they return (Canziani et al., 2016). Leadership plays an intricate role in determining the rate and pace at which the team follows and performs their job that coincides with the behavior and attitude of the leaders (Jung et al., 2020). The integrity of leadership influences the employees as the leader's attitude influences the views and behaviors of its employees (Jung et al., 2020).

Fast Casual. Fast casual dining restaurants satisfy customers' desires with quick meals and healthier food offerings (Schoffman et al., 2016). These establishments are often more economical or affordable than high-end restaurants. These restaurants usually have counter service, take-out, or eat-in service (Schoffman et al., 2016). The leadership staff, at the average quick service, has a general manager, kitchen manager, and front-of-house manager (Schoffman et al., 2016). Fast casual restaurants are like fast food but consists of a more suitable atmosphere than fast food, with fast casual serving foods just as high in sodium and cholesterol as fast food, but also providing a core of healthy foods as well (Vercammen et al., 2019). Fast casual restaurants cannot be overlooked as they have a higher rate of turnover than other restaurants, high costs, lower productivity, and their quality and ability to serve customers is usually not as pleasant, especially for individuals who patronize the drive-thru (DiPietro & Bufquin, 2018). Many restaurants serving fast casual and fast food have a bad reputation within the marketplace, as these establishments offer high-salt and high-calorie style meals, as it was determined through

a survey conducted by the University of South Carolina where fast casual restaurants average a 200-calorie diet above its neighbor fast food (Fast Casual vs. Fast Food, 2017). Fast casual restaurants had a reputation in its business model, for customers who stood in line to eat various meals that were served in a convenient atmosphere using state-of-the-art equipment; turning a meal, which takes hours to prepare, to being served in just minutes (Carman, 2019). From burritos, to shrimp fried rice, pizza and pasta dishes, fast casual restaurants can serve customers in a vibrant space for dining, well-lit atmosphere with indoor and outdoor chairs, large tables that invite customers to quickly eat and depart (Carman, 2019). At fast casual restaurants, the service staff presents customers with drink refills and tables are cleaned, while customers can pay for their food at a counter space and get their food within 10 minutes, as customers are on their lunch break and only have limited time.

Fast Food. Fast Food restaurants refers to food that is prepaid, served quickly, and is inexpensive or reasonably priced (Canziani et al., 2016). Typically, the menu includes burgers, wings, tacos, chicken sandwiches, fries, and beverages. The aim of the fast food establishment is to get the food to the customer quickly using a drive-thru or counter service. Meals are served in a bag or carryout tray with plastic forks and paper cups. Processed food offerings are often unhealthy. In fast food restaurants, leadership usually includes a district manager, general manager, and assistant managers (Schoffman et al., 2016). Fast food has an impact on the current industry, while having increased openly in the market, and has catered to the desires of customers looking for a fast meal on-the-go (Tong & Wong, 2016). Fast food restaurants attract customers on various levels, while offering major convenience and saving a lot of time. Many customers do not have to even get out of their car at the drive thru or can call an order in and have the items brought out to their car (Tong & Wong, 2016). Fast food is often inexpensive and

focuses on speed-of-service, with also allowing a section of the menu to cater to a healthier side of the market by offering salads, fruit, and even smoothies (Izquierdo-Yusta et al., 2019). Fast food leaders are faced with the difficult task of maintaining an operation that caters to the current market through offering food choices that support vegetarians, organic styles, and gluten-free offerings; propelling strategies that sets them apart in the marketplace.

Leadership Practices in Restaurants. As the demand for businesses to monitor their revenue, cost control, and day-to-day operations to ensure consistency of food served within the restaurant industry increased, leadership became an urgent need (Tesanovic et al., 2018). The main component that drove the history of establishing leaders in restaurants was the demand for businesses to maintain profitability. Leaders set the tone for both the environment and culture within the restaurant industry, while also setting and maintaining compliance with rules and standards governing the behavior of employees (Khuong & Khanh, 2016). Leaders have authority and act on behalf of the owner, while protecting the owners' assets and investments. The authors further state that leaders are given specific tasks to ensure that the day-to-day operations of the establishment run efficiently, effectively, and economically, while also serve to give customers the highest and most pleasant experience possible, one that sets the standard for the brand. The work of the leadership in the establishment consists of effectively managing the employees while maintaining and guarding the profitability of the restaurant (Jung et al., 2020). Restaurant leaders are responsible for hiring or staffing, ordering food, and beverages, repairing broken equipment, maintaining the appearance of the building, teaching, and training employees, handling complaints, and paying the bills. If any of these responsibilities are not fulfilled, the operation cannot function properly (Jung et al., 2020). This results in a poor working culture in the establishment. Most importantly, when a leader is brought into the restaurant, top leadership

must have in place a training system specifically for the leader's development. Organizations develop and establish systems to structure their leaders to create a standard for how the company should run (Veech, 2017). Leadership is about the skills that drive the behavior that bring change, motivation, and self-sufficiency within the employees. Leaders are responsible for building and establishing the culture within the restaurant, and it is a big responsibility at-hand. The atmosphere of the business effects employees' behaviors and attitudes in the restaurant and if the leaders are not setting an example for their staff, then it has a direct impact on their motivation and performance (Ko & Kang, 2019). If the environment of the restaurant is not what it should be; then to institute change, the leaders would need to either dismiss the problems or cultivate those who are cooperating with the development and change of the company to focus on where it needs to go to achieve success (Veech, 2017). The definition of leadership is where one encourages and influences others to fulfill a common goal and to become followers (Kwasi et al., 2019). This is the job of the leadership in the restaurant industry and employees are on the front-line and in direct contact with the customers, which means that their job satisfaction is highly connected to the organizational culture of the restaurant (Han et al., 2017). The employees career performance is directly related to the motivation received from the leadership, which effects their ability to perform with encouragement, enthusiasm, and a positive attitude. Leaders impact the overall performance of their work environment and through the roles of implementing the standards, vision, motto, and mission of the organization, it infringes on the opinions of the employees regarding what they think should be the processes and procedures versus the blueprint of the companies' guidelines (Ko & Kang, 2019). Restaurant leadership is about combining the power of the functions implemented in the establishment. Leadership is the role of encouraging, planning, motivation, structuring, and maintaining the goals of the organization through the

performance of the employees and the tools at-hand (Tovmasyan, 2020). Leaders in the industry must establish plans and goals that apply to the activities that will motivate their employees to deter any possibility of losing good workers through poor leadership. Leaders in the restaurant industry must have the skills and abilities needed to execute the duties and functions of leading employees to continue to guide them to a place of motivation and encouragement (Khoshhal & Guraya, 2016). When leaders can possess the skills of technology, coaching, influencing, delegating tasks, possessing time management, motivating employees, being energetic, having the ability to collaborate, using critical thinking skills, and makes competent decisions, they become the leaders to create a strong working culture in the organization (Tovmasyan, 2020).

Leadership Training in Restaurants. When leaders are not trained, they fail, and their managerial approach can range from a bad temper to poor or no communication, micromanaging, absences, avoidance, unappreciative of their teams' efforts of productivity, or abuse of authority to remove an employee (Guchait et al., 2016). These are all poor cultural aspects of restaurant leadership that contribute to high turnover, low employee morale, and decreased productivity (Jang & Kandampully, 2017). Restaurants are characterized by possessing a bad image for having poor established labor and increased employee turnover, which through leadership training, could establish the behavior initiating the processes valuable to the everyday functions of the business (Rodriguez et al., 2020). The most expensive consequence of a restaurant is to have leaders in place that are not trained or equipped to perform their job, which breeds turnover and poor productivity. Leaders must maintain the knowledge and development for their continual work daily and is the reason why leadership training is a crucial component in the restaurant business.

Restaurant Issues Within the Southeastern United States. Restaurants in the

Southeastern region of the United States serve communities and function based on the following three sectors: (a) leaders who set the tone for the operations, (b) employees who bring the performance needed to drive the product, and (c) customers or patrons who purchase the meals (Susskind & Maynard, 2019). One important component of leadership in the Southeastern restaurant industries is to help control turnover, boost employee morale, and motivate productivity, so leaders can develop strategies to influence their teams to accomplish the goals of the organization (Northouse, 2020). Training employees increases efficiency and effectiveness and enhances customer experiences. Further, training develops skills and talents among team members producing greater confidence in job performance through service (Lopez et al., 2017). The environment of the restaurant affects the performance and attitudes of the employees, to include receiving low salaries, being treated unfairly, and given no opportunity for promotions are the reasons for workers not continuing with their positions (Diego et al., 2018). The organizational culture in restaurants and the environment has contributed to influencing workers attitudes and motives towards their work performance, which is directly related to leadership (Diego et al., 2018). Employee turnover is a major problem in restaurants within the Southeastern United States (DiPietro et al., 2019). Turnover is the result of leaders failing to create an atmosphere suitable for the employees to be motivated to perform and remain with the company. Restaurant organizations set out to promote a positive workplace to boost the morale of their teams, which is the reason why companies establish principles and practices to promote strategies that motivate employees, and will excel when they are given an atmosphere that offers benefits, good pay wages, and positive leadership engagement (Li et al., 2017). Restaurant leaders cause problems within the organization when they micromanage, fail to encourage their employees, and show no remorse when their teams fail (Heimerl et al., 2020).

The Problem

General Problem Statement. The general problem is the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decreased productivity (Gochhayat et al., 2017). The broad scope of issues organizations face is that strong leaders are critical to keeping an organization established, while ineffective leaders bring a business to tragedy (Moccia & Kunert, 2018). Leaders in an organization create the culture for a strong working performance and solve problems; however, when leaders are not developed or have the skills provided, they bring dysfunction to the establishment and frustrate the morale and motivation of the staff (Martin, 2018). The outcome to organizational success depends on the establishment of good leaders, with leaders who are not focused on themselves, full of their own ego, and are in it for what benefits themselves (Moccia & Kunert, 2018). Bad leadership has a direct effect on the employees, and it is through the failure to establish the right character and attitude to engage their teams, with respect and value, instead of seeing their employees as steppingstones for their own gain (Barnes & Spangenburg, 2018). In organizations, there are managers and leaders who abuse their authority, lack loyalty, development, and the ability to establish a strong working culture. Leadership behavior is the culprit and reason for corporate failure and has contributed to the employee turnover, while contributing to poor motivation and low work performance (Moccia & Kunert, 2018).

Specific Problem Statement. The specific problem is the failure of leadership having the potential to create a strong work culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased in productivity (Jogaratham, 2017). Employee turnover in the restaurant industry is a very big issue in the business world and deals with the enormous cost of losing employees daily (DiPietro & Bufquin, 2018). Restaurants

embrace the cost of more than \$18,000 in yearly costs involving turnover, along with a strenuous price of having low effectiveness, waste, effects the guest experience, and brings a poor reputation to the business (DiPietro & Bufquin, 2018). Employees in the restaurant industry have been under distress and emotional failure due to the pressures of their organizations. Employees are pressured to provide service to the customers in the restaurant industry by offering a positive experience that they do not possess to initiate (Kim et al., 2019). Employees have been trained and forced to conceal their negative attitudes and serve with hidden emotions performing under pressure. Restaurants that have toxic leadership continuously create a culture of consisting of a chaotic work environment and poisonous staff, which promotes bad work behaviors. Restaurants have suffered from employees functioning with low self-esteem, low morale, high turnover, poor performance, and poor productivity (Anjum et al., 2018). Leadership failure in restaurants causes employee burnout, and frustration due to aggressive leadership, harassment, and being bullied (Daniels et al., 2017). As leaders operate through poor judgment and lack skills to establish a strong working culture, it costs the restaurant an enormous amount of money, which results in a bad reputation for the organization (Herr et al., 2018).

Failed Leadership in Restaurants

Background of the Problem. Restaurants have suffered with poor leadership and cost companies millions due to the failure to replace leaders and/or a lack of inappropriately training leaders that would create a strong working culture in the industry (Jogarathnam, 2017). Workers have suffered at the hands of disgruntled and abusive leadership within the work environment for decades. Leaders who fail to lead and motivate their teams hinder the cultural atmosphere (Barnes & Spangenburg, 2018). Most of the failed leadership in restaurants is the result of character flaws and the lack of personal growth and development (DiPietro & Bufquin, 2018).

Leaders make decisions that are dysfunctional and does not support the team but frustrates their performance (Hunt, 2017). Leaders must obtain the understanding of the procedures of being an influence and making an impact that will bring a positive result to the employees (Barnes & Spangenburg, 2018). When leaders do not create a strong working culture in the restaurant environment it breeds high turnover rates, low morale, and decreased productivity (Cicerale, 2020).

Restaurant Organizations Defined. Restaurants are organizations that serve special dishes in various forms and different styles to meet the needs of its patrons, charging a price for profit (Lee et al., 2016). Canziani et al. (2016) stated that restaurants commonly have one person who is either the owner, an owner and various people who are investors, or a core establishment of people who contribute to the ownership of the business. Middle-size and larger chain restaurants mainly are established and set up as corporations or are commonly owned and operated through a bigger company. There are five various types of jurisdictional structures where restaurants have the options, including (a) a limited liability company, also called an LLC; (b) sole proprietor; (c) partnership; (d) S corporation; or (e) C corporation.

Restaurant Organizational Culture. The culture of the restaurant is described in the mission statement along with the motto. The vision describes what the restaurant will establish in the community, what it will build, and become as a center of influence and impact in the community (Lee et al., 2016). Deakin (2015) concluded that restaurant organizational culture builds and establishes values which is the landmark and standard for the service guidelines of the business. Restaurant leaders and owners are accountable for the finances of the business; however, most restaurants hire financial accountants to handle the checks-and-balances of the business. The leadership in restaurants are the ultimate decision-makers and reliable for the

overall general direction of the establishment (Lee et al., 2016). Leaders have the responsibility to be heavily involved in the day-to-day functions and operations of the restaurant and in smaller restaurants leaders usually have a more strenuous role and often greater responsibilities multi-tasking with many roles (Canziani, 2016).

Leadership Responsibility for Organizational Culture. Restaurants consist of people that have various skills and roles, and strong leadership is the foundation that is very important and key to the cohesion and collaboration that holds everything together (Jung et al., 2020). When leadership cohesion is missing then it is an open-door for the organization to establish a poor working environmental culture; inviting turnover, low morale, and poor performance from the workers (Maltarich et al., 2020). Leaders and managers have the responsibility to manage the inventory of the restaurant and lead the employees through coaching, training, developing, and motivating them to perform at peak levels for the business to make an impact in the market. Leaders are the culture of the restaurant and must create a positive working atmosphere. There are several management and leadership systems set in place in the restaurant to enhance the performance level (Smith, 2018). These include operations leader who run the entire restaurant and is responsible for all financial accountability, training, profitability, and customer experience. Front-end leader who runs the area in the restaurant of the customer service, relating to the dining, carryout, and/or drive thru-section of the business. Kitchen leader who runs the kitchen operations and oversees the food ordering, food cost control, labor control, and food safety. Assistant manager who assists with the overall responsibilities of the restaurant whether in the kitchen or in the front-end of the business.

Failure of Leadership in the Restaurant Organizational Culture. Leaders within the restaurant industry fail in the organization when they fail to hold the workers accountable for the

guidelines and values of the business (Jacobs, 2019). When the level of leadership is lowered, it causes the employees to abandon the standards of the company. Employees who are not happy build resentment and exhibit a lack of accountability in the restaurant (Ko & Kang, 2019).

Employees will not come to work, show-up late, or become sick at the last minute, with all these issues resulting in an understaffed business, and customers who will have a disappointed and frustrated experience. The National Restaurant Association (2021) provides data that employee turnover across the entire restaurant industry was 61% in 2016, with the ratio of that percentage being closer to two times greater for front-line employees. The main issue is that restaurants are losing close to \$150,000 a year on average because of employee turnover (Anderson, 2019).

Arrawatia (2018) stated that restaurant employees world-wide historically have been unhappy with their leaders; causing a revolving cycle, with poor leadership being the greatest reason for losing employees. Restaurants spend countless dollars pursuing the top leadership to create a pleasant culture and friendly work environment. When workers do not feel they are a part of the company they leave and go to other establishments.

Potential Effects of Failure of Leadership on Restaurants. The problem relating to the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decreased productivity is evaluated in restaurants within the Southeastern United States (Jacobs, 2019). Low morale in the restaurant industry today has the same problem that occurred in past years, such as being able to employ skillful staff, in-spite of poor dysfunctional working environments and low wages, which turn away the younger generation from seeking employment, while staying with the company (Wellton et al., 2018). Cerasa et al. (2020) revealed through occupational loyalty, that chefs are unhappy with their current positions. Additionally, they express their apprehension of having a sense of purpose in

their work. Marinakou et al. (2016) stated that chefs describe their work as stale and non-productive, such attitudes often contribute to explanations for low employee morale and turnover. Marinakou et al. (2016) concluded that current evaluations from chefs and food production instructors identify the failure of leadership as a factor in understanding levels of performance and success within the restaurant industry.

Concepts

High Turnover Rates Are Connected to Failure of Leadership. Several factors address the hindrances to success within the restaurant industry. These include failed leadership, employee morale, performance, productivity level, and employee turnover rates (Jacobs, 2019). Leaders have the direct responsibility to structure, develop, and coach their employees; thus, treating them as residual assets of the organization (Northouse, 2020). The restaurant industry continues as one of the most rapidly growing businesses globally this contributes to increased employment opportunities building and support local communities through tourism (Jogaratham, 2017).

Definition of Turnover in the Restaurant Industry. Employee turnover in restaurants is calculated by dividing the number of workers who have left the organization by the current workers, then multiplied by 100 and that is the accurate turnover rate the restaurant is experiencing (Reina et al., 2018). Employees leave the company for various internal reasons (Smith, 2018). The relationship between employee turnover and work performance has been linked based on how the employee perceives the position of the work environment (Wynen et al., 2018). When employees receive mistreatment and have dissatisfaction within the restaurant, they are prone to leave the company and look for other jobs.

The Restaurant Operational Environment Effects on Employees. Restaurant

positions require a great deal of energy and hard work. The stress of a restaurant position is demanding, laborious, requiring quick thinking, strong customer service skills, and patience. These are qualities that are difficult to find, which can be developed in most employees (Lopez et al., 2017). Restaurant positions are appealing to those who lack education, teenagers, and those looking for supplemental income. The major concerns and issues of the restaurant industry revolve around employers maintaining employable and skillful labor to meet the demands of the industry. According to the United States Department of Labor (2021), the employment outlook for positions in the restaurant industry will increase by 8%. According to the National Restaurant Association (2019), data reveals that the overall turnover rate for the hospitality industry was 74.9% in 2018, with the percentage up 2.4% in 2017, and the lowest percentage recorded in 2010 at 57.1%.

The Results of Leadership Failure in the Restaurant. The cause of high turnover in the restaurant industry can be contributed to many factors, including, but not limited to, poor leadership skills, lack of communication or lack of self-awareness. The culture within restaurant organizations established by leadership effects the costliest issue in the business, which is employee turnover (Jordan, 2019). Poor leadership is a hindrance to top talent through toxic work environments. Restaurants with high turnover and low morale are also related to an organization's failure to provide employees an outlet where they can voice their concerns and opinions (Rehman & Mubashar, 2017). Workers feel like their input and feedback are not valuable to the company, with employees feeling frustrated because they were hired, but not trained, and placed in a position to work. Other employees felt neglected, underappreciated, and some stated that their leaders talk-down to them, threaten to terminate them daily, blaming them for the mistakes of the leader, and have no help during peak times (Kanyana et al., 2016).

Leaders Failure to Boost Morale High Turnover Rates Are Related to Low

Employee Morale. Low morale is another factor related to high turnover. Morale is the state of the employee's mindset concerning the overall working environment, employee confidence, enthusiasm, and the employee's investment into the restaurant vision and mission (Jung et al., 2020). Low morale is a possible indicator leadership has failed to communicate expectations, failed to address needs and valid concerns, created a stressful working environment, or leadership portraying a negative attitude (Ko & Kang, 2019). These factors contribute to employees seeking employment with better working conditions. Low morale is infectious, as it charges the atmosphere with negativity. Leadership which fails to set the restaurant tone will leave the atmosphere to the charge of the employees who are already entering into a stressful environment connected to the strain of the restaurant workload (Kanyana et al., 2016). Leaders are essential to ensure the atmosphere is charged with positivity, a great attitude, coaching, training, showing support, talking to the employees with an enthusiastic tone; rather than a sharp tone, giving the staff the opportunity to grow and advance within the company (Mohamed, 2016).

Decreased productivity is affected by failure of leadership productivity and is seen through the attitudes, work ethic, and drive of the team in the restaurant through displaying their behavior. Osborne and Hammoud (2017) stated that behavior is highly important in the work environment because it affects the customers experience and can impact the employee's performance. Osborne and Hammoud (2017) further stated that leadership must model the process and lay a solid foundation for others to develop and replicate. Leaders who fail to train, model, and implement the process create an atmosphere governed by stress, frustration leading to low productivity, and performance. Leadership must develop an engaging, working environment

to increase productivity (Khuong & Khanh, 2016). The employee's quality of production hinges on leadership's investment in employee training and development. The authors further state that increased productivity enhances employee motivation and level-of-investment which contributes to the restaurants mission and goals.

High Turnover Rates Are Related to Restaurant Culture. The tendency of employees in restaurants within the Southeastern United States abandoning their positions and the hiring of new candidates has driven to become a major problem in this business sector (Sulamuthu & Yusof, 2018). This ongoing issue better known as employee turnover, is the major concern displayed to managers. High turnover rates are known as a huge setback to the company evaluating the cost of bringing on new people and often hindering the work production as losing quality workers has the tendency to have a negative effect on the company's ability to gain a business advantage. The Turnover in restaurants is very costly and the cost to replace an employee cost even more, as the loss of productivity, character damage, and internal issues have a strain on the restaurant and must be fixed to see the business head in a direction of profitability (O'Connell, & Kung, 2007). Studies have shown that the problem goes deep within organizations as employee turnover has a direct connection to the attitudes and characters of the leadership within (Lyons & Bandura, 2019).

High Turnover Rates Are Related to Low Employee Morale. High turnover rates are related to low employee morale (Wynen et al., 2018). In the restaurant industry, employees working in a beneficial organizational environment are committed and understand how vital they are to the company and become motivated to perform at a high-level in their work (Osborne & Hammoud, 2017). Workers who can stay focused on their goals and control their own behavior become more engaged in the organization; thus, when disengaged and focus is lost, they lack the

motivation; portraying behavior that is unprofessional and demonstrating low morale. Leaders must keep the employees engaged and focused within the work environment that allows them to understand their value and how much they matter which will boost their motivation to perform at high levels with motivation (Verma & Kesari, 2020).

Decreased Productivity is Affected by Failure of Leadership. Decreased productivity is affected by failure of leadership (Anjum et al., 2018). Restaurant leaders are lacking an important ingredient to possess a solid work environment in the organization that results in poor work productivity (Jung et al., 2020). Leaders that fail to possess the strategies to set a foundation for strong performance create an environment that is chaotic, workers lose their focus, abandon their jobs, and establish poor work productivity (Anjum et al., 2018). The performance of the workers are directly connected and tied to the position of the leaders as they perform so goes the performance of the teams. Leaders set the tone, the environment, the position, and scope for where the company is going and when the employees are not engaged it frustrated the performance of the organization (Verma & Kesari, 2020).

Theories

Transformational Leadership. The history of transformational leadership transformational leadership was first applied through James MacGregor Burns works in 1978 as he explained a system where leaders and followers flow together to grow to a greater level of morale, motivation, and performance (Northouse, 2020). Transformational leadership motivates the workers to become more engaged and as this theory of leadership is added to companies, they can benefit the turnaround of problems and issues related to the relationship between the leaders and the employees (Lai et al., 2020). As leaders change in the organization, it motivates the employees to change and put extra effort into their work performance; thus, transforming the

cultural environment (Chun et al., 2016).

The Impact of Transformational Leadership on the Restaurant Culture. Small businesses and organizations use transformational leadership when they desire to turn their companies around and prepare for growth and more profitability. The leadership goes through a strenuous training program to develop, control, repair, and change the current culture (Koutroumanis & Dixon, 2018). The implementation of transformational leadership within restaurants within the Southeastern United States has an effect that encourages employees and motivates workers to implement behaviors that are suitable for the organization (Bottomley et al., 2016). Transformational leaders are recognized to be examples to the workers in the Southeastern United States restaurants organizational environment whom employees can look up to, value, trust, and focus on emulating the same behavior in the industry (Mostafa, 2019). Through work engagement, transformational leaders establish a strong working organizational culture that creates a social environment, while increasing the behaviors in employees work and engaging and creating positive outcomes (Mostafa, 2019). Transformational leadership focuses on the tasks that are given to the employees as well as the behavior to implement strategies that keeps the teams engaged and motivated (Lai et al., 2020).

Situational Leadership Theory.

History of Situational Leadership Theory. Paul Hersey and Ken Blanchard founded the situational leadership style in their 1969 book of Management Organizational Behavior. The first name was Life Cycle Theory of leadership and they renamed it many years thereafter to situational leadership theory (Northouse, 2020). Situational leadership impacts leaders in the company to take responsibility for their employees, evaluate the responsibilities at-hand, and focus on the strategies that apply to their work-related issues (Ghazzawi et al., 2017). Leaders

must go beyond the average mode relating to the way they lead and become interventional in their leadership styles (Henkel & Bourdeau, 2018).

Situational Leadership in Organizations. This theory is used in organizations to encourage leaders to evaluate their employees and their current situation in the work environment (Araslı & Arıcı, 2019). The concept is needed to evaluate what approach is needed to help and support their teams in the establishment, as the less traditional style of leadership focuses on positional power, which can no longer be the single leadership style, as restaurant leadership needs strategies that will help to support the culture in the organization (Araslı & Arıcı, 2019). Situational leaders allow the leader to be able to apply the approach needed for the situations at hand within the organization (Henkel & Bourdeau, 2018). The approach and focus of leaders are to change the behavior of the workers and position them for a greater level of performance (Ghazzawi et al., 2017).

Situational Leadership in the Restaurant Industry. Leaders in the restaurant industry set the tone for establishing a healthy cultural environment, which they are the examples of initiating leadership styles (Perna, 2016). Through situational leadership, organizations must gain the attention of their staff through exploring their loyalty and commitment relating to getting tasks done (Ghazzawi et al., 2017). The impact that situational leadership has on the restaurant industry is an impact made on the employees through relating to stable structured leadership that involves the task-oriented tools to get them into a place of performance and motivation (Mansour & Elziny, 2020).

Benefits of Situational Leadership in the Restaurant. Situational leadership is beneficial in restaurants as it is implemented to initiate and establish a leadership that will create change through supporting and guiding employees to a place of continuously being motivated in their

behavior and commitment (Ghazzawi et al., 2017). Perna (2016) stated that situational leadership in the restaurant industry helps to solve the issue of establishing self-leadership that brings forth a problematic environment, where leaders begin to mistreat workers creating a poor and negative work atmosphere. The overall benefits pertaining to situational leadership is that it helps to establish the leadership needed in the restaurant to help with employee engagement to motivate and keep the staff focused on the values and opportunities they have within the company, showing the importance of their participation on the performance of the establishment (Mansour & Elziny, 2020). When the employees are task-oriented and form relationships with leadership, it boosts the morale and increases their performance within the restaurant (Ko & Kang, 2019). The situational leadership theory opens the approach of four layers that impacts the restaurant which include (a) delegating tasks to the team; (b) directing the team; (c) coaching the team; and (d) giving the support needed for growth, development, and cohesion (Northouse, 2020). Giving out tasks, delegated to employees, gives them a sense of ownership with the department, and keeps them motivated. Giving direction to the team keeps control and order in the establishment and keeps down all the chaos. Coaching helps to develop the team allowing them the opportunity to grow, and support shows the team that they are not alone pertaining to the responsibilities at hand (Kaifi et al., 2013). High turnover will decrease as situational leadership impacts the environment of the restaurant through the changing the leadership culture (Mansour & Elziny, 2020).

Servant Leadership Theory.

Servant leadership Theory History. Servant leadership was initiated and founded by Robert Greenleaf who established this theory and stated that the focus of this leadership is to serve extremely different from the leadership approaches operating in organizations today (Lee

at el., 2019). Servant leadership is about serving and leading the teams to display a different approach to engaging with employees, which focuses the impact on working alongside staff to give support rather than powering over them with control (Ragnarsson et al., 2018). Servant leadership functions through supporting the employees and at the same time holding them accountable with clear standards (Coetzer et al., 2017).

The Benefits of Servant Leadership in Restaurants. The servant leader puts the values and needs of the employees above their own and helps to grow and develop teams to perform as effective and efficient as possible (Gandolfi & Stone, 2018). Servant leadership is the approach of many restaurant chains where the focus is to hold their employees in high regard and serve them, creating a culture that enhances and boosts morale. High turnover effects restaurants a great deal and the applications of servant leadership within the organization are a part of the strategies applied to continue to keep employees on board with the company. Through servant leadership companies can see an increase in employee's behavior, morale and performance through becoming better workers (Needham, 2018).

Servant Leaderships Impact in the Restaurant Culture. Servant leadership is a leadership creed that applies specific morals, relating to employee engagement and the customer experience, while establishing a strong organizational culture through which followers and leaders join to reach the capacity of organizational goals outside of leadership status or position and titles (Carter & Baghurst, 2020). Servant leadership is beneficial in rehabilitating the leadership in restaurants within the Southeastern United States through applying principles that will hold together the organization, such as (a) setting in place a greater sense of purpose, vision, and principles; (b) developing systematic and basic applications; (c) nurturing customer accommodations; (d) making sure the opportunity is there for more growth and development; (e)

distributing power and technology; (f) initiating a classified strong work environment; (g) increasing revenue performance; and (h) reducing employee turnover (Coetzer et al., 2017). Carter and Baghurst (2020) revealed those workers are one of the biggest assets in the company, continuing their commitment and valuing employees in the middle of juggling and handling profits can become a daunting task for leaders, and leads to discovering and initiating motivating factors that will help to engage the workers.

Restaurants Potential Impact Without Servant Leadership. Restaurants within the Southeastern United States can benefit greatly from the servant leadership theory and will enhance the endeavors of modern leadership practices today that have been accustomed to step-over, abuse, and deceive employees, creating dysfunction in the restaurant (Huang et al., 2016). The more traditional leadership approaches have established an environment of frustration for many workers as the leaders operate through greed, pride, and aggression causing the overall working experience to become frustrating; thus, producing low morale, turnover, and poor working performance.

Constructs

The Failure of Leadership.

Background of Leadership Failure. Failing leadership is the incompetence of the individual in a top position of authority in organizations of responsibility and is unable to steer, control, direct, encourage, coach, train, and develop their staff and employees (Jacobs, 2019). For centuries, leadership failure in organizations has determined the outcome for the transition of many employees leaving the company (Anderson, 2019). For many years, the cultural environment has impacted the staff, leaving many workers with a frustrated experience, with history indicating that it has also been detrimental to the lives of many leaders (Anderson, 2019).

Employees have exhibited their dissatisfaction on leadership in organizations who have been terminated, demoted, or leaders abusing their authority through discrimination, with some employees suing the restaurant, while being awarded thousands of dollars.

Leadership Failure in Restaurants. The failure of leadership in restaurants has contributed to the results of high turnover and challenges in the work environment, as the lack of leadership training has related to workplace problems, and to reduce these issues and lower employee turnover, training is paramount (Poulston, 2017). Restaurant organizations are prone to promote or position leaders in the organization without the proper training and expect them to excel, grow, and develop their employees. This has been a detriment to restaurants within the Southeastern United States; whereas, it has contributed to leaders building a chaotic, out-of-control atmosphere, where the standards of the organization are compromised, and employees are left to operate the organization in a mediocre manner versus meeting the needs of the company (Anjum et al., 2018). As a result, employees come to work with attitudes, disrespect the leader because of the lack of standards to hold them accountable according to company policies.

High Turnover Rates in Organizations. High turnover has been a global issue in businesses in the industry and has contributed to the loss of revenue and its demise having an impact in communities (Shriedeh, 2019). Turnover occurs in businesses when employees are unhappy with their current work environment and leave to seek work at other establishments (Cross, 2017). Employees can feel they have been mistreated, abused, embarrassed, under paid, discriminated against, overlooked for promotions, and shown favoritism against; thus, is the reason employees leave their places of employment and seek work elsewhere.

Problems With Turnover in Restaurants. In the restaurant industry, high turnover rates have been a detrimental issue relating to employees, which hinders the growth and advancement

of the restaurant industry; thus, the desire for this study in evaluating the causes and understanding the problem of how the failure of leadership impacts employee turnover (Shriedeh, 2019). The restaurant industry has added to the economic growth in the United States; however, the overwhelming expansion and growth of employee turnover rates has many business leaders at odds with workers who are voluntarily walking away from their positions due to (a) low pay, (b) no benefits, (c) lack of training in the establishment, (d) no support from leadership, (e) no opportunities for growth or development, and (f) poor work environments (Bebe, 2016). Reina et al. (2017) stated that workers in organizations have placed the blame on leadership behavior as the main reason for abandoning their workplace.

What Leaders Must do to Control Turnover. The most important point that companies can do to change the organizational culture of high turnover rates is to change the culture of the leadership (Dietschi, 2018). Training is a key factor in positioning leaders to be the influence in the work environment, while holding employees accountable to uphold organizational policies and work requirements (Dietschi, 2018). Some leaders see employees coming in late to work, wearing no name tag, taking breaks on the clock, stealing product, or selling the company's product to the employee, and keeping the money (Reina et al., 2017). All factors mentioned above contribute to the reason why employee turnover is at a high rate. Leaders need to hire the right people that (a) fit the standards of the company; (b) offer benefits; (c) are supportive in the workplace; (d) have acknowledged and rewarded the employees; and (e) train, coach, and develop their talents and skills, while evaluating and measuring the outcome of the employees' progress.

Employee Morale Defined in Organizations. The global impact of employee morale is the poor behavior of the employee based on the dysfunctional work environment initiated by

leadership (Mallik et al., 2019). The morale of employees is the main approach of trust and dependency a person has within the company as it effects the behavior and discipline of the team. It is the impact or influence the leadership has on the employees pertaining to their satisfaction, viewpoint, attitude, and treatment in the organization (Mallik et al., 2019). When employees are not satisfied with their work environment then they tend to have low employee morale displaying a poor attitude, work performance, and job abandonment (Sabitova et al., 2020).

The staple of employee morale was birthed in the military where it was also applied in the health profession as well to determine what motivates workers to perform better and stay positive throughout the course of their work. It was stated that workers who have a good attitude work better than those who are not happy within the work environment, which is connected to retention and a higher level of on-the-job recruiting (Sabitova et al., 2020). Employee morale is the view that the workers have towards the leadership whether they feel they have satisfaction, balance, and the ability to resolve issues and matters that arise (Kumar & Velmurugan, 2019). In organizations, the morale of employees are highly important and taken very seriously that companies have specific strategies in place as the morale of the staff has a direct effect on the performance of the company (Kumar & Velmurugan, 2019). Organizations understand that a positive approach the employee has towards the company aids in the companies' values being displayed to the customers. Employee motivation is the direct reflection of the culture of the leadership, which in return, displays the morale and performance of the company (Kanimozhi & Vinothkumar, 2018).

Impact of Employee Morale in Restaurants. In the restaurant industry, some leaders and employees do not get along and have poor working relationships (Bhui et al., 2016). A leader's

approach to their workers concerning job-related tasks has been harsh, with employees made to feel like slaves rather than valuable assets to the organization (Jung et al., 2020). The restaurant industry is a critical and strenuous business to work for and employees need breaks, encouragement, and to always feel motivated because it is one of the highest turnover industries that exist (Oliver, 2016). One of the major factors within the restaurant industry is for leaders to train their employees on how to deal with customers, even disgruntle ones, as it is important for restaurant organizations to keep their teams motivated, and have a positive attitude relating to the organization, as they represent the company's performance (Orlowski et al., 2016).

Restaurants Approach to Solve the Problem of Low Morale. Restaurants deal with employee turnover globally, as leaders are turning to strategies and theories to be implemented that will assist in motivating workers to establish a better behavior in the work environment (Oliver, 2016). Many employees are hired in the restaurant industry with low wages and no benefits and are frustrated in the work environment as leaders focus on resolve through strategies and training that will help leaders to become equipped with the tools that will motivate their teams (Orlowski et al., 2016). Within the restaurant industry, leaders must see the things that are happening all around that cause frustration and chaos in the establishment. Some employees are working, while others are not engaging, and the workload is consistently on a few workers as other workers are not trained and do not know how to perform at peak times (Kanyana et al., 2015). Leaders must start to lead, coach, engage, develop, and support the employees if there is going to be a change in the morale in the work environment (Jung et al., 2020).

Employee Morale in Restaurants Within the Southeastern United States. Employee morale in restaurants within the Southeastern United States plays an intricate role relating to the employee's ability to perform and assist with making the company profitable (Ko & Kang,

2019). Kanyana et al. (2016) stated that leaders have failed to train and equip their teams with the motivational behaviors needed to perform. The authors further conclude, as a result, employees are missing the moral support from their leaders, consisting of providing the correct feedback, direction, or constructive criticism. As employees make mistakes, there was no correction from the leader, resulting in customers becoming angry and frustrated with the service of the restaurant (Kanyana et al., 2016). Sakshi (2016) stated leaders in companies build and create a climate for the organization and those results have a positive effect on the workers behavior, and when the right leaders are established, the business will be more competitive, profitable, productive, and have a bigger impact in the industry.

Decreased Productivity.

Productivity in Organizations. Productivity in organizations is defined as the level-of-performance flowing from the employees relating to their ability to help the company meet the demands of satisfying the customers (Osborne & Hammoud, 2017). Peiro et al. (2019) stated that workers who are happy perform at a higher level than workers who are not satisfied in the work environment. Leaders focus on the collaboration between satisfaction and the performance of the team, and work directly with the employees, to make sure they have what they need for productivity, are supported in the work environment, have an open door to communicate of any issues that occur, and ensured to have a stress-free environment through leadership engagement (Peiro et al., 2019).

Leaderships Failure to Increase Productivity. The performance level of employees in companies worldwide face challenges, as leaders are continuously seeking ways to encourage and uplift their teams. When workers are frustrated, it shows in their job performance and effects customer experience (Kanyana et al., 2016). Within the restaurant industry, workers attitudes

towards each other effect the customer's experience. The productivity and performance of the workers have been a strenuous task, and continues to be, as leaders within the restaurant industry fail to develop, train, and lead their employees, with a vision and determination to create a conducive culture for growth and increased performance (Khuong & Khanh, 2016).

The Failure of Leadership Support. The lack of leadership support, need of a strong working culture, and poor work cohesion establishes isolation within teams in the restaurant industry, and promotes decreased productivity and poor performance (Sakshi, 2016). Khuong and Khanh (2016) described there is a direct connection between leadership style/approach and the workers performance, as employees play an intricate part in supporting organizations in reaching their goals of profitability. Poulston (2017) showed that poor performance and workplace abandonment is related to the dysfunctional operations of restaurant leadership where leaders changed the working conditions to force workers to be removed from the company. Leaders in restaurants within the Southeastern United States must apply the tools needed to bring the change in the restaurant environment, boosting the performance of the employees through developing a strong working culture in the organization.

Related Studies

Employee Turnover Rates, Low Morale, Employee Productivity.

Global Turnover Rates. There have been numerous approaches around the world to evaluate the concern regarding the issues in the restaurant industry that is a problem effecting profitability (Rehman & Mubashar, 2017). The environment can improve as leaders look for ways to bring change to the way leaders are hired by organizations, which includes receiving training before being allowed to function and operate within the business (Jung et al., 2020). The impact that toxic leadership has within organizations creates an environment on the intention for

employees to leave the company, it is where leaders invite and initiate poor working environments that effects the workers desires to continue with or leave the company (Jordan, 2019).

The Influence of Leadership Failure in the Restaurant. Smith (2018) explored the outcome of successful strategies for reducing employee turnover in the restaurant industry, as restaurant leaders struggle to come to grips with solutions for reducing turnover rates. Work related turnover can have a bad influence on the financial operations and the reserving of the character needed for continuing business functions and maintaining an advantage in the marketplace (Smith, 2018).

The Effects of Employees Abandoning the Restaurant. The loss of key employees related to turnover, such as cooks, waitresses, and dish washers can have an impact on the restaurants ability to continue to be effective as leaders must understand and apply principles needed to lower high turnover rates in the industry if the business is to continue to thrive (Reina et al., 2017). Madanchian et al. (2017) expounded on the effects of leadership on organizational performance relating to how the main functions of leaders in organizations are highly important for gaining the corporate advantage, which is key to employee work performance, morale, and employee commitment. The number one reason employees leave their jobs is due to the leadership culture within the restaurant. Voluntary turnover is linked to job dissatisfaction and the leaders are the culprit of poor engagement with the employees, the lack of support, being deficient in training the team to know their job, failing to establish a strong working culture of coaching and developing the workers to grow and advance within the restaurant industry (Reina et al., 2017). When the workers do not see any benefits, low pay, no bonus, no health insurance and/or leadership showing favoritism, stirs up a toxic environment where employees will go

where they will feel appreciated, accepted, given opportunities to grow, opportunities to advance within the company, better pay, health benefits and employee engagement with their leaders for proper training (Reina et al., 2017). Judge et al. (2017) stated that it is the motivation connected to attitudes that molds the behavior of employees. To create a strong working culture in the organization, leaders have to stay motivated as well, and is important for top management to continue to motivate middle management to be supportive to their teams through the organization giving those middle managers the training and support needed to create the culture that causes workers to remain with the company, while reducing turnover, increase morale, and increase productivity (Ou et al., 2016).

Anticipated and Discovered Themes

The anticipated and discovered themes for the study are derived through the research framework as organizational culture, workplace culture, global work environment, where organizations reveal leadership sets the tone and environment for the workers culture, morals, and attitudes related to their performance (Anjum et al., 2018). The themes are based on how leaders must train, support, and coach their employees within the organization to motivate them daily to create a strong working culture that invites positive employee-approach towards a vibrant work environment (Madanchian et al., 2017).

General Problem in Organizations. The study gleaned from the issue with cultural development in restaurant organizations globally. Over the past decade, businesses have aimed to develop and make their company stand-out to draw the best talent and gain better profits (Ghazzawi et al., 2017). Big organizations as well as small companies based in the United States, and around the world were struggling with high turnover rates, dysfunctional working environments, and the performance level of the employees became a problem. Restaurants

sought to focus on restructuring leadership, quality management, cultural transformation, and new policies and standards of operations (Khuong & Khanh, 2016).

Leadership Change is Necessary. Restaurants changing their leadership has been a tough decision that focuses on phases of moving in the right direction and takes time, but immediate action (Ko & Kang, 2019). High turnover, low morale, and decreased productivity is costing the restaurant industry millions, and to get it under control, the organization must change its leadership approach. When organizations have leaders who do not follow the core values of the company and lead on their own intuition instead of the standards of the company, the establishment becomes dysfunctional and loses its effectiveness and performance (Milosevic et al., 2020). Leaders have the task of controlling the controllable, increasing profitability, decrease turnover, keep the employees engaged, and motivated. When leaders become ineffective, out of control, destructive and abusive upper leadership must make the critical decision to replace those leaders to save the reputation of the business (Milosevic et al., 2020).

Employee Turnover is Affecting Restaurants. Employee turnover impacts the result and outcome of the attitudes and behaviors of the workers in the restaurant that have experienced a poor working cultural environment (Jung et al., 2020; Shriedeh, 2019). Turnover effects the restaurant industry each year at high volumes as staff abandon their jobs, fired from their positions, and are laid-off (Allen, 2017). Each year employees add to the rate of turnover. The National Restaurant Association (2016) states that the job abandonment rate was 50.3% in (2015) and was a big problem in the industry, with the cost of restaurant labor being an enormous expense in the organization, and 20% to 30% of the cost to the company consisting of replacing staff (Allen, 2017). When companies do not apply the principles to develop their staff and fail to create strong leadership that transforms the culture within the establishment, turnover

will always be an issue and will be a contributor to driving a company out-of-business (Allen, 2017). Leadership within the restaurant is affecting the ability for the workers to stay or leave by showing support or frustrating the organization with toxicity in the leadership culture. When leaders do not change for the better, the organizational culture does not change and will have a reputation for a revolving door not able to sustain a solid work force with longevity talent (Paltu & Brouwers, 2020).

Low Morale Must be Controlled. Employee morale is related to the failure of leaders to create a strong working culture in the working environment and has the potential to set the tone for workers in the organization, who lack the confidence and enthusiasm to perform at peak levels that would bring enhancement and profitability (Anjum et al., 2018). Employee morality is the term used for job satisfaction, motivation, and the well-being of the worker in which they are happy within the work environment and motivated to perform at peak levels in the establishment (Sabitova et al., 2020). In the restaurant organization, it must tighten its control over the issues of employees effected by their leaders as management practices have a direct impact on the performance and trust employees have in the organization (Verburg et al., 2018). The organization sets the tone whether the trust factor is in place, or not, with employees and has an influence on their daily engagement in the company (Weibel et al., 2016). When low morale is not controlled within the restaurant, it can lead to other things, such as workers calling out of work constantly, employees' attitude not up to standard in the work environment, employee theft on the rise, and insubordination towards leadership. As low morale is connected to poor company culture, it is also connected to high turnover rates and has a direct effect on employees' reason for leaving the company. Workers want to feel appreciated, accepted, a sense of belonging, and responsibility. If employees feel unappreciated and do not have the leadership to

motivate them, they will have a poor attitude and behavior (Shaban et al., 2017).

Employee Productivity. Employee productivity in this study correlates and is based on the exploration of understanding how scholars have expounded on the engagement level of employees impacts the productivity and performance of the organization as the motivation and emotional state level in the industry is connected to being pleased and satisfied through the support of the leadership (Osborne & Hammoud, 2017). Employee performance is the ability to be engaged and participate in the daily functions of the business with a great attitude. The performance of the team is hinged on the direct relationship between the employee and leadership, and when that relationship is not on good terms, it leads to the workers performing poorly. The restaurant is a high-performance industry and can be a stressful environment to work, so it is important for leaders and employees to work closely together to represent the core values, mission, and vision of the organization (Anjum et al., 2018; Jung et al., 2020). Leaders who are not equipped will contribute to poor productivity; the lack of leadership motivation will impact the performance of the workers. Toxic leadership causes stress, health issues, depression, with some individual even becoming suicidal (Shigihara, 2020). Some work environments are so tense that even casualties have happened as leaders and employees engage in confrontational disagreements that turn out bad and even end in lawsuits (Sharif, 2018). Emotional stress is a big problem in restaurants and leaders must do their part in creating a strong working culture for the employees to be able to work with the lack of stress and frustration, which means the leadership approach must change. Leaders cannot lead as they have in recent years; times have changed, and the leadership style must be an approach that focuses on the company's greatest asset and that is their workers (Kanyana et al., 2016). Restaurant leaders' function in pride and self-conceit and use their power to abuse the team and to advance within the organization through deceptive

ways. Leaders talk to their staff any kind of way, yelling, cursing, and even speaking degrading things that all contribute to emotional stress in the work environment (Bhui et al., 2016).

Leadership Theories. The theories in this study were derived from the different leadership styles and their impact in organizations (Northouse, 2020). Transformational leadership focuses on the transformation and change of the individual to motivate and steer them to see themselves as part of the team and create a strong culture satisfying their needs and motives (Aalateeg, 2017). Situational leadership supports organizations by becoming what the company needs through establishing the culture for the teams to develop and become motivated in the work environment, to decrease turnover, improve morale, and enhance the performance of the workers (Nawaz & Khan, 2016). Servant leadership is applied in restaurants and businesses as a motivational approach where the leaders serve the followers to create a strong environment for the employees to understand the support they have from the top down (Calvert, 2020).

Summary of the Literature Review

Global companies have been affected by the failure of leadership to establish a strong working culture in their industries and has cost them billions of dollars in revenue. Organizations are setting the record straight and focusing on revamping their leadership approach to make the work environment a better place to attract the best talent in the market. The literature review describes the business practices which gives an insight into the study relating to the definition of restaurants, the history, and the various types of restaurants explored in the research (Lopez et al., 2017). The business practices in this study described how the restaurant industry provides a service to the community (Susskind & Maynard, 2019). How leadership in restaurants aid in controlling turnover, employee morale, and employee performance through principles and strategies that enhances the workers (Northouse, 2020). The business practices show how

training the workers helps to expand the proficiency and results of the customer experience (Lopez et al., 2017).

The general problem described is the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decreased productivity (Jacobs, 2019). The specific problem statement is relayed as the potential failure of leadership to create a strong work culture within the restaurant industry of the Southeastern United States. The nature of the study describes the flexible design used in the research a qualitative method; mainly, a multiple case study used to explore and examine the problem relating to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States. The paradigm for the study is a pragmatism paradigm and is applied to the research to open the understanding of the practical processes, evaluations, and tools to explore the research problem through participant observation and questions (Cordeiro & Kelly, 2019). The flexible design for this study works along with the pragmatism paradigm enabling the ability to have a wide range of examinations. The case study design viewed in-detail the main participants or individuals relating to the study, while the researcher aimed at and focused on studying the behavior and processes of the effects relating to the failure of leadership and its impact in restaurants in the Southeastern United States. A multiple case study evaluated the circumstances, individuals, and the organizations connected to the research putting together a thorough investigation of convoluted phenomena aiming to resolve the specific problem addressing the failure of leadership to create a strong working culture in the restaurant industry within the Southeastern United States.

Triangulation was applied and helped to evaluate the problem through interviewing leaders, and employees in organizations. The framework showed the concepts which provided a

foundation in which the study was built upon. Leaders influence the success or failure of any organization providing structure and vision or demise (Seidle et al., 2016). The constructs described the failure of leadership, high turnover, low morale, and decreased productivity within the restaurant industry in the Southeastern United States. The concepts supported the study as it expounded on failed leadership within the restaurant industry and how it influenced rates of turnover, low morale, and decreased productivity (Dietschi, 2018). Employees walk away from their positions in corporations and restaurants continuously having to hire new candidates is a costly problem (Sulamuthu & Yusof, 2018). High turnover is connected to low morale in the industry, and it starts with the leadership creating a strong working culture suitable for the employees to have the engagement needed showing continual support (Osborne & Hammoud, 2017; Wynen et al., 2018). It is important for workers to have the leadership support and to continue to have goals and the opportunity to grow, develop, and have the room to move up in the company (Osborne & Hammoud, 2017). When leaders provide this opportunity and environment the workers are motivated to stay with the company other than when leaders fail to provide this climate in the organization workers withdraw and lose their passion and motivation to perform at high levels (Anjum et al., 2018; Jung et al., 2020).

Theories described the leadership styles that supported the study in which will be an asset to steer the industry into a better working culture within the organization. The theories, transformational leadership supports the change needed in restaurants to challenge employees to grow and understand their value to the organization (Mostafa, 2019). Situational leadership adds the change organizations need for the leaders to be developed to bring the cultural enhancement to motivate the morale of the workers (Ghazzawi et al., 2017). Servant leaders create the leadership approach that brings the leader and the employee together through support and aid in

all the goals and processes in the organization (Carter & Baghurst., 2020). The constructs described the background of leadership failure, leadership failure in restaurants, also what leaders must do to control turnover, low morale, and decreased productivity. The related studies show how numerous approaches around the world have been launched to evaluate the concern for problems within the restaurant industry that is an issue impacting the ability to remain profitable. It explores the organizational environment and how it can get better as leaders look for strategies to transform the way managers are staffed in the organization and will receive training before being allowed to function in the business.

The anticipated and discovered themes for the research derived through the research framework as organizational culture, workplace culture, and the restaurant work environment within organizations explored how leadership sets the tone and environment for the workers culture, morale and attitudes related to their performance (Anjum et al., 2018). The discovered themes related to the study discovered through the feed back of the participants provide insight into the workplace culture which is the overall environment and atmosphere of the organization (Heimerl et al., 2020). The internal infrastructure of the restaurant must address leadership's attitude toward self and others. Leadership must create strong working culture to transform staff and eliminate high turnover rates (Diego et al., 2018).

Section 2, the role of the researcher brought to light, those who participated in the study and the applications were stated, and extended information pertaining to the study method and design is explained. There were various and multiple theories, cases, and examples that have impacted the leadership principles which can be utilized in restaurants in the Southeastern United States. Relating to workplace culture the themes discovered showed the internal infrastructure of the restaurant must address leadership's attitude toward self, and others. Leadership created a

strong working culture to transform staff and eliminate high turnover rates (Diego et al., 2018). Theme 2 addressed concerns with leadership attitude and how organizations that struggled with high turnover rates, had to focus on extensive training of leadership in order to alleviate dysfunctional working environments and create a solid working force (Khoshhal & Guraya, 2016). Theme 3 was organizational culture and displayed how leaders need to be trained and equipped to produce better results in the work environment that builds the organization to profitability starting with their interactions and approach towards the employees (Dangmei & Singh, 2017). The recommendations and direction was meaningful for a stronger and more skillful leadership presence that applied more attention to the connections with leadership and employee engagement, workplace culture and leadership styles.

Summary of Section 1 and Transition

The focal point of Section 1 obtains the introduction of the problem relating to the effects of leadership organizational culture on employee performance resulting in high turnover rates, low morale, and decreased productivity. The issues frustrate and cripple the Southeastern United States restaurant industry where untrained, dysfunctional leadership influences the environmental conditions of the restaurant establishment (Block, 2020). Poor leadership effecting organizations cultural environment is due to untrained leaders causing the downward spiral of high turnover, low morale, and poor performance rather than leaders that are trained (Gochhayat et al., 2017). Leadership's failure to establish a strong working culture is a major problem as the relationship and connection between the leaders and their staffs determine the overall positive or negative impact of employee morale (Noor & Ampornstira, 2019). High turnover rates are a major problem within the restaurant industry (Smith, 2018). It is a critical problem encountered by leaders and is detrimental to the development and growth of the industry (Jordan, 2019).

Toxic chaotic work environments are compared to a disease or sickness that destroys all the functions and operations of an organization; thus, setting the tone for a chaotic culture as toxic leaders contribute to creating destructive workers, which in return, results in low morale (Anjum et al., 2018). Decreased productivity has an overall cost to United States organizations at an estimated \$350 billion yearly (Osborne & Hammoud, 2017). To make the organization profitable and effective, leaders of organizations must labor strenuously to interact and gain the trust of their employees to keep them motivated to perform at high levels (Osborne & Hammoud, 2017). The literature review gives a clear view of the professional literature on the business' practices, the problem, the background of the problem, the concepts, theories, and the constructs. The constructs give a clear view of the study and the issues at hand within restaurants in the Southeastern United States.

Section 2: The Project

The role of the researcher is to explore and evaluate the potential connections, of the issues between leadership failure, high turnover, low morale, and decreased productivity in the restaurant industry within the Southeastern United States (Jacobs, 2019). The applications and process to discover the case study were derived through evaluations, interviews, questionnaires, and surveys which will support the qualitative study through direct feedback from participants who have first-hand experience within the researched arena (Taylor et al., 2018). Bracketing was applied as the plan-of-action in the qualitative study and is the application of identifying and excluding the beliefs and character of the researcher to lower the impact of the beliefs on the truths or data gained and examined expanding the focus of reliability and integrity of the study (Weatherford & Maitra, 2019). Section 2 of this study include (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 the flexible design using a qualitative method; specifically, is a multiple case study designed is to understand and explore the effects of failed leadership on organizational culture. The focus of the research was to expound and explain how organizations are affected by the failure of leadership to create a strong working organizational culture, with the study expounding upon how leadership failure in organizations contributes to high turnover rates, low morale, and decreased productivity. The larger or specific problem focused on and examined the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low

morale, and decreased productivity. The research sought to explore and to understand the constructs of leadership failure, high turnover, low morale, and decreased productivity.

Restaurants that fail to create a strong working culture through untrained leadership invite an environment of decreased productivity. The research, through a multiple case study, supports the phenomenon related to employee performance and how it affects failed and dysfunctional leadership in organizations leading to employees' approach to abandon their jobs relating to (a) the failure of equipping and developing workers, (b) poor pay, (c) lack of benefits, (d) minimal opportunities for career advancement, and (e) no support from leaders within the organization. Through applying a multiple case study, it allowed for observations and interviews to explore a wide range of collected data to advance the research.

Role of the Researcher

Actions the Researcher Took to Conduct the Study

The process by which the study was conducted was through interviews. The interviewing process gave the researcher the ability to collect data and was a great way of engagement for gaining valuable knowledge into the experience of others based on their encounter with general and specific problems within the world pertaining to the research topic (Bengtsson, 2016). McGrath et al. (2019) showed through the interviewing process, the experience of direct engagement with the issues and challenges opens the door for various views that are presented through the understanding of how participants see things differently based on their experience within the restaurant industry in the Southeastern United States. Interview guides help the interviewer to establish standards and specific questions that will center on the specific target for the research (Bolander Laksov et al., 2017). The questions should be guided by the fact that the participants understand that there will be no reproduction due to the statements given in the

interview and that their input will be confidential (Nimmon & Stenfors-Hayes, 2016). In qualitative work, the one doing the research is the main source of obtaining the data, and the researcher must be thoughtful, focused and alert to how the role they play will affect those being interviewed in the process. Relating to the qualitative interviewing process, the researcher must not be viewed as one who is distorting or showing bias relating to the data but as one who is a co-author of the data collectively with the participant (McGrath et al., 2019). Evaluations allow the researcher to be able to define the contributions of the data, and can be a personal and emotional process, and collecting the data can put a strain or frustrate the views of others as they may see the input as damaging and breed dysfunctional relationships (Reed et al., 2021). The various benefits and views of the contributions that come from data collecting brings an enormous challenge to the research pertaining to examining and proofing acclamations of the evaluations (Alla et al., 2017).

Through dealing with the diversity of obtaining facts according to the research, there is more than one way of exploring and obtaining the data (Greenhalgh et al., 2018). Various methods must be applied that will impact the process relating to handling case by case so that the data retrieval is successful (Greenhalgh et al., 2018). Through interviews it will be applied as an online tool and make it suitable to be able to reach companies with the ability to apply to the qualitative research testing the preconceptions concerning conducting scheduled interviews and applying how an online approach is beneficial to the flexible method among various procedures (Braun et al., 2021).

Specifically, in conducting the study, the researcher sought to gain the acceptance and open engagement from participants who were willfully be involved in the interview process of the study on a volunteer-basis. The targeted participants were those who have one year of

experience in the restaurant industry and can add sufficient information based on the exploration of the study. After permission was obtained from senior management to conduct participant-interviews (see Appendix A), the researcher selected 20 participants, consisting of CEOs, CFOs, managers, and assistant managers, as well as employees, who work in restaurants within the Southeastern United States. After the population was chosen, the researcher sent participants a letter of invitation (see Appendix B). Prior to the interview, participants were given a letter of consent (see Appendix C), which was signed by both the researcher and participant. The researcher provided the guidelines and procedures for the interview, while reassuring the participant that confidentiality will be maintained throughout the interview process. Twenty participants were interviewed using an interview guide (see Appendix D), which consists of six open-ended interview questions. After interviews were conducted, and to maintain confidentiality, each participant was given a pseudonym, along with the date the interview was conducted (Participant 3421, July 6, 2021) to maintain confidentiality. Based on the current pandemic, Coronavirus (COVID-19) and the guidelines from local government officials, for the health and safety of all citizens of the United States, interviews will be conducted using Zoom, which will provide the researcher the ability to see and hear participants clearly as well as record the interviews. There was a review of the statements of the participants' interview answers to ensure that all information was current and accurate before the data were coded. The system of changing basic qualitative data to informative and reliable narrative which is the coding process (Linneberg & Korsgaard, 2019). The coding for the interviews was done through MAXQDA to code the subjects found in the script (McGrath et al., 2019).

Bracketing to Avoid Personal Bias

Bracketing is defined as a plan of action in the case study in the qualitative study making the approach of identifying and excluding the beliefs and disposition of the researcher to reduce the impact of the beliefs on facts obtained and analyzed expanding the focus of reliability and integrity of the study (Weatherford & Maitra, 2019). The assumptions concerning the study is through providing evaluations in private will aid the study but also be challenging with providing information which could be detrimental to future relationships (Werbart et al., 2020). Bracketing can be applied in two various applications that the researchers encounter, and that is through the data and involving what is discovered. The first is through the very familiar identification and short-term of laying aside the assumptions of the researcher. The second is through interpretation of the data and of the individuals understanding of in-spite of any changes in the topic (Weatherford & Maitra, 2019). The two various applications continue and intertwine with the development with the communication that illustrates what is discovered. Bracketing provides an application of declaration of the qualitative work (Dörfler & Stierand, 2020). Bracketing is defined as abstaining from judging or pulling away from the usual daily and average way of viewing things (Tufford & Newman, 2012). Creswell (2003) applied that bracketing is a path where the researcher can divide their individual experience away from the data that is applied (Weatherford & Maitra, 2019).

Summary of Role of Researcher

The research described the purpose of the study in which a flexible design is used, and a qualitative method applied; particularly a multiple case study design was used to gain the insight and understanding of the effects and impact of failed leadership on organizational culture (Gochhayat et al., 2017). The direction of the research was to discover and explain how

organizations are impacted by the failure of leadership to establish a strong working organizational culture, with the study exposing how leadership failure in organizations within the restaurant industry participate in causing high turnover rates, low morale, and decreased productivity (Ellingson et al., 2016). The specific problem hinges on and examines the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decreased productivity (Jacobs, 2019). The role of the researcher was to make the approach in the process by which the study was conducted. The research addressed and uncovered how obtaining the data was accomplished through interviews and evaluations. The interviewing process allowed the researcher the ability to obtain data and was a good path of engagement for gaining valuable knowledge into the experience of others based on their engagement with general and specific issues within the world relating to the research topic (Braun et al., 2021). Bracketing was applied and explained how it effected the study applied as withdrawing from judging or drawing away from the average and daily way of seeing things (Tufford & Newman, 2012).

Research Methodology

The research methodology for the study was a flexible design using a qualitative method; specifically, a multiple case study design was used. Triangulation was applied that uncovered and put-in-place interviews important to the study, surveys, questionnaires, and evaluations to obtain various facts of the research (Noble & Heale, 2019). Triangulation is understood to apply several or multiple approaches in obtaining information relating to matching topics (Johnson, 2017). A flexible design was applied to the study ongoing as the research unfolds (Robson & McCartan, 2016). A flexible design is connected to learning, development, and explorations combined to establish the outcomes of the explored results (Van der Merwe, 2019). Using a

flexible design is important to a qualitative study for the process of obtaining data which can enhance and assist in understanding the problem to be studied (Bhatta, 2018).

Discussion of Flexible Design

The flexible design was appropriate for the study as it allowed the research to evolve and reduce the impact of uncontrolled discrepancies by fashioning the potential outlines and developing rectifying in the research development approach (Roser & Kazmer, 2000). A flexible design opens the door for the liberty through collecting the data for the research as the purpose for applying a flexible approach is also seen as the variables used is not focused on a quantitative approach. Throughout the research approach, it required a willingness and respect to the data that is collected for the research. Unplanned and unexpected things or experiences occur and can benefit the research which the flexible design will allow as a fixed design focuses on the specific event or study. The flexible design opens the door for multiple applications in the qualitative methodology towards the research to be used in the study to support the problem statement (Pultz, 2018). The flexible design was opened for the research to apply the experiences from a broad scope of the evaluations and feedback from the participants dealing with the problem relating to multiple issues of leadership failure in the restaurant industry with its potential to lead to high turnover, low morale, and decreased productivity (Bouncken et al., 2021).

Discussion of Qualitative Method

The chosen method for this study is a qualitative approach and was chosen to pursue the quality material of the study based on the facts and evaluated data within the field through those participants who are direct contributors to the data (Bouncken et al., 2021). A qualitative method is appropriate for this study as it brought clarity through studying the scientific environment, the outcomes of discovering, the new important differences because of engaging the situations

studied relating to the research (Aspers & Corte, 2019). The study is conducted through a case study design that will help to record the views in detail concerning the events and individuals where the researcher hinges on studying the behavior and processes of those in the study (Robson & McCartan, 2016). In the case study design the researcher can apply a thorough examination of the real-life specific encounters aiming at the particular situation, occurrences, and events relating to case study methodology of failure of leadership to establish a strong working culture in restaurants in the Southeastern United States (Rashid et al., 2019). The approach to the case study methodology gives principles that those investigating in the research can study the compounded experiences within the explored conditions (Baxter & Jack, 2008). The qualitative method has an advantage, it allowed the study to be able to explore the nature of events, occurrences, situations, and circumstances surrounding the current problem researched and is suitable for bringing solid answers to the questions on what or why events have happened (Busetto et al., 2020). Through the qualitative method, it helped the study to explore the findings through participant views, interview sessions, recordings, streaming and interventions with participants who can add to supporting the study gaining better procedures for addressing the research problem. Qualitative method focuses more on words rather than numbers pertaining to the data. The qualitative method opens the door for flexibility within the study relating to exploring the problems with failure of leadership to establish a strong working environment in organizations and potentially leads to high turnover, low morale, and decreased productivity. It allowed the researcher to apply good judgement relating to the decisions of steps and how they are applied as throughout the collection process new data and information can steer the study which will sometimes cause the researcher to restructure the questions to the study (Bouncken et al., 2021). The data collection in qualitative studies leads to saturation of the study gaining

information that will help the study come to solid conclusions of addressing the problem statement (Aspers & Corte, 2019).

The case study design is a record of the views in detail about (a) events, (b) one person, or (c) individuals where the researcher focuses on studying behavior and processes (Robson & McCartan, 2016). Researchers can apply a deep investigation of a real-life specific phenomenon aiming at a particular situation, occurrence, or event relating to case study methodology (Rashid et al., 2019). The approach to the case study methodology gives principles that those investigating in research can study compounded experiences within their conditions (Baxter & Jack, 2008). The case study method is described as an examination of approaches and procedures that are investigated thoroughly in an extensive study (Gustafsson, 2017). Researchers applying the case study approach must deal with questions concerning the value of implementing case studies and their outcomes (Teegavarapu et al., 2008). The case study method of research allows the researcher to employ an open and comprehensive concept, or experience, confining it into practical researchable questions (Heale & Twycross, 2018).

Discussion of Method for Triangulation

Triangulation in the study is suitable for helping the process of gaining specific approaches connected to the events and circumstances surrounding the research, as triangulation opens the door for other forms and means of collecting the data instead of direct contact with the participants (Johnson, 2017). In this study triangulation was established through observations which will gain insights into the specific problem of the environment potentially established by leaders within restaurants in the Southeastern United States. Through observations the focus hinged on the behaviors of the interviewee as the one being observed participating as part of the actual study (Busetto et al., 2020). As leaders and employees have direct interaction and

experience within the restaurant industry the one who is observing is the one outside of the lines of the everyday functions and will use the experience of the interviewee as well as the observations of their behavior which will give feedback based off interview questions asked (Robey & Taylor, 2018). The notes taken as due to COVID-19 interviews were established and conducted using zoom video conferencing and allowed the research the capability to apply triangulation within the study observing and evaluating the behavior of the participants (Archibald et al., 2019).

Triangulation aided in exploring the data involving the problem through contacting specific leaders within the Southeastern United States as well as employees within various restaurants that support the study and bring clarity to the issues within the establishment. Triangulation help with pushing for social change, and impact the data collection through various means and mitigate bias (Fusch et al., 2018). The study explored multiple sources and impacted the dependability of the research outcome causing saturation of information. Triangulation causes the involvement of assorted information outside the lines of the normal collection approach where data will be explained and the multiple views will help add to the many different views of the interviewees (Fusch et al., 2018).

Summary of Research Methodology

The research methodology described and shows the impact of using a flexible design within the study and how it opened the door for multiple angles for the study exploring the case study and gaining views from various settings. The qualitative method of research brought the study to discovering the quality of data relating to the failure of leadership to establish a strong working culture in the restaurant industry within the Southeastern United States. The process by which the study was conducted was through interviews. The role of the researcher applied the

interview process which allowed the researcher the ability to obtain data relating to the study which is an advantage in engaging valuable knowledge of the experience of others based on their encounters with general and specific problems within the restaurant industry in the Southeastern United States (Bengtsson, 2016). The researcher explored how triangulation is applied to the study and causes multiple approaches to be added, receiving data that will be a contribution for mitigating bias having many views applied through third parties.

Participants

Participants for this research study included CEOs, COOs, CFO's managers, assistant managers, as well as employees who work in restaurants within the Southeastern United States. Each participant of the study was required to have at-least one year of experience in the restaurant industry, which will be an asset to the sample frame (Malterud et al., 2016). Employees, male and female who are 18 years of age or older, working in the restaurant industry were considered the target population. Butler and Hammer (2019) stated that participants are the direct recipients of the culture, and directly impact leaders who either are effective in establishing a strong working culture or are failing to bring cohesion and unity, which breeds dysfunction and chaos in the work environment; thus, opening the door for high turnover, low morale, and decreased productivity. The participation of the employees in the restaurant industry was important as they set the tone for the experience the guests will receive as they have a direct interaction with the customers. When the environment of the restaurant is unsettled, the attitudes and behaviors of the workers are effected, and in return, impacts the guests dining experience (Tesanovic et al., 2018). Restaurant leadership played an intricate role in the interviewing process as they are qualified and eligible participants who set the culture for the restaurant industry (Jogaratham, 2017). The leaders create the culture of the restaurant, with the vision and

mission of the establishment, as standards are set for the daily operations of the business (Ko & Kang, 2019). Understanding what leadership styles that restaurant leaders apply is significant to the study and how that approach has an impact on the daily operations that effects the workers, either positively or negatively using situational, transformational, or servant leadership, and how it brings structure and order; thus, reducing turnover and keeping the workers motivated in the workplace (Khuong & Khanh, 2016). The participants aided in the research through experiences with the operations, functions, and everyday responsibilities of their current and post leadership teams and the effects on the organizations culture (Jogaratnam, 2017).

Population and Sampling

The population and sample size for a qualitative study plays an intricate role in the research focusing on and pursuing saturation within the study to address the research questions (Gill, 2020). The study addressed the problem relating to the failure of leadership having potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Gochhayat et al., 2017). The population and sample size focused on restaurant leaders, such as the CEO, COO, CFO's managers, and assistant managers, as well as employees, as they are the direct recipients of the culture and environment relating to the failure of leadership to establish a strong working culture in restaurants within the Southeastern United States (Ko & Kang, 2019). In a qualitative study, the sampling process is chosen based on the case being evaluated and studied to bring about the results, concerning the problem, and answering the questions of the study that will give the views, feedback, and input of those who are participating in the study (Asiamah et al., 2017). The researcher must gain the insight into identifying the population that is to be applied and understand the platform of displaying the research. The suitable explanation

of the population is vital as it directs others through valuing the integrity of the sample and the process and results of the research. Gaining the insight into the research population and understanding how to apply it plainly and openly is the responsibility of the researcher. Pernecky (2016) described the labor through major errors connected to population identification in the study which brings to light the value and importance of impacting the validity of the research.

Discussion of Population

Population in a qualitative study is applied as sub-populations, which consists of various types of data that can be applied to codes. Saturation within the population through the codes can be observed in the sample impacting the results and outcome of the study (Van Rijnsoever, 2017). The population adds to the research as it is the core focus for the claims of the problem and applies valuable input for the validity of the work, which approaches the issues regarding the failure of leadership within restaurant organizations, which potentially leads to high turnover, low morale, and decreased productivity (Jacobs, 2019).

The population for the study consists of CEOs, COOs, CFOs, managers, assistant managers, as well as employees, who work in restaurants within the Southeastern United States. The behaviors of employees in the restaurant industry are influenced by managers and leaders they interact with daily and display the characteristics of emotional progress or distress (Tesanovic et al., 2018). The employees have the knowledge of issues, dissatisfaction, mistreatment, abuse, and favoritism in the restaurant and will reflect on the issues at-hand relating to poor leadership. Managers and leaders in the restaurant industry are part of the main recipients of the population as they set the culture for the establishment and create the environment in the restaurant determining the success or failure of the business (Wellton et al., 2018). Leaders have the information relating to how the business is progressing, whether being

profitable or not, and having the ratio of turnover in the industry (Ko & Kang, 2019). Leaders deal with the employees that leave the company and all of the behavior that goes along with being in charge of the establishment. Leaders interact and deal with employees that are not motivated and those who under-perform on a daily basis (Khuong & Khanh, 2016). Leaders in the restaurant industry also understand the failure rate of those in leadership who lack creating a strong working environment that will help support the team and make employees want to remain and work for the organization (Maltarich et al., 2020).

For this study, participants include CEOs, COOs, CFOs, managers, assistant managers, as well as employees, who work in restaurants within the Southeastern United States. Employees, male and female who were 18 years of age or older, working in the restaurant industry were considered the target population, with 30% of the population in leadership and 70% of the population consisting of employees who are not in leadership. The 30% of participants in leadership will influence the study as there are fewer leaders working in restaurants than actual employees; however, it is critical to understand the leader's perspective, as leadership has influence in leading their teams. Seventy percent of the participants consist of employees, as they are the majority working in the restaurants who are the recipients of the impact leadership possesses within the organizations. Additionally, the sample size was 20 participants who were selected on a volunteer-basis, and reflect the experiences of how both the employees and leadership play an intricate role in the study, as their interviews help to answer the research questions (Paradis et al., 2016).

Discussion of Sampling

Discussion of Sampling Method. In qualitative research, sampling is described as an important feature and a prestigious position relating to the research design. In the view of the

research conditions, sampling applies to the procedures of choosing a category of articles from an explained community for the involvement into a research (Luborsky & Rubinstein, 1995).

The sampling method that was chosen for the research was the snowball sampling effect which opened the door for the researcher to use participants as referrals to other participants who can support the study, some who particularly could be difficult to locate (Gill, 2020). Leaders in the restaurant industry connect and engage in social networks and will be a great advantage for the sampling support of the study (Dossena et al., 2021). Restaurant leaders are persistently looking for ways to develop and get better closing the door on costly turnover rates in the industry and opens up for them to engage in feedback and strategies for success (Dewey, 2020). Through this the door was open for the participants to contribute to the study and become referrals for the researcher to gain more data for the research (Mhasawade et al., 2020).

Categories are applied because the sampling may involve more than just people in the research sampling process. People are the most popular sampling application in the social and behavioral approach to qualitative research and one has to always remember that sampling can apply to events, particular sites, places, and events in time (Turner, 2020). The core focus and results of the study were derived from the sampling choice support the research. The target population always has to be chosen to state that case at-hand and helps the researcher choose what best design is to be chosen to support the claims (Turner, 2020). The sampling method chosen for the research was appropriate for the study as it helps to define the problem regarding the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover, low morale, and decreased productivity (Jogaratham, 2017). The population chosen, consisted of restaurant leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees,

are those who had direct contact and currently work in the restaurant industry and are able to support the study with confidentiality of the outcomes relating to failing leadership (Moccia & Kunert, 2018). Leaders and managers support the claims of high turnover and decreased productivity as they have a direct working relationship with the employees on an everyday basis and are dealing with the lack of profitability as restaurants are losing money by not being able to keep the business staffed (Kanimozhi & Vinothkumar, 2018).

Discussion of Sample Frame. The sample frame is described to be a list of categories of all population pieces within the study (Turner, 2020). As the sample frame is the outline and content of the population selected when the researcher is choosing the sample frame, the main factor is thinking about the length of the population being targeted by the frame. Another piece to consider is the accuracy of the information given and applied (DiGaetano, 2013). The sample frame was appropriate for the study as it provided the elements by which the population is drawn. Twenty participants consisting of leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees who are currently employed and have one year of restaurant experience. Each participant of the study was required to have at-least one year of experience in the restaurant industry, which will be a benefit to the sample frame (Malterud et al., 2016).

Discussion of Desired Sample and Sample Size. The sample size in qualitative research is contextual and part of it relies on the specific paradigm chosen where the evaluation of the study is positioned (Boddy, 2016). Some sample sizes that involve one case can obtain an enormous amount of information and can be very important for publishing as one single sample can be verified and applied to a case (Vasileiou et al., 2018). The procedures relating to sample sizes are developed to establish researchers to initiate and clarify the sample size which is an

indication of its quality in the qualitative study. The preferred sample size is based off of the population as it hinges on various issues that prone to confuse participants being involved in first time researched interviews. The value is not in the measure of the research population related to the sample but the main size of the samples chosen that relates to the intricacies of the population and targets the evaluations of manipulation that will be applied in the data analysis (Taherdoost, 2020).

The success of the sample depends on several issues which often confuse people doing surveys for the first time (Vasileiou et al., 2018). This is because what is important here is not the proportion of the research population that gets sampled, but the absolute size of the sample selected relative to the complexity of the population, the aims of the researcher and the kinds of statistical manipulation that will be used in data analysis (Boddy, 2016). While the larger the sample, the likelihood is significantly reduced that findings will be biased is considered an important factor in the sampling approach (Vasileiou et al., 2018).

The sample size drew a representation of the restaurant population of this study. The sample size of 20 participants from restaurant organizations. This small sample size is appropriate as it represents a population and attempts to collect data from each participant in the restaurant (Turner, 2020). Additionally, the sample size, which is representative of the population, will consist of leaders, such as the CEO, COO, CFO, managers, assistant managers, as well as employees. Employees, male and female who are 18 years of age or older, working in the restaurant industry are currently employed and have at-least one year of restaurant experience will be considered the target population, with 30% of the population who are in leadership and 70% of the population consisting of employees who are not working in a position of leadership. This sample size is representative of the issues and concerns the study attempts as it reveals the

problem of the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Gochhayat et al., 2017). The data collected from the participants will display an adequate data collection of information.

Saturation in research is the most common applied concept of adding together sample sizes for a qualitative study. Guest et al. (2020) stated that beyond the last 20 years, researchers using empirical and statistical examples have created meaningful additions to the question regarding, when are there sufficient interviews applied for the validity of the study. Each sample was applied through in-depth interviews which gave feasible saturation results that impact the study (Guest et al., 2020).

To gain access to the participants for the research study, the researcher had the capability of identifying potential participants, and was able to establish a Microsoft Excel database based on the target population, which included soliciting participants on a volunteer-basis for the interviews. The researcher was able to identify the participants as each participant was placed in a data base, spread sheet established with assigned numerical numbers to ensure information remains confidential. Through established interviews with CEOs, COOs, CFOs, managers, assistant managers, as well as employees of the restaurant industry the data were applied to the research (Busetto et al., 2020). The names of the individuals participating in the research was held confidential. A letter of permission (see Appendix A) was obtained from senior management to conduct interviews with 20 participants, consisting of CEOs, COOs, CFOs, managers, and assistant managers, as well as employees who work in the restaurant industry within the Southeastern United States.

After the population was chosen, the researcher sent participants a letter of invitation (see Appendix B). Before the interview began, participants were provided a letter of consent (see Appendix C) addressing the procedures of the interview and that participation in the study was on a volunteer-basis. The letter of consent was signed by the researcher and participant, with a copy provided to the participant prior to the interview. During the interview, the researcher used an interview guide which provided open-ended interview questions (see Appendix D). The interviews were recorded, using Zoom, which allowed for participant-responses to be transferred from a digital recording device to the computer for transcribing (Rutakumwa et al., 2019). The interviews were conducted via Zoom which allowed the researcher to engage with the participants based on Centers for Disease Control and Prevention (CDC) standards for social distancing related to COVID-19, which was a safe measure for obtaining the information needed for the study (Archibald et al., 2019). The virtual interviews were conducted electronically through Zoom that allowed the researcher the ability to impact the qualitative research study (Archibald et al., 2019). Zoom is a unique feature for the current status of today's society based on the changes of health risks from the CDC. Interviewing through the electronically-based Zoom platform reached participants within the Southeastern United States, enabling participants to add their perspective and understanding of the specific problem studied (Archibald et al., 2019). The data were transcribed using Google docs, which translated interviews into word documents and were able to be applied to the study. Through a qualitative approach, researchers apply interviews to uncover and explain the understanding of certain situations and events stated by participants (Nascimento & Stienbruch, 2019). The interviews are an interactional approach between the participants, founded on the truths and cultural communication that is different for the participants who are a part of the research. The transcribing brings the reality of the

participants to the interaction with the research to influence the study through supporting the answers to the exploration of the research questions (Nascimento & Stienbruch, 2019).

Transcribing has been applied for years to research applications and is a way to portray the evidence concerning specific events and occurrences related to the study.

The data analysis tool in a qualitative study plays a major role in the research process and gives a more in-depth and reality of the natural experiences at-hand (Watkins, 2017). Qualitative research aids the researcher in obtaining a deeper level of data for the chosen approach to the study. The time it takes to develop qualitative data can be a strenuous task depending on the chosen data, the extension of what needs to be obtained of the required information, and transcribing and establishing the data can be a large task to achieve.

There are several approaches to collecting data as information of the study included audio recordings that are transcribed into documents and coded by applying the qualitative data regulated software (Busetto et al., 2020). These tools allow the ability to explain at a greater scale, the research problem or issue, and fill in the gap regarding the things that are discovered in the process. The researcher reviewed staff within the restaurant industry and established connections that helped to establish the interviews to support the research. Data from the interviews were analyzed using MAXQDA, which is an online software designed to assist the researcher with examining and evaluating the data obtained. In qualitative research, MAXQDA can easily apply to qualitative case studies, evaluating large groups of people, and establishing the outcomes making them credible and increasingly sustainable (Oswald, 2019). As one is applying the data collection in qualitative research, the main approach was to see and understand the various types of information, as well as the approach and application regarding the data (Creswell & Poth, 2018). The collection of information involves making the important

provisions at-hand that guaranteed the confidentiality of the participants and creating the device to record the data (Creswell & Poth, 2018). MAXQDA online data tool is designed to analyze the information gathered from the participants interviewed. MAXQDA establishes the data and is a confidential platform that allows for greater security in relating to the confidentiality of the data. The researcher is the only one who has access to the data and all information pertaining to participant-interviews. There were established secure-tracking tabs in order to maintain the information.

MAXQDA was applied for the qualitative data collection which has a great deal of benefit to improve the value of the study (Oswald, 2019). Exploration of the qualitative data was made smoother and has more of a skillful outcome as the software decreases the manual duties and adds the researcher time to find propensity, understand themes, and come to a base outcome. MAXQDA is applied as a great technique for researchers also working in groups and structures the labor of individuals applying one plan. MAXQDA has an impact in controlling data and agendas inquiring data, fashioning and applying data. Using MAXQDA helped to research and apply the data through interviews digitally and receive the results exposed from the one being interviewed. The interviews were transcribed and applied and processed in word applications so that it was turned into manuscript (Oswald, 2019).

Summary of Population and Sampling

This section addressed the population and sampling within the study dealing with understanding the participants who are in this research, employees, leaders, and managers in the restaurant industry within the Southeastern United States. Leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees within the restaurant group were the target population. Participants are direct recipients of the environment, culture and impact of

leaders that are effective in establishing a strong working culture or are failing to bring cohesion and unity that breeds dysfunction and chaos in the work environment, opening the door for high turnover, low morale, and decreased productivity (Butler & Hammer, 2019). The population and sampling with the qualitative study had a major impact on the research pursuing saturation to address the research questions of the study relating to the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Gochhayat et al., 2017). The population, as described in the study, consisted of leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees within the restaurant industry who displayed the roles that they play and contributions towards the examination of the research questions (Ko & Kang, 2019). Sampling was described in the study and was chosen for the research which was appropriate for the study that supports to define the claims of the failure of leadership in the Southeastern United States with the potential results of causing high turnover, low morale, and decreased productivity (Jogaratnam, 2017). The discussion addressed the sample frame and the sample size used and how they impact the study to support the research in exploring the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Turner, 2020).

Data Collection and Organization

The data collection plan gave an overview of the data that were retrieved through the interview process (Paradis et al., 2016). The plan was to collect data information on the position that leaders have on establishing a strong working culture in the restaurant industry within the Southeastern United States. The research questions supported the data collected as the study

aimed to explore and sought to understand the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Gochhayat et al., 2017). The questions helped the study in (a) exploring the problem; (b) uncovering the reasons for leadership failure in the restaurant industry within the Southeastern United States; and (c) evaluating its contributions relating to high turnover rates, low morale, and decreased productivity (Dangmei & Singh, 2017). Answering the questions helped the study in the understanding of the problem, to include: RQ1: How does the failure of leadership in the organization influence decreased productivity within the restaurant industry? RQ1a. How does the failure of leadership in the organization influence low morale within the restaurant industry? RQ2: How does the failure of leadership in the organization influence high turnover rates within the restaurant industry? RQ2a. How does building a strong working culture in organizations impact employee turnover? RQ3: How does the style of leadership create a strong working culture in the organization? And RQ3a. What impact does the style of leadership have on the development of employee morale? This section addressed the following: (a) data collection plan, (b) instruments, (c) data organization plan, and (d) summary of data collection and organization.

Data Collection Plan

The data were collected to support the research to answer the questions relating to how does the failure of leadership in the organization influence decreased productivity in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity? The questions steered the study towards leaders and employees. The data collection plan was comprised of several areas of focus. The importance of collecting data takes into consideration the ethical standards in gaining the information, a

sufficient sample and strategy, and securely recording and storing the information collected. The data collection plan creates a pathway regarding the task, to include: determining the geographical location of the participants, building a solid professional rapport, and interviewing. The researcher guided the research with the utmost consideration for the privacy and consent to ensure no intent of harm.

The research conducted in this study was collected information concerning the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity and role of leadership in establishing a strong working culture in restaurants within the Southeastern United States. The participants in this study were selected from a list of specific restaurants. Using a semi-structured interview process, the participant-responses were analyzed to determine the findings. The data and participant information was kept confidential to ensure the protection of any identifiable information for a period of 3 years.

Member Checking. The reliability relating to the outcome of the data in qualitative research solely relies upon the researcher's ability to remain bias (Creswell & Poth, 2018). The researcher must seek to validate which is a procedure to evaluate the quality of respondent results. The information relating to the outcome are released to those who participated within the study to ensure validity. Data and information collected during interviews were sent to participants to verify accuracy through follow-up interviews (Birt et al., 2016). Member checking also provided a check-point as the researcher collected and analyzed the data. The researcher had the potential for bias, as personal beliefs could have influenced the outcome of the data. The importance of participants in evaluating and corroborating data offered another check-point to decrease researcher bias (Birt et al., 2016).

Follow-up Interviews. After receiving participant-responses, the researcher evaluated and determined if follow-up interviews were needed and if additional questions are needed to bring clarification or expand the understanding of the information.

Instruments

A qualitative research study offers many research methods of collecting data, however; the commonly used method in social research is the interview process (Robson & McCartan, 2016). Interviewing is a conversation between the researcher and participant and offers plasticity and pliability. Mahat-Shamir et al. (2021) stated that interviewing in the qualitative process offers an in-depth understanding of a person's perception of the study. This study sought to utilize the standardized open-ended interview approach, using pre-determined questions as a guide since this approach offers quicker interviews with an easier way of analyzing participant-responses. The researcher uses the data collected from the interviews to provide a better understanding regarding the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity.

The researcher utilized semi-structured interviews, which allowed flexibility to probe deeper to explore and understand the problem that was studied (Robson & McCartan, 2016). Mahat-Shamir et al. (2021) described the semi-structured interviews as a commonly used technique which offers a comprehensive picture of the social world scrutinizing designs and concepts. The interview questions conducted in this matter are flexible and open-ended questions, allowing natural dialogue to emerge, offering the opportunity to explore further understanding and new emerging questions was considered that were not initially applied.

Interview Guides. The interview guide has approximately six open-ended questions (see Appendix D). With the interview guide, the researcher uses this guide as an opportunity to

maintain the scheduled outline and time frame, while maintaining consistency with each interview.

1. How would you describe the influence of leadership on decreased productivity in the restaurant industry?

2. How would you describe the influence of leadership on low morale in the restaurant industry?

3. How would you describe the influence of leadership on high turnover in the restaurant industry? Follow up questions would identify specific experiences, or any influences leadership may have had upon the participant. This interview question was used to gain insight on the participant's view, role, and impact of leadership.

4. To what extent does a strong working culture impact employee turnover in the restaurant industry? Follow up questions would identify the participant's perception of a working culture and if its effect on the working environment. This question sought to answer the research question of the failure of leadership and its impact on the culture.

5. How does the style of leadership promote a strong working culture in the industry? Follow up questions focus on the participant's knowledge of leadership styles and how these styles play a role in creating a great working environment. This question aims at answering the question if leadership style of a culture is influential and if so, how? Participant leadership style experiences and if poor leadership influences cultural working environment.

6. To what extent does leadership style create and develop employee morale in the restaurant? Follow up questions had the focus on the participant's perception of employee morale and personal experiences. This question was used specifically to gain the participants

perception of the employee morale and leaderships involvement in the development of a cultural working environment.

Data Organization Plan

As a researcher, it is important to identify the organization where the data were collected, as this is the first step in ensuring the data remains usable and easily analyzed (Creswell & Poth, 2018). The researcher has identified restaurants for this qualitative study, and sent out letters of permission to allow the researcher to interview its employees (see Appendix A). A letter of invitation was sent to the identified participants who were asked to participate on a volunteer-basis (see Appendix B). A Microsoft Excel spreadsheet was created with the list of potential interviewees. Each participant received a letter of invitation with information concerning contact information for further participation in this study (see Appendix B). The researcher entered each participant information into the spreadsheet using a pseudonym and assigned a random number generated through Microsoft Excel. Microsoft Excel is a searchable spreadsheet, but to ensure easy access, the data collected in this file naming system consists of the pseudonym, generated number given to each participant, and date of the interview collected (Creswell & Poth, 2018). Prior to the interview, the researcher provided the consent form to the participant, which provided the specifics regarding the interview (see Appendix C). The participant was asked to sign the consent form, along with the researcher signing the document, with a copy from both parties sent to the participant prior to the interview. Interviews will be recorded and conducted using handheld video and audio recording device, files will be transcribed using MAXQDA, along with Microsoft Word. All the information collected will be password protected to secure the data and ensure confidentiality, and will be kept for a period of 3 years.

Summary of Data Collection and Organization

The summary of this section addressed the process by which the researcher collected data for this qualitative study. The data collection in this study utilized a semi-structured interview process which allowed the researcher flexibility in the interview process, opened the possibility for further exploration and understanding of the problem. The data collection process must be structured and organized to allow for easy access and analyzing of the data collected. The researcher considered the confidentiality of the data and the participants of the study. All information collected remain secured, including recordings and transcribed files, which are protected in a password-protected computer for a period of 3 years. The use of distinct file naming assisted the researchers in keeping all files organized. The ethical standard of collecting data is a top priority as the confidentiality of the participants must remain intact. Member checking offers the opportunity for the researcher to check for accuracy, the participant responses transcribed are sent back to the participant as a check point (Birt et al., 2016).

Data Analysis

In qualitative research, data analysis is comprised of preparation and organization of the collected data through interconnected steps taken using coding and themes (Creswell & Poth, 2018). The interpretation is represented in the form of data in figures, tables, narratives, and discussion (Robson & McCartan, 2016). The comparing of data through data graphs charts and tables is considered the core elements of qualitative data, the data are reduced for significance. The data were examined and cyphered using MAXQDA to evaluate and interpret the text, it also was used to further expand and test assumptions. The following paragraphs described the continued process of data analysis.

Emergent Ideas

The concept of emergent ideas is the process of reviewing all the data collected from the entire interview, before segmenting the data (Creswell & Poth, 2018). This process requires a conscientious meditation, simply focusing on the data versus the details of the coding. The process of memoing is described as a valuable opportunity in creating a trail of data which can be categorized and utilized to determine additional research information, opening a whole new perspective. The process of memoing must be a priority and the initial step which last throughout the process, it is expected that the researcher will develop and unfold new information using human instinct, leading to a more rewarding study.

Coding Themes

The process of describing and classifying is considered the core of qualitative data analysis (Creswell & Poth, 2018). Classifying involves the process of dissecting the information searching for categories themes or dimensions of information. Descriptors, codes, themes, and dimensions are created to interpret the views of the researcher sees as significant to the study. In qualitative research themes are units of information that form one common idea. Themes are sentences which identify the meaning of the data. Coding sorts all the data, arranging the information from text and visual data into small groupings, assigning each a label. This process assists the researchers in identifying different themes and relationships. During the development of coding, researchers must continually check for possible themes, comparing previous codes (Robson & McCartan, 2016).

Interpretations

In a qualitative study, researchers take on the responsibility of interpreting the data (Creswell & Poth, 2018). The data obtained can be compared to evidence, the researcher

compared to the detective's role using several sources to interpret information (Yin, 2014). Interpretation is the process of understanding the data collected, this requires creativity and sound judgement (Creswell & Poth, 2018). The researcher examines the overall picture, broadening the meaning of the data, through the development of expanding beyond codes and themes. During the process of interpretation, the researcher is encouraged to consider previous studies, challenging the researcher's perspective, hypothesis, and existing data.

Data Representation

Data representation is the process of presenting the findings of the research study visually using rows and columns, comparison tables, and figures (Creswell & Poth, 2018). Data presented visually bring clarity and helps to clearly communicate the analyzed data. Visualization of the data allows the researcher to detect patterns and common themes. The information gives the researchers greater insight to the data. Researchers have several ways of displaying the data and must decide which visualization display will best represent the interpreted data (Bengtsson, 2016).

Analysis for Triangulation

When researchers locate evidence to document a code or theme from multiple sources, this is referred to as triangulation of data (Creswell & Poth, 2018). The use of different methods, sources, investigators, and theories which verify evidence validates the accuracy of the study. Triangulation provides clarity, understanding, and consistency (Yin, 2014). Through observations triangulation will assist in the study through evaluating the behavior of the interviewees and support the data collection of the research (Busetto et al., 2020).

A multiple case study design can assist in understanding why there is the failure of leadership having the potential to create a strong working culture in the restaurant industry

within the Southeastern United States resulting in high turnover rates, low morale, and decrease productivity. Triangulation helps to detain different measures relating to the same phenomenon (Johnson, 2017). Triangulation will help to evaluate the problem through (a) interviewing leaders in organizations, (b) providing interviews to employees relating to exploring employee morale, high turnover rates, and decreased productivity, and (c) answering the central research questions related to the specific problem. After the interviews are conducted, the researcher reviewed the data transcript and developed a list of preliminary codes to identify the themes of this study. The researcher utilized MAXQDA qualitative data analysis software which was used to analyze and interpret the data.

Qualitative Analysis

In qualitative studies, the findings are explored through the eyes of the participant, but the researcher becomes the analyzer of the data collected (Oswald, 2019). The researcher analyzing the data collected can become controversial if the process is not handled with extreme caution. The researcher must view the data without bias, keeping an open mind shunning opinions and personal experiences. It also allows the researcher to apply good judgement relating to the decisions of steps and how it is applied throughout the collection process to determine new data and information which can steer the study which will sometimes cause the researcher to restructure the questions to the study (Bouncken et al., 2021). The chosen method for the study was a qualitative approach and was selected to pursue the quality material of the study based on the facts and evaluated data within the field through those participants who are direct contributors to the data. This method opened the door for flexibility within the study relating to exploring the problem of the failure in leadership to establish a strong working environment in organizations potentially leading to high turnover, low morale, and decreased productivity. The

researcher conducted semi-structured interviews, and after the data from the participant-interviews were transcribed, there was a review of the transcription, as well as the data analysis process. The researcher identified themes and assigned codes to sort, prepare, and organize the data (Creswell & Poth, 2018). The interviews were reviewed for accuracy, member checking strategy of participant's evaluating and corroborating data to decrease researcher bias (Birt et al., 2016). The information was loaded into MAXQDA software, to assess data and provide visual representation.

Summary of Data Analysis

Analyzing data can be challenging for qualitative researchers (Creswell & Poth, 2018). Data is the process of organizing and preparing all the data for a thorough examination. The researcher becomes a detective of the evidence as the data are organized and assigned codes and themes to determine patterns. The researcher is encouraged to mediate on the information, utilize hunches, and intuition to expand the study. Interpreting requires creativity, challenging the researcher to consider all avenues to broaden the meaning of the data. The data collected and displayed in charts, displays, figures and tables, for stakeholder understanding, the research must determine the best options for visualization. Qualitative studies require multiple sources and methods to validate for accuracy, this is triangulation. Interviewing is described as a conversation between the interviewer and interviewee, as this relationship can determine the quality of information obtained during the process. The researcher conducting a semi-structured interview will analyze data and prepare findings for reporting.

Reliability and Validity

In qualitative research, reliability and validity of qualitative research can only be verified by the researcher (Creswell & Poth, 2018). The researcher must follow ethical considerations

and credible research which provides guidelines for the collection and interpretation of data. The objective of any research study is the ability for another researcher using the same procedures outlined in the study to obtain the same results, minimize errors, and biases (Yin, 2014).

Reliability requires meticulous documentation of the entire procedure, otherwise persons reviewing the study will question the methods and data. Reliability and validity in qualitative research are extremely important because there is researcher's bias which can blur interpretation of the data (Creswell & Poth, 2018). Controversy looms over the relevance of validity in qualitative research (Belotto, 2018). Validity is data relevance, making it possible to provide an accurate account of experiences of participants beyond the immediate context.

Reliability

Reliability in qualitative research is a vital and necessary step to ensure ethical standards have been applied to each step of this study (Sanjari et al., 2014). In this study, the researcher conducted interviews utilizing an interview guide, recorded detailed field notes, and used good-quality recording device to accurately transcribe the interviews (Creswell & Poth, 2018).

Researchers guard against research bias by member checking which involves returning to respondents the interview transcripts notes and interpretations for review (Robson & McCartan, 2016). The researcher ensured credibility by member checking as the participants' verified accuracy of the data transcript from the interviews. The researcher ensured transferability by ensuring the research procedures and steps were well documented, and to provide applicable evidence (Robson & McCartan, 2016). The researcher showed dependability by describing in detail data gathering, analysis, and interpretation. Dependability could also be proven using triangulation (Creswell & Poth, 2018). Confirmability is another check-point to determine if the data collected is accurate. The researcher consistently checked data throughout the study,

checking and rechecking. The researcher also used audit trail, which is a technique in qualitative research that details the data process. The researcher will record specific topics, as well as make a note of thoughts concerning the data, coding, and themes (Yin, 2014).

Validity

Validity in the realm of qualitative research is controversial, attempting to deny any significant value (Robson & McCartan, 2016). To eliminate any threats to validity, this research will address the following concepts, to include: bracketing, triangulation, and saturation. Bracketing is the process of placing the researchers experiences aside to attempt a new perspective toward the case (Creswell & Poth, 2018). This is a difficult feat as the personal experiences and assumptions of the researcher's interpretation of the data play a role in the data interpretation. Triangulation is a universal strategy used to enhance the research by implementing multiple resources. Triangulation exposed any inconsistency and controversy in the study. Implementing the interview and the interview questions increased the chances of validity in this study. Saturation is an important concept because it provided an indication of data validity and therefore is often included in criteria to assess the quality of qualitative research. In qualitative research, the concept of saturation, the term was used to describe the gathering of additional information to support the categories, once the researcher has exhausted all avenues and no additional information is determined.

Bracketing

Bracketing was defined as a plan of action in the qualitative case study and made the approach of identifying and excluding the beliefs and disposition of the researcher to reduce the impact of the beliefs on facts obtained and analyzed expanding the focus of reliability and integrity of the study (Weatherford & Maitra, 2019). The assumptions concerning the study was

through providing evaluations in private that helped the study but also applied challenges providing information that could be detrimental to future relationships (Werbart et al., 2020). Bracketing was applied in two applications that the researcher encountered, which was through the data and involving what was discovered. The first application of bracketing was through the familiar identification and short-term of laying aside the assumptions of the researcher. The second application of bracketing was through interpretation of the data and of the individuals understanding of the data regardless of any changes in the topic (Weatherford & Maitra, 2019). The researcher had to decide first how to and in what way personal understanding was going to be introduced in the study. The researcher had to self-identify several factors such as personal experiences, cultural views, and beliefs, perspectives, and hunches (Creswell & Poth, 2018).

Summary of Reliability and Validity

In qualitative studies, the goal was to diminish the threat of errors and biases (Yin, 2014). The researcher ensured reliability by conducting detailed procedures documenting throughout the study. The researcher had to guard against biases by putting into place concepts, such as member checking for accuracy and verification of data, using detailed note taking throughout the interview process to ensure repeatability. The study had to show credibility, transferability, dependability, and comfortability. Enhancing reliability was the role of the researcher, the study was applied as reliable and valid as the researcher's efforts in ensuring all guidelines were implemented. The process of bracketing, triangulation, and saturation are additional concepts used to ensure reliability and validity.

The purpose of the flexible design, qualitative research; specifically, a multiple case study design was to understand and explore the effects of the failure of leadership on organizational culture resulting in high turnover, low morale, and decreased productivity

(Gochhayat et al., 2017). The focus of the research was to expound and explain how organizations were affected by the failure of leadership to create a strong working organizational culture in restaurants in the Southeastern United States. The research displayed and expounded on the specific problem through exploring the issues at hand within the restaurant industry in the Southeastern United States, the failure of leadership to establish a strong working environment that left a door open for the potential increase in employee turnover, low morale or attitudes and poor productivity or performance (Reina et al., 2018).

The role of the researcher was to evaluate the potential connections, of the issues between leadership failure, high turnover, low morale, and decreased productivity in the restaurant industry within the Southeastern United States (Jacobs, 2019). The applications and process to discover the case study was derived through evaluations and interviews, which supported the qualitative study through direct feedback from participants who had first-hand experience within the researched arena (Taylor et al., 2018). Bracketing was applied as the plan-of-action in the qualitative study and was the application of identifying and excluding the beliefs and characters of the researcher to lower the impact of the beliefs on the truths or data gained and examined expanding the focus of reliability and integrity of the study (Weatherford & Maitra, 2019).

Summary of Section 2 and Transition

The focus of Section 2 described the project which reiterates the purpose statement of the study as it aimed to explore the effects of the failure of leadership and its impact on high turnover, low morale, and decreased productivity in restaurants within the Southeastern United States. The role of the researcher applied the interviewing process which allowed the researcher the ability to obtain data relating to the study which was an advantage in engaging valuable knowledge of the experience of others based on their encounters with general and specific

problems within the restaurant industry in the Southeastern United States (Bengtsson, 2016). Section 2 expounded on the research methodology and described and showed the impact of using a flexible design within the study and how it opened the door for multiple angles for the study to be able to explore the case study and gain the views from various settings. The qualitative method of research brought the study to discover the quality of data relating to the failure of leadership to establish a strong working culture in the restaurant industry within the Southeastern United States. The process by which the study was conducted was through interviews. The research explored how triangulation was applied to the study and caused multiple approaches to be added, receiving data that was a contribution for mitigating bias having many views applied through third parties. Section 2 also provided details regarding the participants of the research and how they contributed to the study based on their experience in the restaurant industry (Malterud et al., 2016). Population and sampling were discussed and how the sampling procedures have been applied based on the case being investigated and studied to focus on established results, relating to the problem, and answering the questions of the research which gave the views, feedback, and input of participants who were contributing to the study (Asiamah et al., 2017). This section also described the sample frame as well as the sample size of the study and was based off of the population as it hinged on nature and conditions of the participants as first time contributors to research interviews. This section also addressed the data collection and organization of the documents obtained, as well as the data plan and data analysis, and the reliability and validity of the study. The researcher had stipulations relating to ethical values and placed guidelines for gathering and interpretation of the data. The main point of any researched study was the capability for another researcher to apply the same steps outlined in the research to receive the same outcome, reduce mistakes, and biases (Yin, 2014).

Section 3: Application to Professional Practice and Implications for Change

Section 3 of this study addressed the (a) overview of the study, (b) presentation of the findings, (c) application to professional practice, (d) recommendations for future study, (e) reflections, and (f) summary of Section 3. The overview of the research relayed the procedures applied and what has been discovered within the study. The findings applied in the research enables companies and organizations to understand principles and tools to deter the failure of leadership to create a strong working culture in the organization opening the door to high turnover rates, low morale, and decreased productivity. It helps to cause organizations to review and refocus their leaders approach within the organization improving the culture of the establishment through strategies and training components. The research provided and bestowed a biblical perception of a worldview ending with the relationship of the findings portrayed with the questions applied in the research including the application to professional practice and the potential applications for continual research.

Overview of the Study

The qualitative case study had the pursuit of applying to continual studies relating to the failure of leadership to create a strong working culture in the organization opening the door to high turnover rates, low morale, and decreased productivity. The main focus of the research was to gain the knowledge of the main reasons and outcome of the failure of leadership to establish a strong working culture in restaurants in the Southeastern United States opening the door to high turnover rates, low morale, and decreased productivity. When measured relating to the population within restaurants in the Southeastern United States and their failure to establish a strong working culture that enables high turnover, low morale and decreased productivity. Within the case study the most critical and best applications pertaining to organizational

strategies brought to light through gaining knowledge of the reasons behind high turnover, low morale and decreased productivity stemming from leadership failure to establish a strong working culture within the organization. The bigger issue was understanding leadership failure within the restaurant industry in the Southeastern United States leading to high turnover, low morale and decreased productivity. The main population of the research applied was leaders, managers, CEOs, COOs, CFOs, and employees within restaurants in the Southeastern United States.

The study consisted of relating the general problem being studied, which was the effects of leadership organizational culture on employee performance resulting in high turnover, low morale, and decreased productivity. The study described how employees often mention that their leaders' behavior is the main and primary reason for abandoning their organizations (Reina et al., 2018). Employees suffer from job related stress, low employee morale; decrease organizational productivity and destructive feelings, due to failing and ineffective leadership (Jacobs, 2019). Poor leadership and heartless management are on the list for numerous reasons for low morale among employees in organizations (Dangmei & Singh, 2017). Without leadership creating a strong working organizational culture environment, a decrease in productivity and high turnover rates will continue to exist (Bharti, 2017).

The specific problem described in the study was the failure of leadership to establish a strong working culture causing high turnover, low morale and decreased productivity in the restaurant industry in the Southeastern United States. The environment of the restaurant effected the performance and attitudes of the employees, including receiving low salaries, being treated unfairly, and given no opportunity for promotions were the reasons for workers not continuing with their positions (Diego et al., 2018).

The research questions focused on aiming at discovering the outcome of the study of poor leadership and its effects on the organization and the restaurant industry within the Southeastern United States. The questions centered the focus on how building a strong working culture in organizations impacted employee turnover? The failure of leadership in the organization and its influence on decreased productivity within the restaurant industry and the failure of leadership in the organization influenced low morale within the industry. It answered the question on how leadership styles create a strong working culture in the organization. The research paradigm for the study was pragmatism and explored the particular and diverse realities that are open to empirical examination of solving the practical problems in view of the measurable variables and constructs, which bring to light the existential reality of events or occurrences (Kaushik & Walsh, 2019). Along with the nature of the study which was a flexible design applying a qualitative method; specifically, a multiple case study used to explore the problem associated to the failure of leadership creating a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover, low morale, and decrease productivity (Dangmei & Singh, 2017). The conceptual framework described the concepts, theories, actors and the constructs. The assumptions of the study were the features of the research where the one investigating the work deemed the applications were true outside of the evidence (Bebe, 2016). The limitations of the research were attributes of the study which influenced the interpretation of the discovered results (Levitt, 2021), as the delimitations related to the margins of the study (Ross & Bibler Zaidi, 2019). The research applied the significance of the study, which related to the importance of the study and how it applied to training and support leaders and top-level managers in the restaurant industry. Gaining the insight and understanding of the outcomes of the study and how it helps leaders to reduce the hardship of dealing with high turnover rates, low

morale, and poor performance from employees (Maltarich et al., 2020). The participants for the study consisted of CEOs, COOs, CFOs, managers, assistant managers, as well as employees who work in restaurants within the Southeastern United States. The population and sampling played an important part in the study focusing on and saturation within the study that addressed the research questions. The data collection and organization provided an overview of the data that was initiated through the interview process. The data analyses was comprised of preparation and organization of the collected data through interconnected steps taken using coding and themes (Creswell & Poth, 2018).

The interviewing process consisted of twenty interviews of restaurants within the Southeastern United States and contributed to the study through the findings of the feed back given. The interview questions helped to steer the study towards the research questions, which enabled the case to be made whether leadership's failure to establish a strong working culture played an intricate role in high turnover rates, low morale and decreased productivity.

Presentation of the Findings

The purpose of this qualitative case study was to add to the existing research regarding leadership's failure in creating strong working cultures. The topic of the leadership role in developing a strong organizational culture was a topic which needs further exploration to understand the role leadership plays in high turnover, low morale, and decreased productivity. This problem was explored examining leaders and non-leaders' perspective on the effects of leadership on employee performance. The section is set to explain how this study was conducted and results from this study. Participant responses, role and themes were also included and described. This section offers an understanding regarding the research questions proposed in the previous section. A focus on the relationships and anticipated themes from Section 1. This

section addressed the relationship to the information discovered in the literature review, and the problem of this study was examined.

During this study, 20 participants were interviewed focusing on their views of leadership and the effects on organizational culture. The 20 participants selected for the study worked at the same organization, with 15 of the 20 participants working in a leadership position and 1 participant being a restaurant business owner. All participants worked at least one year in the restaurant industry and experienced leadership failure, turnover, low morale, and decreased productivity. The participants were given a numeric code based upon the receipt date of the interview. Participants were assigned a P for participant and numbered 1 through 20 in chronological order of interview date; this coding was able to simplify the discussion of participant responses (see Appendix E, Table 1).

Themes Discovered

The semi-structured interviews were comprised of six main questions. Each main question had one follow-up question. These interview questions correlated with the research questions of this study. Twenty interviews were conducted face-to-face. The interviews were then transcribed and imported into MAXQDA. Using MAXQDA decreased the manual duties and allowed the researcher the opportunity to discover and expand upon emerging themes during the process (Oswald, 2019). Participants' answers were then coded. From the initial coding process, several themes emerged and were coded. The following themes were discovered during the research, to include (a) workplace culture; (b) concerns with leadership attitude; and (c) organizational culture, with two sub-themes, including sub-theme 1: issues with genuine care and concern and sub-theme 2: leading by example.

Workplace culture played an intricate role in organizations and leadership is the core component of creating that culture (Jung et al., 2020). The leadership failure in restaurant organizations has added to the outcome and results of employee turnover and the issues with workplace culture creating an environment, as the missing link of training within the leadership in companies is connected to workplace challenges and problems. To minimize problems with employees leaving the workplace, training is a priority (Poulston, 2017).

The concerns with leadership attitude is a landmark and companies worldwide have to focus on the direct interaction with their leaders and their teams (Gemedá & Lee, 2020). When leaders are trained and understand their place and position within organizations, they in return treat their employees as assets and value them as a major part of the company. Employees will in return will continue to work for the company, have a positive attitude, and display an increased work performance (Rahmadani et al., 2020).

Organizational culture for decades, companies had their focus on training and creating a business environment that lured in top talent and focused on better profitability (Ghazzawi et al., 2017). Large companies as well as small organizations established in the United States and globally were in a position of challenges due to turnover rates, bad working environments, and the production level from employees were a tremendous challenge. Restaurants aimed at focusing on reorganizing their leadership, changing their managers, establishing a cultural change, setting up new procedures, policies and quality operations (Khuong & Khanh, 2016). The sub-themes discovered relayed the core focus that employees want to work for leaders and companies that care for them and that lead by example (Rahmadani et al., 2020). The themes discovered included the following.

Theme 1: Workplace Culture

Workplace culture is a very important aspect of the restaurant environment (Wellton & Lainpelto, 2021). Organizations within the market are continuously under fire focusing on being competitive in improving performance, reaching higher goals and advancing the supposition of leaders and their workers (Joseph & Kibera, 2019).

P1 described that a working culture is a vital aspect of the organization and understand the importance of everyone's attitude and leadership's role in assuring the success of employees. Workplace culture is established by the leadership of organizations and their behavior, attitude and characteristics are a major factor whether people will continue to work for the company or even want to join a business as an employee.

Organizational culture sets the tone for the establishment and creates the atmosphere for development, training, coaching, and the application of strategies that creates the environment for a staff that's motivated, productive and is prone to stay with their companies (Jogaratham, 2017).

P4 stated:

When the environment is bad, like I've heard people say like, you know, when I interviewed them for a job, and I ask them, why did you leave that job? And they said because the environment was bad, you know? Strong culture impact is big, it affects it a lot. You know we have our own personal issues at home. When you come to work, you want to check that at the door and leave that at home and work, and you come in and people are not setting that standard. You're now setting the tone of that environment. It really affects people.

Five participants feel leadership must put into place standards, policies, and training for their teams (P12, P11, P6, P5, & P1). P2 stated:

Having a good culture and oh and then once you get that, then you can build on top it. But if you don't, if you don't fix that foundation um of that and that's culture, right, you know it's going to destroy where everything you try to build, it's going to crumble every time and everything. So, you got to have strong leaders, you got to have leaders that you can trust. It's like a diamond in the rough though. Now nowadays trying to find a leader that you can trust and everything. You got to have those things to build upon, a good foundation and the on top of that you got to pay them too and build those foundations and you build that culture on top of that. And then if you're the owner of the business you also must show your managers or things like that.

P19 stated "Leaders must create a welcoming environment, make everyone who comes in the door, every employee welcome."

P11 stated:

Having a strong working environment, I think having a strong working environment means you have a stable environment. So, more employees are going to see more of a stable environment. So therefore, they probably wouldn't have more a turnover rate because its stable, its consistent. They know what to expect. It won't be any drastic changes or things like that. They already prepped themselves mentally, but I think the turnover rate would decrease drastically and a strong, stable, positive environment occurs. (see Appendix E, See Table 2)

Theme 2: Concerns with Leadership Attitude

Anjum et al. (2018) suggested an overall concern of the role of leadership in the organization including leadership's attitude toward employees and culture. Four participant's (P5, P6, P8, & P10) feel that leadership and employee attitudes set the atmosphere of success or failure. Leadership attitude affects the atmosphere creating a hostile environment which causes unproductivity across the entire team (P12). P8 stated "If the environment is not okay say for instance, if a manager or someone comes in with the attitude that is going to make everybody else have an attitude or get upset." Table 2 showed the concern of employee and leadership perception and the effects on the workplace culture but also showed their perception of how leadership should treat employees to avoid low morale, high turnover, and decrease productivity (see Appendix E). Table 3 depicted participants' responses to leadership's responsibility to show genuine concern for employees (see Appendix E).

P1 stated:

If you show people you work with that you care about their needs, their growth, their development, their betterment before yourself, that it's not just about the bottom line or about the pay, but about what matters to you, if you can generally show that, people will follow you anywhere.

Leader's attitudes make or break the establishment and when leaders create an organizational environment that is toxic it reduced the motivation of the team and caused poor performance. Employees were disgruntle and frustrated due to poor pay, false promises, mistreatment and oppressed being threatened daily of losing their jobs (Ko & Kang, 2019).

P9 stated:

Just like in a relationship you don't want to be somewhere where you are not valued or wanted you want to be valued as a person, asking us how we are doing, the more you value them and talk to them the better the day. Being humble and always saying thank you, goes along way. Let people know that you care. (see Appendix E, Table 3)

Theme 3: Organizational Culture

The organizational culture trained leaders to grow and develop their employees. Leaders have to lead to influence employees to invest and navigate their way through the organizations policies and standards. Peiro et al (2019) stated that employees in an organization that are happy at work are at a greater level than employees that are not happy in their work environment.

Participant's perception of leadership seemed to suggest leadership lacked the necessary abilities to operate in the character and standards of the organization leaving the reputation in question (P11, P1, & P5). The focus and attitudes of workers was a main focus of trust and accountability one has to have relating to the organization as it impacts the attitudes and character of the team. It was the influence and ability to make an impression, the leadership has on the impact of the workers pertaining to their compensation, employee views, behavior, and how they are made to feel in the business setting (Mallik et al., 2019). When employees were not happy with their jobs and the culture that exist, they are prone to have poor character and behavior displaying dysfunctional work performance, and abandon the work environment (Sabitova et al., 2020).

P19 stated:

as leaders we are supposed to be showing them, good leaders won't take a break, only if time permits, you're supposed to be showing your team, allowing them to see you as a team player, focusing on seeing how you do things and do it correctly.

P1 stated “If you don’t have an established culture it’s going to lead to team members being dissatisfied, poor morale, poor attitudes and team members seeking jobs elsewhere.”

(see Appendix E, Table 4)

Sub-theme 1: Issues with Genuine Care and Concern

The first sub-theme that emerged from coding was care and concern, which was common among participant responses (P1, P11, P2, P4, P8, P9, P15, P14, & P12). The understanding and perception of participants suggested when employees sense genuine care and concern from leadership and other team members, this produced a mindset in the team member.

Leaders that lacked care and concern for their employees caused distress, health issues, and depression among their teams establishing a culture that not conducive for productive results (Andersen, 2016). P2 stated:

People want to work with someone who cares about them, poor leadership diminishes this for me, nobody wants to work for just someone who says do this and do that. They want to work with somebody who gets in there and works with them.

P14 stated:

They look for an opportunity to leave because they feel like they don’t have a voice, or they feel like you know they’re being overworked or they just more like management just really doesn’t care about them. People desire to be seen and valued as a part of the team. Participant P12, stated, “And when we invest in our people, when we show that its more than just working a job or a position is much more than that, then they tend to be more productive and able to do more than expected.” (see Appendix E, Table 5)

Sub-theme 2: Leading by Example

The second sub-theme discussed in Table 6 addressed leadership's responsibility in leading the team by maintaining professionalism (see Appendix E, Table 6). Participants viewed leadership as responsible for training, leading, and building the culture of the organization (P16, P10, P12, & P19).

Organizations is responsible for setting the standard through employee engagement as leaders create the environment of the organization through leading by example. Employees need role models that will set the standard for a greater level of success and performance within the establishment (Eldor, 2021).

P19 stated:

As leaders we are supposed to be showing them examples of good leadership, good leaders won't take a break, or if time permits, you're supposed to be showing your team, allowing them to see you as a team player, focusing on seeing how you do things and do it correctly. Leaders in the restaurant set the tone for the workers and create a culture for others to follow.

When managers are not caring and supportive and do not lead by example it breeds a dysfunctional environment and frustration (Tesanovic et al., 2018).

P10 stated:

It's not just somebody just sitting back in a chair at a desk telling you what to do, how to do it and tell you to go do it, it's somebody that explains to you how to do it, teaching you how to do it, and it's doing it with you.

P7 stated:

Well, when your leadership doesn't lead by example, then everything else falls apart. So, you need the leadership to be on accord and have the team members follow by example.

So, if you got a good leadership team, then you'll have a good employee.

Interpretation of the Themes

Looking back at the review of the literature pertaining to gaining the knowledge of the issues relating to the failure of leadership to establish a strong working culture in the organization. Specifically in restaurants in the Southeastern United States, opening the door to causing high turnover rates, low employee morale and decreased productivity. Compared to organizations failure to establish a strong working culture through the lack of leadership training and efficiency which this study was conducted thoroughly by a qualitative research.

The interpretations of the study related to the themes and the qualitative case study brought the researcher to a place of establishing a core group of principles for further exploration within the study. The approach and need for thorough leadership training was brought to light, the understanding of the reasons why employees abandon their jobs, work with bad behaviors, and perform with poor productivity, which affects companies and organizations through lost of profitability.

P8 described the following:

Some leaders are coming into work with bad attitudes. They don't know, something maybe going on at home or whatever. I don't know, but they're coming in with a bad vibe and so it makes the team or employees "you know" feel a certain type of way and work a certain type of way. And maybe this is why some of them are quitting their jobs.

P13 stated:

If you have poor leadership and you have a great team sometimes it's not the culture or the team that you deal with, sometimes leadership affects it because of their behavior towards the team.

Big companies as well as small businesses set up in the United States and worldwide were in a position of problems due to turnover rates, poor working environments, and the production level from workers were a strenuous challenge. Restaurants aimed at refocusing and reconstructing their leadership, changing their managers, establishing a cultural change, set up new procedures, policies, and quality operations (Khuong & Khanh, 2016).

The bigger problem was evaluated as a focus of gaining a better understanding of high employee turnover, low morale, and decreased productivity. The population that was targeted for the study was restaurants within the Southeastern United States focusing on leadership, as well as employees gaining information based on the real facts to support the study.

Leadership within the restaurant industry played an intricate role in employee turnover, low morale, and decreased productivity, establishing the failure of initiating a strong work environment creating a culture that made employees want to work for other companies. Multiple statements were made throughout the research that leaders showing care and concern was highly important (see Appendix E, Table 5).

P2 stated:

People want to work with someone who cares about them, poor leadership diminishes this for me, nobody wants to work for just someone who says do this and do that. They want to work with somebody who gets in there and works with them. The approach to further evaluate the need for leaders to show care and support is very important.

According to P12, the findings show that leadership behavior impacts the environment opening the door for a chaotic atmosphere, which causes poor performance throughout the workers.

P1 stated:

If you show people you work with that you care about their needs, their growth, their development, their betterment before yourself, that it's not just about the bottom line or about the pay, but about what matters to you, if you can generally show that people will follow you anywhere.

Hoek et al. (2021) showed that focusing on leadership as supervising workers, substantial information on leadership styles such as transformational leadership, primarily evaluated the issues with the approach of manager's relationships in encouraging and motivating their workers. Organizations will be better as they apply leadership styles. The findings has supported the need for a more substantial application as servant leadership added specific standards relating to workers engagement. Leadership styles added the satisfaction of the experience for the customer, at the same time initiating a strong working environment in the organization through which leaders join with their teams to reach the height of company goals outside of the lines of positions, business status and titles (Carter & Baghurst, 2020).

P11 stated:

a transformational leader, they build morale and encourage people. You have a little bit definition of what it is to a transformation leader. That's really to influence other people to want to do their job well because they want to not because you have a title, that's more transactional. So, if you're being a transformational leader, you're influencing people to

want to do well. You're influencing, you know, the morale is going to be there. The cost is going to be there.

The influence of situational leadership on the restaurant organizations was a positive one applied on the workers through applying an established precise, organized leadership that involved the task-oriented applications to motivate them into a position of a greater work performance (Mansour & Elziny, 2020). P5 states "leadership style enhances the behavior. If it's done properly, you have leaders that can serve well, very positive, always upbeat, try to keep people on a "like you know" a medium level."

Representation and Visualization of the Data

This section focused on the representation of the facts as they were connected to the research questions, conceptual framework, anticipated themes, literature review, and the problem of the research. The core validity of the research applied to how the outcome related to those who participated within the study and how they are seen as the representatives of the reality of true facts of the findings of the study. The true findings related to others outside of the research (Creswell & Poth, 2018). Validity was seen and discovered as the truth, the outcome, clarification, and other form or record of accounts. The validity was supported by increasing the applications of several core procedures of coding, and other approaches. The questions of the interviews were established to gain the support for the participants to aid in the results of the research questions applied in the study of the researcher. The initial path taken was to establish the question for the research and interview guide. The next was to search through the interviews that were transcribed to establish the potential codes and find the correlation of patterns within the transcripts. The codes in the beginning were at the same time recognized by codes that were

coming out and discovered through the transcripts and were altered as necessary for the applications of the research.

Relationship of the Findings

This section reports the findings of the research study. The study investigated was designed to address the research questions presented in section one. Using the case study approach, the researcher explored the effects of leadership organizational culture on employee performance resulting in high turnover, low morale, and decreased productivity. The findings focused on how these findings relate to the research questions, literature review, anticipated themes, and problems of this study. When establishing the findings, it strengthened the validity of the study (Creswell & Poth, 2018).

The interview questions were formulated to gain insight and answer the research questions. The conceptual framework for the study addressed the effects of leadership on high turnover rates, low morale, and decreased productivity. Interview questions addressed the concerns of leadership and the concepts showing relationship and validation. The anticipated and discovered themes for the study were derived through the research framework and addressed the problem identified. All information was based on the problem identified in this study. The findings from the research were discussed.

The Research Questions

In Section 1 of the study, the following research questions included (1) How does the failure of leadership in the organization influence decreased productivity within the restaurant industry? (2) How does the failure of leadership in the organization influence low morale within the restaurant industry? (3) How does the failure of leadership in the organization influence high turnover rates within the restaurant industry? (4) How does building a strong working culture in

organizations impact employee turnover? (5) How does the style of leadership create a strong working culture in the organization? and (6) What impact does the style of leadership have on the development of employee morale?

The research questions addressed the element of the problem through exploring the failure of leadership in the organization and its effect on low morale, high turnover, and decreased productivity, the impact of building a strong working culture, and the styles of leadership influenced establishing and shaping the culture that influences employees. The interview questions were directly related to one or more of the research questions of the study. The following described how the research questions were answered through the interview process.

RQ1: How does the failure of leadership in the organization influence decreased productivity within the restaurant industry?

Research question 1 was answered through participants' answers to interview questions 1, 2, 3, and 4 regarding how does the failure of leadership in the organization influence decreased productivity within the restaurant industry. Interview Question 1 was answered by all participants. Each participant provided a response which correlated with previous research concerning the effects of poor leadership on the overall restaurant industry.

The failure of leadership in the organization influenced decreased productivity through leader's failure to support the employees and treat them as subordinates instead of valued assets of the company. Managers yell at employees in the restaurant causing them to work under pressure, and expected to perform at a high level of performance without first receiving the proper training to succeed. Employees were treated as if they had no value, they worked for years being loyal to a company that showed no support through financial compensation of raises

or incentives. Leaders in the restaurant showed favoritism and left employees with an attitude of the lack of support and leaders who did not care and only worked at the restaurant because of the pay and not because they wanted to be there.

Poor leadership had an affect on the employee's ability to work productively due to leadership's attitude, and behavior (P12). Participants felt the organization's leadership played an active role in the employee's production (P5, P14, P6, & P20).

P11 stated:

I would say that poor leadership, as far as when it comes down to productivity makes it hard to have a strong productivity and profitability inside the restaurant, so I think it's very important that you have that strong leadership thinking bigger picture, if not then your productivity will sink drastically.

P12 also stated that they feel leadership should lead with a positive attitude and show care and concern for everyone.

Everything rises and falls with leadership and when there are leaders that demonstrates poor leadership and uh with poor leadership demonstrates not caring for the people that you're leading. Leadership should care, involve employees and engage them in the everyday task and goals which lead to a positive productivity. (P12)

Table 8 in Appendix E provided the responses regarding participant's perception of leaderships role in decreased productivity.

RQ2: How does the failure of leadership in the organization influence low morale within the restaurant industry?

Research question 2 was answered through participants' responses to interview questions 1, 2, 5, and 6 regarding how does the failure of leadership in the organization influence low

morale within the restaurant industry. Interview Question 2 was answered by all participants. Each participant provided a response which correlated with previous research concerning the impact of poor leadership on the overall restaurant industry.

Leaders created an environment for low morale with attitudes towards their employees, with negative energy displayed and showing partiality. Employees were not given the proper tools needed to be successful in the working environment, the lack of training and development leads to workers underperforming and having a poor morale in the establishment. The workers had attitudes based on acting out their frustration with the lack of cohesion with leadership, lacking support, false and empty promises were made and have no results of change.

According to participants, poor leadership influenced low morale (P13, P10, P1, & P5).

P5 stated “Poor leadership affects the team by bringing the morale down, negative energy causes people to quit and walk out on you.” P12 stated:

You know it goes back to a leadership that demonstrates that they don’t care and that impacts morale and causes poor leadership. I think leaders that operate in this capacity don’t take the time or are intentional to find out, why a particular employee is acting a certain way, or displaying certain habits or whatever the case may be.

P14 stated:

So, when managers not able to correctively response to a team members attitude. When it got down to the job, when it comes down to work, work related problems on the team member can get frustrated, decide to now work, decided to not show up, call out more. Decreased productivity, the morale drops and desire to want to work just leaves, and you have an empty shell of an employee after that point.

Table 9 in Appendix E provided the responses from participants when asked if poor leadership influenced low morale

RQ3: How does the failure of leadership in the organization influence high turnover rates within the restaurant industry?

Throughout the course of the research questions opened the door to bring to light how high turnover was prevalent in the restaurant industry as many workers felt under paid, over worked, forced to perform above and beyond what they were compensated. Restaurant employees were looking to work other jobs as they were frustrated with their managers and leaders approach pertaining to their value.

Interview questions 1, 2 and 4 focused on answering research question 3 relating to how did the failure of leadership in the organization influence high turnover rates within the restaurant industry. According to participants' perceptions, poor leadership increased high turnover rates (P16, P2, P11, & P6). Leadership's attitude toward employee and participant's perception suggested leadership's attitude and lack of concern, caused employees to quit their position. Employees who were not made to feel valued find alternative opportunities to feel valued, one participant compares it to a relationship, and P9 states:

Oh, that's easy it's like in relationships, you don't want to be somewhere where you're not valued, or you're not wanted. People want to know that even though they're working there, whether there'd be, if you're a janitor or a person who even owns a building, you want to feel like you're valued, you know, from the bottom to the top. So, the more value place upon the person, like the thank you is the, how you are doing, you know, the more you value them and talk to them right.

Employees desire to be respected and valued, poor leadership brings dysfunction and opens the door to creating a bad company culture (Atmadja, 2019).

P6 stated:

I've had a couple of team members tell me the reason they left was because a particular shift leader on how they spoke to them and just interacted with them they didn't feel like it was appropriate, and it just wasn't good all the way around.

Table 9 provides the responses from participants when asked if poor leadership influenced high turnover (see Appendix E).

RQ4: How does building a strong working culture in organizations impact employee turnover?

Through building a strong working culture turns the hearts and focus of the workers back to wanting to stay with the company. When shown support and feel they have been invested into are open to stay motivated and more committed to the establishment. Leaders who establish training programs, leader and employee engagement, promoting from within and putting in place incentives that encourage their teams to stay with the company.

Interview questions 1, 2, and 3 sought to answer research question 4 relating to how does building a strong working culture in organizations impact employee turnover. According to the answers to the interview questions, participants felt the environment of the organization was a vital indicator of its success (P1, P4, & P5). Employees who were dissatisfied with leadership, found it extremely difficult to complete daily assigned task and lack motivation.

P1 stated:

I think it was the most important thing. I stated if you don't have that established culture of good culture, it's going to lead to team members being dissatisfied, poor morale, poor

attitudes and team members seeking jobs elsewhere. Mental health and happiness are a huge topic today's society and these generations nowadays, they're more inclined to care more about you know their mental health and you know and the happiness.

P4 stated:

When the environment is bad, like I've heard people say like, you know, when I interviewed them, I said, why did you leave that job? And they said the environment was bad, you know? Strong culture impact is big it affects it a lot. You know we have like our own personal issues at home. When you come to work, you want to check that at the door and leave that at home and work, and you come in and people are you are not setting that standard. You're now setting the tone of that environment. It really affects people.

Table 10 provides the responses from participants when asked if building a strong working culture in organizations impact employee turnover (see Appendix E).

RQ5: How does the style of leadership create a strong working culture in the organization?

In establishing a strong working culture leadership styles and approach made a difference within the organization. The applications of situational leadership is when leaders focused on developing others through situations, transformational leadership is when the leaders focused on enhancing the performance and character of others and servant leadership applications is where leaders took the approach of serving and showing support by working side by side the employees. Leader styles are prone to create a strong working relationship with teams and established a strong working culture in the restaurant.

Interview questions 5 and 6 sought to answer research question 5 related to how does the style of leadership create a strong working culture in the organization. According to participants,

the style of leadership was important in creating a culture particularly the servant leadership style (P1, P4, & P13). The servant leadership style was seen by some participants (P15, P12, & P 10) as the most important of the three, employee and leadership was working side by side in the organization. P15 stated, “This restaurant operates based off servant leadership where the leaders serve the team to help boost them around to make them better.”

P12 stated:

I think it’s a win-win for everyone within the organization when the leadership have a servant mindset and you choose to us serve each other first and lead second in today’s culture. That’s hard I mean were in a culture where it’s all about me, myself and it’s very hard to humble yourself no matter what your title is within organization, I’m making sure that I’m here to serve the people here to make sure that they have the resources, they have the things that are needed for them to be successful in any task or any job that presented before them.

P1 stated:

I think as you look at it more and in modern times servant leadership is really the ideal leadership. A leader that works and puts others before himself he or she that the type of leader people tend to follow. The type of leadership style that gives you great influence, with the people that you work with.

Table 11 provides the responses from participants when asked if leadership creates a strong working culture (see Appendix E).

RQ6: What impact does the style of leadership have on the development of employee morale? Interview questions 2 and 6 answered research question 6 and was related to what impact the style of leadership had on the development of employee morale.

The morale of the employees thrived as the leaders in the organization applied principles and strategies that created change. Motivation was the key component to success within the restaurant and when employees were not happy it led to low morale.

According to participants, the impact and style of leadership had on employee morale was extremely important to the development of culture (P5, P16, P19, & P11). Participant's responses reflected on the importance of leadership style on the entire team. P7 felt that leadership style influenced team growth, they stated:

If leadership was doing what they were supposed to be doing, the team would do what they were supposed to do. So, it was primarily based on the character of leaders and that would either grow the team or decrease the team.

P5 stated, "A leadership style enhances the behavior. If it's done properly, you have leaders that can serve well, very positive, always upbeat, try to keep people on a like you know a medium level."

P11 suggested the transformational leadership style builds employee morale and encourages, stating:

Transformational leader, they build morale and encourage people. You have a little bit definition of what it is to a transformation leader. That's really to influence other people to want to do their job well because they want to not because you have a title you that's more transactional. So, if you're being transformational leader, you're influencing people to want to do well. You're influencing, you know, the morale is going to be there. The cost is going to be there.

P14 stated:

Leadership styles would affect whether a coworker want to stay or whether a coworker want to leave the business. If you have a strong determined leader who actually doesn't apply those same efforts, you know, a team member will work. If you have a leader that comes in and applies themselves, decides to work and the works the team to the standard, then the team would want to work for that leadership or that leader period or that leadership style.

Table 12 provided responses from participants of the styles of leadership and the impact it had on the development of employee morale (Appendix E).

The Conceptual Framework

The purpose of the conceptual framework was to provide the methodology of the research study. The concepts of the research addressed the effects of leadership on organizational culture and the impact it had on employee performance. The concepts of the research showed the interrelation to the findings presented in the previous section.

As previously discussed in Section 1, the concepts identified through the conceptual framework, included high turnover rates as they relate to poor leadership, low employee morale and decreased productivity. The conceptual framework also illustrates the relationship between these concepts. Interview questions posed to participants address these concepts and show a significant relationship to the literature review.

Failure of leadership affects high turnover rates, low employee morale, and decreased productivity. In the area of high turnover rates participants agreed, poor leadership creates a negative working culture, bringing employee discouragement and discontentment (P5, P2, P11, P6, P14, & P10).

P5 described the results of high turnover in the organization stating:

poor leadership affects the high turnover rate. A lot of people come in and you are not positive or trying to uplift them. It makes them not want to work and they want to walk out or leave, and I work in this kind of atmosphere.

In the experience of this participant, there is reference to the atmosphere speaking to the working culture. In the area of low employee morale, a consensus from participant responses shows poor leadership affects employee morale.

P1 reported:

Poor leadership has a great influence on morale. Obviously, if you have leadership especially from the top if you have leadership that is poor or not good, team members are going to have poor morale, that's just the bottom line they're not going to want to follow you, their attitudes are going to be poor, and then they really have no accountability whatsoever. For example, if you have poor leadership but you tried to motivate team members, they are not going to take you seriously. So, you have a negative impact on morale in the restaurant, if you have poor leadership.

Employees are directly influenced by the attitude of leadership and creates a negative atmosphere. The area of decreased productivity was found to be affected by poor leadership. Leadership which provides inadequate training, lack of support or positive engagement create a toxic working culture. Participant responses show one of the factors of decreased productivity is poor leadership (P4, P12, P1, P17, P7, P16, P11, & P14). P16 states, "Bad leadership affects performance whether good or bad. It is the leaders' behavior and their approach to leadership."

Concept 1-High Turnover Rates are Related to Failure of Leadership

High turnover in restaurants has been a problem for decades and participants relate to the current issues at hand that continue to occur (Smith, 2018). According to the concepts in the

study, it is a crucial problem faced by leaders and is detrimental to the development and growth of the industry (Jordan, 2019). High turnover rates have reached a height and has become a world-wide issue with restaurant employees being frustrated with the morale of their work environments (Davis, 2018). According to the findings, employees were victims of bad treatment, the lack of training, and the lack of leadership support. Employees are left to work areas in the restaurant without sufficient training and then forced to keep up with the fast-pace of serving food, yelled at, and even threatened to be fired if they don't work faster. Leaders are put into positions without the proper training to occupy their position which contributes to them leading with their ego's rather than sufficient job knowledge to create a strong working environment and has contributed to high turnover with employees leaving their jobs and going to work elsewhere (P5, P16, P2, P11, P6, P3, P13, P10, & P9).

P5 stated:

Poor leadership affects the high turnover rate. A lot of people come in and you are not positive or trying to uplift them. It makes them not want to work and they want to walk out or leave, and I work in this kind of atmosphere. Leaders are the culprits and that failure to change their leadership approach only leaves the door open for the employees to go work for other restaurants and establishes. The opportunity for a more strenuous training program and top leaders to hold their managers accountable for development is needed to care for their teams in order to lower the problems of turnover in the industry.

(see Appendix E, Table 10)

Concept 2- High Turnover Rates are Related to Low Employee Morale

As stated in the research, low morale has a connection to leaders failing to establish a strong workplace culture (Jung et al., 2020). Oliver (2016) stated that some employees are

overworked by their leaders and lack sufficient breaks while on their shifts; thus, leaving them frustrated producing and establishing a poor work environment and creating low morale.

Restaurant leaders rely on their employees to serve their customers and be examples in the work environment, which is the reason why leaders focus on developing the behavior and attitudes of their team members (Jung et al., 2020). In the findings, leadership is the center point of the cause and reason for employees having low morale and poor behavior stemming from leaders treating the workers poorly (P12, P13, P14, & P20).

When leaders are not able to properly respond to an employee with the right attitude, relating to their employment the attitude of the employee can be dampened due to problems in the work environment through the leaders approach to their teams. Employees got frustrated and made decisions not to work or not to show up for work by calling out. Leaders do not speak to employees and when the employees' needs to address something they are not given a voice to speak related to problems or situations in the work environment. (see Appendix E, Table 9).

Concept 3-Decreased Productivity is Affected by Failure of Leadership

Decreased productivity in restaurants is related to leadership failure (Anjum et al., 2018). The applications of improved technologies, advanced labor, proficient strategies, and institutional learning help leaders to create the ability to expand the effectiveness of work performance in the organizational environment (Osborne & Hammoud, 2017). In the findings, leaders have a negative effect on their employees in the restaurant environment with the production level with many not being where it needs to be. Leaders make it hard for the employees to want to work hard and to perform better than before because they do not feel valued nor appreciated. Leaders play favoritism in the work place, talk to the employees any

kind of way, and do not have good training programs to encourage them to perform as needed for the company (P1, P12, P17, P16, & P11).

Theories

Transformational leadership

Transformation leadership aims at transforming the morale of employee's emotions, values, ethics, and standards (Nawaz & Khan, 2016). Transformational leadership effects the study through identifying the role of leaders failing to treat employees with respect and taking into consideration the satisfying of their needs and motives (Northhouse, 2020). Transforming style of leading can be applied to the leadership approach in the restaurant industry, as the research exposes the need for change within the restaurant establishment as leaders continue to lead with a toxic behavior and has an effect on the environment of the organization. P11 stated:

Transformational leader, builds morale and encourages people. You have a little bit definition of what it is to be a transformation leader. That's really to influence other people to want to do their job well because they want to, not because you have a title that's more transactional. So, if you're being a transformational leader, you're influencing people to do what you want them to do, well. You're influencing, you know, the morale is going to be there. (see Appendix E, Table 12)

Situational Leaders

Leadership's failure to focus on becoming what the culture needs for continued success in the organization relates to decreased productivity (Nawaz & Khan, 2016). Organizations are lacking the proper situational leadership methods to affectively enhance employee productivity (Ghazzawi et al., 2017). Situational leadership will support the working environment through applications towards specific tasks that employees deal with within the restaurant industry.

Leaders focusing on supporting workers with various situations will help to turn around low morale and decrease productivity and high turnover. The research questions support the theories and connect the conceptual framework as the styles of leadership contribute to a better environment within the restaurant. When the employees see the support from leadership then they will have an assurance and a motivation to perform at a higher level because the leadership is showing the support needed for enhanced productivity (Ghazzawi et al., 2017; see Appendix E, Table 11).

Servant Leadership

Servant leadership plays an intricate role in exploring failing leadership in organizations lacking the culture of mediating confidence and employee productivity (Saleem et al., 2020). Servant leadership addresses the failure of organizations to create conducive behavior impacting low morale and productivity (Nawaz & Khan, 2016). Within exploring the results of the study servant leadership supports restaurants within the Southeastern United States through applying a different leadership approach where leaders come into the working environment with the focus of serving their teams. This will break the traditional leadership where employees are treated unfairly by leadership showing partiality and favoritism. Servant leadership will help to boost morale and productivity by leaders showing the support and help that's needed and missing from the establishment. P4 stated about their working environment that "servant leadership goes the extra mile, the experience is so nice and kind here I feel like I'm cared about" (see Appendix E, Table 11).

Actors

The actors in the study are leaders, such as the CEO, COO, CFO, managers, and assistant managers, as well as employees, and customers. The actors that participated in the study were

CEO, COO, CFO, leaders and managers, assistant managers, and employees that gave feedback relating to the general problem the failure of leadership to create a strong working culture in the organization. The specific problem addressed, the failure of leadership having the potential to create a strong working culture in the restaurant industry within the Southeastern United States resulting in high turnover rates, low morale, and decrease in productivity (Ellingson et al., 2016). All feedback from participants of the study added clarity to the research that supported the case of leadership failure contributing to high turnover, low morale, and decreased productivity. These were individuals with more than a year of experience and provided feedback based on their experiences within the organization and the results based on the present outcomes and conditions of the environment of the establishment. Employees are frustrated and fed up with their leaders and look to be treated with respect and care versus treated like they are the problem (Shriedeh, 2019). Leaders understand that creating a strong working environment is important to keeping workers around and to reduce the costs of turnover in the business, but many contribute the core problems to the lack of training and support from top leaders. Restaurant owners can be more proactive by creating ongoing training systems to develop their leaders to have a more caring approach that will create an environment that invites the workers to continue on with the business. P1 stated:

Back in the past in previous generations, you have people who stick around over jobs if the pay was okay, that's not the case nowadays, so in the restaurant industry, we must realize that and understand people aren't going to stick around, if they are being treated poorly. If the culture is an environment where they feel they cannot grow, can't develop can't learn anything, you can't help them achieve their goals. They're going to be out the

door just like that. So, culture plays a huge role. It's the most important thing I think when it comes to turnover rates. (see Appendix E, Table 10)

Constructs

Failure of Leadership. Organizations are affected by the failure of leadership to create a strong working culture resulting in high turnover, low morale, and a decrease in productivity (Jacobs, 2019). Leadership plays an intricate role in developing a strong working culture in restaurants within the Southeastern United States and set the tone for training, development and culture (Jogaratnam, 2017). The research proves the case that leadership's approach towards their teams plays an intricate role in the environment of the organization. The culture is created by the leadership and sets the tone for the establishment, whether good or bad. Tran (2017) described how culture stems from leaders implementing their own principles and practices on their teams.

High Turnover Rates. The failure of leadership in organizations influence high turnover rates as the out come of the evaluation of the results of the study show (Arrawatia, 2018). High employee turnover in restaurants is linked to leadership failure in the organization and plays a role in employees abandoning their jobs and going to other working environments (Reina et al., 2018). Turnover is the result of dissatisfied workers who see that their time at a corporation or business is over because they feel devalued. Through the research, the outcome relates to the constructs in the study through showing how many participants stated how turnover is the results of the leaders attitude and how they treat the employees. Many employees feel over worked and are not being heard in the workplace thus breeding frustration that led to them leaving their jobs and seeking work elsewhere (P5, P2, P14, P11, P6, & P3; see Appendix E, Table 10).

Low Employee Morale. Low morale is connected to leaders failing to establish a strong workplace culture in the work environment (Jung et al., 2020). Oliver (2016) showed that some employees are overworked by their leaders and lack sufficient breaks while on their shifts; thus, leaving employees frustrated producing and establishing a poor working atmosphere and creating low morale. The study coincided with the constructs of low employee morale and how it is the results of leaders' failure to establish a strong working environment. Participants showed that when leaders did not care the employees did not care and it showed in the performance (P5 & P20; see Appendix E, Table 9).

Decreased Productivity. Decreased productivity in the restaurants is directly connected to leadership failure (Anjum et al., 2018). According to the problem and looking at the outcome of the results, applications of improved technologies, advanced labor, proficient strategies, and institutional learning help leaders to create the ability to expand the effectiveness of work performance in the organizational environment (Osborne & Hammoud, 2017). The performance of employees is related to the culture and environment that leaders create in the restaurant supporting the specific problem as workers are constantly looking for other work establishments and have no motivation to perform (P14 & P7). P1 stated:

I think poor leadership affects all things. Nobody wants to work for a boss or a leader who doesn't treat them fairly, so I mean if you have employees who see that from the leadership team, they're not going to work hard for them. They are going to seek jobs elsewhere that might have better pay, better conditions, and so forth. (see Appendix E, Table 8)

Anticipated Themes

The anticipated and discovered themes for the study were derived through the research framework as organizational culture, workplace culture, global work environment, where organizations reveal leadership sets the tone and environment for the workers culture, morals, and attitudes related to their performance (Anjum et al., 2018). The themes were based on how leaders must train, support, and coach their employees within the organization to motivate them daily to create a strong working culture that invites positive employee-approach towards a vibrant work environment (Madanchian et al., 2017).

General Problem in Organizations. The study gleaned from the issue with cultural development in restaurant organizations globally. Over the past decade, businesses have aimed to develop and make their company stand-out to draw the best talent and gain better profits (Ghazzawi et al., 2017). Big organizations as well as small companies based in the United States, and around the world were struggling with high turnover rates, dysfunctional working environments, and the performance level of the employees became a problem. Restaurants sought to focus on restructuring leadership, quality management, cultural transformation, and new policies and standards of operations (Khuong & Khanh, 2016).

Leadership Change is Necessary. Restaurants changing their leadership has been a tough decision that focuses on phases of moving in the right direction and takes time, but immediate action (Ko & Kang, 2019). High turnover, low morale, and decreased productivity is costing the restaurant industry millions, and to get it under control, the organization must change its leadership approach. When organizations have leaders who do not follow the core values of the company and lead on their own intuition instead of the standards of the company, the establishment becomes dysfunctional and loses its effectiveness and performance (Milosevic et

al., 2020). Leaders have the task of controlling the controllable, increasing profitability, decrease turnover, keep the employees engaged, and motivated. When leaders become ineffective, out of control, destructive and abusive upper leadership must make the critical decision to replace those leaders to save the reputation of the business (Milosevic et al., 2020).

Employee Turnover is Affecting Restaurants. Employee turnover impacts the result and outcome of the attitudes and behaviors of the workers in the restaurant that have experienced a poor working cultural environment (Jung et al., 2020; Shriedeh, 2019). Turnover effects the restaurant industry each year at high volumes as staff abandon their jobs, fired from their positions, and are laid-off (Allen, 2017). Each year employees add to the rate of turnover. The National Restaurant Association (2016) stated that the job abandonment rate was 50.3% in (2015) and was a big problem in the industry, with the cost of restaurant labor being an enormous expense in the organization, and 20% to 30% of the cost to the company consisting of replacing staff (Allen, 2017). When companies do not apply the principles to develop their staff and fail to create strong leadership that transforms the culture within the establishment, turnover will always be an issue and will be a contributor to driving a company out-of-business. Leadership within the restaurant is affecting the ability for the workers to stay or leave by showing support or frustrating the organization with toxicity in the leadership culture. When leaders do not change for the better, the organizational culture does not change and will have a reputation for a revolving door not able to sustain a solid work force with longevity talent (Paltu & Brouwers, 2020).

Low Morale Must be Controlled. Employee morale is related to the failure of leaders to create a strong working culture in the working environment and has the potential to set the tone for workers in the organization, who lack the confidence and enthusiasm to perform at peak

levels that would bring enhancement and profitability (Anjum et al., 2018). Employee morality is the term used for job satisfaction, motivation, and the well-being of the worker in which they are happy within the work environment and motivated to perform at peak levels in the establishment (Sabitova et al., 2020). In the restaurant organization, it must tighten its control over the issues of employees effected by their leaders as management practices have a direct impact on the performance and trust employees have in the organization (Verburg et al., 2018). The organization sets the tone whether the trust factor is in place, or not, with employees and has an influence on their daily engagement in the company (Weibel et al., 2016). When low morale is not controlled within the restaurant, it can lead to other things, such as workers calling out of work constantly, employees' attitude not up to standard in the work environment, employee theft on the rise, and insubordination towards leadership. As low morale is connected to poor company culture, it is also connected to high turnover rates and has a direct effect on employees' reason for leaving the company. Workers want to feel appreciated, accepted, a sense of belonging, and responsibility. If employees feel unappreciated and do not have the leadership to motivate them, they will have a poor attitude and behavior (Shaban et al., 2017).

Employee Productivity. Employee productivity in the study correlates and is based on the exploration of understanding how scholars have expounded on the engagement level of employees impacts the productivity and performance of the organization as the motivation and emotional state level in the industry is connected to being pleased and satisfied through the support of the leadership (Osborne & Hammoud, 2017). Employee performance is the ability to be engaged and participate in the daily functions of the business with a great attitude. The performance of the team is hinged on the direct relationship between the employee and leadership, and when that relationship is not on good terms, it leads to the workers performing

poorly. The restaurant is a high-performance industry and can be a stressful environment to work, so it is important for leaders and employees to work closely together to represent the core values, mission, and vision of the organization (Anjum et al., 2018, Jung et al., 2020). Leaders who are not equipped will contribute to poor productivity; the lack of leadership motivation will impact the performance of the workers. Toxic leadership causes stress, health issues, depression, with some individual even becoming suicidal (Shigihara, 2020). Some work environments are so tense that even casualties have happened as leaders and employees engage in confrontational disagreements that turn out bad and even end in lawsuits (Sharif, 2018). Emotional stress is a big problem in restaurants and leaders must do their part in creating a strong working culture for the employees to be able to work with the lack of stress and frustration, which means the leadership approach must change. Leaders cannot lead as they have in recent years; times have changed, and the leadership style must be an approach that focuses on the company's greatest asset and that is their workers (Kanyana et al., 2016). Restaurant leaders' function in pride and self-conceit and use their power to abuse the team and to advance within the organization through deceptive ways. Leaders talk to their staff any kind of way, yelling, cursing, and even speaking degrading things that all contribute to emotional stress in the work environment (Bhui et al., 2016).

Leadership Theories. The theories in the study were derived from the different leadership styles and their impact in organizations (Northouse, 2020). Transformational leadership focuses on the transformation and change of the individual to motivate and steer them to see themselves as part of the team and create a strong culture satisfying their needs and motives (Aalateeg, 2017). Situational leadership supports organizations by becoming what the company needs through establishing the culture for the teams to develop and become motivated in the work environment, to decrease turnover, improve morale, and enhance the performance of

the workers (Nawaz & Khan, 2016). Servant leadership is applied in restaurants and businesses as a motivational approach where the leaders serve the followers to create a strong environment for the employees to understand the support they have from the top down (Calvert, 2020).

The themes discovered were derived from the research framework and findings of this research study. The anticipated themes identified through literature were (a) general problem in organization, (b) leadership change is necessary, (c) employee turnover is affecting restaurants, (d) low morale must be controlled, and (e) employee productivity. The three main themes, which emerged from this study included (a) workplace culture, (b) concerns with leadership attitude, and (c) organizational culture, with two sub-themes, including sub-theme 1: issues with genuine care and concern, and sub-theme 2: leading by example were common responses across the interview responses.

These concepts are all interrelated as each theme points to the failure of leadership. The anticipated themes and discovered themes from the literature review establish a trend providing additional validity to previous research findings on the effects of poor leadership on organizational culture.

Theme 1: Workplace Culture. The workplace culture is the overall atmosphere of the organization (Heimerl et al., 2020). The internal infrastructure of the restaurant must address leadership's attitude toward self, and others. Leadership must create strong working culture to transform staff and eliminate high turnover rates (Diego et al., 2018). Participants expressed concern of the leader's attitude and leadership style as a catalyst for high turnover rates, low morale and decreased productivity (P2, P11, & P5). Treating employees as if they are merely workers and not team members bring about low morale. Employees are influenced by the organizational structure of the business and the day-to-day operations. P17 suggested "if

leadership is only giving 80% why should I give 100%. Participant responses were similar in their responses if there is a sense of belonging, then there will be an investment in the daily task and assignments” (see Appendix E, Table 4).

Theme 2: Concerns With Leadership Attitude. The failure of leadership proves to be a monumental financial burden on organizational cultures who fail to recruit strong leadership (Jung et al., 2020). While this study did not attempt to address company standards and policies it focuses on the principles and strategies that will birth change within the leaders in the organization. Organizations who are struggling with high turnover rates, must focus on extensive training of leadership to alleviate dysfunctional working environments and create a solid working force (Khoshhal & Guraya, 2016). The research findings showed employees desired a genuine concern from leadership. Participants addressed leadership who valued and respected them (P1, P2, P4, & P9). Leadership was also expected to lead by example and adequately train employees, working alongside as a team member, instead hovering over as a boss. Business who are aiming to change the culture of the organization should begin by adequately training leaders (see Appendix E, Table 3).

Theme 3: Organizational Culture. Organizational culture is the responsibility of the leadership within the establishment as the actors of the study with 20 participants that participated and cooperated in the topics of the study relating to the interview questions. The responses contributed to the research to bring clarity to the approach and responsibilities of leaders have to create a strong working culture. Leaders need to be trained and equipped to produce better results in the work environment that builds the organization to profitability starting with their interactions and approach towards the employees. Dangmei and Singh (2017) stated that poor leadership and heartless management are on the list for numerous reasons for

low morale among employees in organizations. Leaders who have become dysfunctional in the organization, and abuse their power with greed, using unfair means to tear down, harass, mistreat, and embarrass employees leads to (a) low performance, (b) abandonment, and (c) dysfunction, resulting in a decrease in productivity (Anjum et al., 2018). The characters and integrity of leaders has influence and impact on the workers pertaining to their attitudes and towards their job performance (Jung et al., 2020). The restaurant is an organization that provides safe food to customers and hires leaders, managers, and employees to take care of the strenuous process of serving the community (Tesanovic et al., 2018). Through this process there is an environment within the establishment created by the relationship between the leadership and their teams through this relationship leaders impose their character and will which influences employees to either work with excitement and precision or with a decreased productivity (Tesanovic et al., 2018). The culture of the organization is intricate in the success of the business and the leadership must apply the strategies and principles that will change the view and attitudes of the employees. Set strategies will enhance the culture and bring the environment needed for a strong working culture in the restaurant as the leadership influences their teams through integrity and encourages them to achieve the main goal of the organization (Seidle et al., 2016).

Leadership in the organization moves with a purpose of expanding the impact through establishing objectives and strategies initiating multiple applications of supplies to motivate and encourage their teams (Northouse, 2020). Restaurant culture and the ability to be competitive and effective in the market is hinged on the leadership initiating blueprints for the advancement of the organizations culture (Ko & Kang, 2019). Leaders set the mark and are the trend setters of the business and lay the foundation of the important role in influencing the advancement and success of the organization. Leaders are the catalyst that can overcome the 45% to 65%

achievement and failure rate within organizations (Anderson, 2019). Within the organization leaders motivate, uplift, change, encourage, and involve employees inspiring them to achieve, and accomplish functions and scheduled objectives (Jogarathnam, 2017). In the research the field study revealed the need for applications pertaining to changing the organizational environment which is through changing the leadership or enhancing the leadership at hand through training, implementing workshops and coaching that will bring the leadership to a different approach. As P1 stated: “you know it’s the environment that’s important in today’s society in today’s workforce.” As such, P4 stated “employees look for leaders to set the tone and when they don’t, leaders fail and employees decide, they would rather move on to other work establishments than to deal with the dysfunctional environment” (see Appendix E, Table 4).

Leaders play a big role pertaining to setting the tone for the environment of restaurants within the Southeastern United States (Smith, 2018). Dysfunctional and corrupt leadership has the impact that leads to high turnover, low morale, and decreased productivity (Ko & Kang, 2019). Leaders in restaurants within the Southeastern United States have to change strategies and must set the tone for a better environment applying new vision and incorporate competent values in developing their employees to aim at a greater performance (Jogarathnam, 2017). Employees within the restaurant focus on applying the demands and orders of the organizational management and are in direct interaction with the product and customer (Tesanovic et al., 2018).

Sub-theme 1: Issues with Genuine Care and Concern. The subtheme for organizational culture is issues with genuine care and concern which plays an intricate part in building the culture within the organization (see Appendix E, Table 5). How leaders treat their teams sets the tone for whether employees stay with the company or leave (Wellton et al., 2018). Particular road blocks that is a problem in the organization hinders the ability in decreasing

turnover, low morale and poor productivity. Nine participants believe that issues with genuine care and concern is a problem within the organizations stemming from the leadership mistreating their employees with the lack of support. The participants show that if leaders focus on the advancement and development of others rather than benefiting themselves through dysfunctional character will create an environment for profitability and advancement (P1, P11, P4, P9, & P15).

The discovery brought to light the problems with leadership within the organization with leadership attitude which is a standard as businesses globally have to aim at focusing on the direction of engagement with employees and leadership (Gemedda & Lee, 2020). Trained leaders will make the difference in the restaurant organization. As leaders understand their place and position in the company to treat their teams as the valuable core assets and without their engagement, the company will not flow and serve the consumer without their motivation, commitment and productivity. Employees will have the positive attitude to work for the organization (Rahmadani et al., 2020).

The culture of the organization aimed at training and establishing the environment that keeps the best talent and enhance the business focusing on better advancement (Ghazzawi et al., 2017). Restaurants have challenges because their leadership needs to be revamped to reduce high turnover, increase low morale and increased the productivity of the workers. Restaurants are focusing on reestablishing their leaders and managers, to create a better culture, an organizational change, with new policies, new standards, new accountability and a new strategies increasing operational success (Khuong & Khanh, 2016). The sub-theme covered relaying the main approach that the workers want to work for leaders, managers and organizations who care about them and lead by example (Rahmadani et al., 2020).

Sub-theme 2: Leading by Example. Another sub theme established through the study was leaders leading by example which was the focus of seven participants during the interview process (see Appendix E, Table 6). P7 stated, “leading by example is critical in the restaurant environment as the employees are effected by the approach and attitudes of leadership and either keeps the department together or causes it to fall apart.” Employees follow the example of the leaders and as the participants exposed that the employees follow the direct example of what the leaders do as employees will be the product of the culture that the leaders create (P7, P12, P17, & P2). P7 stated, “leaders receive respect and become the influence of the working environment when they set the standard and example of true leadership and employees will be excited to work for that leader.” Leaders are not displaying the culture of the working environment, they are not leading by example, not holding people accountable, and do not follow through what they say. P12 stated, “they need consistency and top leadership needs to hold them accountable at a greater level to represent the culture that has been established from the beginning.” P17 stated, “when the leaders slack off then it effects the workers as they will do 80% instead of 100% in the organization because of their frustration of the leadership example.” Leaders in the company are being revolutionized and reestablishing the culture of the restaurant through bringing in new leadership who will set the example of the standard of creating a strong working culture. They will lead to lead and invest in their employees (P2).

The Literature

The point and focus of the literature review is to bring to light the unified group of study and sift through and evaluate the literature in a way that brings to light the gaps and limitations which can be occupied through the immediate research investigated (Ross & Bibler Zaidi, 2019). The connection in between what has been discovered through the literature review and the

outcomes of the findings derived in the research of the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and the decrease productivity. Organizations apply training, strategies, workshops, and redevelopment applying styles of leadership that can readjust and recalibrate the organization as businesses discover opportunities and principles which bring enhancement to the establishment. The core approach of training, strategies, workshops, redevelopment and applying the styles of leadership will enhance the ability to overcome the issues of the failure of leadership to create a strong working culture in the organization. In this research all of the participant interviews brought to light the discovery of how the workers feel and view the environment of the working culture of the restaurant industry in the Southeastern United States and opens the door for continual research and focus on the cultural environment of organizations dealing with high turnover, low morale, and decreased productivity.

The Problem

The general problem applied in this research is the failure of leadership to create a strong working culture in the organization opening the door to high turnover rates, low morale, and decreased productivity (Gochhayat et al., 2017). The wide range of issues organizations deal with is how strong leaders are very important in keeping a company grounded, while ineffective leaders and managers allow an organization to come to come to tragedy (Moccia & Kunert, 2018). Leaders in an organization initiate and establish the cultural environment for a strong working performance and to resolve issues; however, when leaders and managers are not trained, equipped or have the principle talents and skills provided, can bring dysfunction to the business and discourage the morale and motivation of the staff (Martin, 2018). The specific problem in the study is the failure of leadership initiating the potential to establish a strong working culture

in the restaurant industry within the Southeastern United States opening the door to high turnover rates, low morale, and decreased in productivity (Jogaratham, 2017). The research at hand addressed the problem through initiating participant interviews that display the elements pertaining to the organizational culture and outcomes of leadership development. The outcomes of the research involve the various and multiple results relating to the research.

Summary of Findings

The research questions sought to answer the question on the effects of leadership organizational culture on employee performance. The interview responses answered this vital question, through analyzing interview responses, leadership can and does influence organizational culture. Leadership's attitude and preferred style has an affect on high turnover rates, low morale and decreased productivity. Poor leadership influences employee's morale, sequentially leading to employee dissatisfaction, this causes employees to feel devalued. Leadership is the core of a successful organization and requires leadership to influence a positive working culture. Leadership can influence a working culture by taking responsibility in creating a culture where employees are welcomed. Participant perception of leadership's role is one of great importance, daily attitude and behaviors set the tone for the working culture. Leadership influences decreased productivity; participant suggest leadership must work with them as a team member. When leadership is not leading by example, it discourages employee work ethic and production.

Application to Professional Practice

The research study provides the ability for a greater opportunity of gaining the knowledge pertaining to the causes of high turnover, low morale, and decreased productivity within the work environment while the contrast to leadership's inability to establish a strong

working culture in the organization. The outcome of the review of the literature and the qualitative approach brought clarity for the need for extended and further research. In conducting the study of the research principles and strategies for a better working culture within the restaurant and organizations were brought to light. The clarity of gaining the insight on the understanding of the core results pertaining to leaderships failure to establish a strong working culture in the restaurant industry effecting the employees who are employed and potentially will stay with their organizations if their is a better approach of leadership towards their teams. Strategies for training and leadership development is highly important for a strong working environment in the organization.

This larger issue is examined as a means to gain a greater insight on the failure of leadership to establish a strong working organizational culture in restaurants in the Southeastern United States. The population was targeted based on the leaders, CEOs, COOs, CFOs, managers, and employees in leadership positions and those who are not in leadership. The outcome of the study brought forth the evidence to make plain and clear that there is an organizational need to bring forth the styles of leadership that support the insight into the positions that leaders have and the role and position of the employees. The discovered research findings bring to light that high turnover, low morale, and decreased productivity were the results of leadership failure to establish a strong working culture environment within restaurants in the Southeastern United States.

Introduction

This part of the study breaks down and clarifies the importance of the research in relation to the practical applications that were discovered. The implications can be applied concerning the effects of leadership organizational culture on employee performance resulting in high turnover

rates, low morale, and decreased productivity. Through the evaluations of the interviews and the discovered outcome of evidence of actual issues, in relation to the failure of leadership to establish a strong working culture in restaurants in the Southeastern United States; employees have abandoned jobs, worked with poor performance and have illustrated bad behavior based on their mistreatment in the work environment. This study has met the goals of achieving the actual research into restaurants within the Southeastern United States investigating the leadership styles and their approach towards employees. The outcome of this study and the findings can be applied in organizations and businesses that will help to refocus the attention to developing leaders and their approach towards their teams. In return can reduce the risk and cost of high turnover rates, turnaround the behavior of low employee moral and help to increase productivity in the workplace. Through this part of the study, improving the general business practices and the possible procedures and strategies for companies and businesses will be relayed to display how the study has contributed to the business field and arena of leadership.

Improving General Business Practice

The results and outcome of this study can improve the general business practices through exploring the results of the actual researched study. Looking at the themes of the study the workplace culture has been a topic through out the research. It is the environment of the organization that helps to change the focus of employees making them want to stay with the company versus causing them to look for other jobs.

Decision making through risk taking poses a train of thought that affects the impact of leaders and their ability to cross breed information within the company. Through gaining leaderships ability to impact their employees, vision and trust are the key factors that play a role and employees should feel that there is a core leadership counsel that promotes a solid working

cultural foundation to support working goals (Sonmez Cakir & Adiguzel, 2020). One of the aspects of improving general business practices through the research, as stated earlier that some participants feel leadership must put into place standards, policies, and training for their teams. Leadership standards are very important, as Carroll (2019) stated that leadership growth achieving and pushing for the outcome of efficiency and effectiveness which promotes a view on individual leaders and how they must participate and sharpen their ability to impact others in personal and business performance. Policies in place will help to hold leaders as well as employees accountable for their actions and behavior. Organizations can be impacted through the structure of principles and the set standard of performance that can be applied to the employee engagement and the value of reducing turnover, boosting the morale and performance of their workers. When leaders change then the culture and the environment of the business will change, as P12 stated:

Having a good culture and oh, once you get that, then you can build on top of it. But if you don't fix that foundation of that and that's the culture, right, you know it's going to destroy everything you try to build, it's going to crumble every time and everything.

Strong leadership through training and development can make an impact on the organization, leaders that can be trusted within the business. It starts with the leadership at the top and setting the standard and the example for the leadership to set the tone for a strong working environment in the organization (see Appendix E). P7 showed that when your leadership does not lead by example, then everything else falls apart. So, you need the leadership to be one accord and have the team members follow by example. So, if you got a good leadership team, then you will have a good employee.

The research can aid businesses through helping them to create leaders who lead by example following the subtheme 2, Leading by example, and where companies must create leaders who care for their teams which is done through training, workshops, and development. Kjellstrom et al. (2020) stated there are six levels of leadership development that can impact businesses, which are (1) one's own development, (2) fulfilling a leadership role, (3) personal development, (4) leader and organizational development, (5) collective leadership development, and (6) human development. Trained leadership helps to reduce the costs of losing employees and decrease the lack of employee performance and dysfunctional behavior as poor leadership affects high turnover rates. P5 showed that a lot of leaders come into the organization and do not have a positive attitude or try to uplift their workers. It makes employees not want to work for that company and they want to walk out or leave, and I work in this kind of atmosphere.

Potential Application Strategies

Leaders at the top level within organizations need more focus on the development and training of their managers and leaders that have a direct approach towards the employees in the company to support lowering turnover, deal with increasing morale and increasing performance (Creswell & Poth, 2018). Specific strategies and applications that can be applied to help organizations gain an advantage with turning potential profits back into the business rather than suffer lost at the hands of dysfunctional leadership

Leaders are the trendsetters and influential parties of the organization and establish a major role in impacting the success and failure of the business. Anderson (2016) related that a leader has a huge impact on influencing 45% to 65% of the advancement or failure amongst companies. Managers and leaders motivate, encourage, and engage workers to encourage them to

achieve skills and planned objectives that creates a strong working environment (Jogarathnam, 2017).

Leadership growth and development hinges on a larger and more intentional approach and focuses on and refers to processes that contribute to the leader's growth and development such as training groups, networking teams, and coaching within the company (Kjellstrom et al., 2020). Leadership development within the organization specifically within restaurants in the Southeastern United States can apply the strategies of personal leader development in building character that helps the approach towards their teams and establishes employee engagement as Arnulf et al. (2016) stated leadership development is positive and desirable for all employees, contributing favorably to the progress of an organization. Training within the restaurant industry gives leaders the opportunity to overcome challenges and arise to the fulfillment of company goals. Through leadership training leaders can become effective in programs that positions them to perform at the expectation of top leadership in the company (Flaig et al., 2020). There are leader development strategies as interventions set up to relay and advance the leadership abilities of the managing staff and promotes, supports, and increases the skills and decision-making capabilities to be effective to reduce turnover in the restaurant industry (Flaig et al., 2020).

Other strategies besides training are engaging in one-on-one coaching experiences where leaders have a direct approach with their teams and employees to show a greater level of support. Coaching is the opportunity to address specific issues, key transitions, for continual development and advancement (Peláez Zuberbuhler et al., 2020). Leaders can have options and at the same time receive the development that they need to advance the workers while setting up a platform to lead better in the work environment (Losch et al., 2016). Coaching is a form of training with a more direct approach more than just having a working group session and leaving the managers

with the opportunity to apply what they learned but having interaction in the work environment to be able to apply the skills and abilities applied in that moment (Peláez Zuberbuhler et al., 2020). Applying leadership styles within the restaurant leadership can improve their development as transformational leadership creates the environment where leaders focus on the change intervention that directly focuses on the patterns of the workers behavior and interactions, how the workers work together to meet the company's strategy and to gain and maintain a higher level of performance (Mostafa, 2019).

Situational leadership applied in restaurants can help to deal with the situations of the feelings and motivation of the employees. It can help leaders to apply intervention in the middle of issues within the working environment that will help the workers to maintain a strong working environment (Ghazzawi et al., 2017). Servant leadership as stated within the study shows that it can be applied to help change the leader's approach towards their teams as well as build confidence showing that the leaders care. One of the outcomes of the results of the study was nine participants had issues with genuine care and concern missing from the leadership within the restaurant environment. Servant leadership applies several components which are individual integrity, ethical morale behavior, selflessness, and being role models applying a morale leadership and managerial application towards the employees (Saleem et al., 2020).

Lastly, to build a strong working cultural organizational environment focuses on the employees which are an important part to retaining staff and reducing turning, low morale, and decreased productivity in the company. The research can support the employees that had desires to change their jobs from the restaurant industry to other working environments in the industry (Cross, 2017). Employees will obtain better pay rates by the fairness of the organization, gain

better support from leadership, and obtain the training they need to stay motivated and stay with the company (Kanyana et al., 2016).

Summary of Application to Professional Practice

Through this qualitative study, the most valuable applications and resolve were brought to light. The general problem consists of understanding the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity, leadership's failure to establish a strong working culture in the organizational environment. Employees are affected by the leadership approach within organizations and is the door open for high turnover, low morale and poor employee performance. Restaurant environments as well as organizations can be improved through specific principles applied. Leaders that aim at focusing on training and development applications that will support a better employee approach and involvement which will change the attitudes and behavior of the workers within the environment of the company. The employees will focus more on their current work establishments and have a desire to stay with the company, they will work with a higher level of motivation and commitment. Coaching is an approach that will turn the focus of leader to have a better level of involvement with their employees, treating them as the assets of the company. Using styles of leadership will support leader transformation, taking a more direct approach to situations in the establishment with employee engagement and serve their teams showing a greater level of support. Strenuous training for employees will help to support the reduction of turnover and boost morale and performance when workers understand job knowledge and are not thrust into position by leadership and forced to work with a lack of confidence. Leaders will have a better approach to hold the employees accountable because they understand their responsibilities rather than leaders mistreating workers who are held at a position that they have

no training to operate. A strong working culture will develop with better employee and leader engagement leading to continuous growth and profitability for the organization.

Recommendations for Further Study

The opportunities are wide to increase the present research and support the study with scholarly works that will give and add more understanding and knowledge on the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity, leaderships failure to establish a strong working culture in the organizational environment. The research aimed at qualitative results through the specific locality centered on the strenuous research of the advantages of obtaining qualitative facts components which construct themes communicated and apply an empirical perspective related to the findings. The researcher established an in-depth evaluation of the literature to establish extended proposals for the research. Everything discovered relating to the literature review focused on the qualitative approach which drove the researcher to put together an established group of suggestions to initiate additional research. The extended recommendations brought to light the necessity for restaurants to establish more structured and precise leadership training to create a strong working culture in the organization to motivate employees to stay with their working establishments based on more leadership engagement. The need for coaching is also a focus which is a more direct approach where the leader can engage with their employees on a more direct level to show a greater level of support. The research shows the need for the applications of the styles of leadership enhances the organization though bringing forth a different approach and employee and leader collaboration. It focuses on the direct situations, transforming the team and leaders serving the employees instead of a more traditional approach.

Through further research organizations can apply these principles to and close the gap of high turnover, low morale, and decreased employee performance.

Reflections

The recollection of the researchers encounter through the study process involves the single inclination and the failure of leadership to establish a strong working culture in restaurants in the Southeastern United States. There is an aggressive need for training, coaching and development, the implementation of leader styles and top leadership holding the managers accountable within the working environment. Creating strategies, workshops and plans that will increase the leaders influence on their teams will repel high turnover, low morale, and decreased productivity. Through the study the researcher communicates the impact the research has influenced the pursuit of more continual and extensive growth and development. Increasing the growth and development will be communicated through the views and experiences from the study that's been experienced. In conclusion the researcher communicates the applications of the study to the biblical amalgamation throughout the study.

Personal & Professional Growth

In establishing the study and the focusing of the chemistry relating to the findings has impacted the researcher in a combined way. The research has aspired a desire to strenuously pursue further study on the findings of the failure of leadership to establish a strong working culture in the organization specifically in restaurants in the Southeastern United States. The study has focused on and implemented the value of employees and their need for a strong leadership presence in organizations and the restaurant environment. There were several hurdles to cross through establishing the research, which became an advantage towards the study to help enhance and establish continual development. In the approach of the study the researcher gained

knowledge in adjusting to a global outbreak of COVID-19. The outcome of the research was made strong as leadership and their approach towards their employees and the working environment came to light within the research. All of the participants contributed to the study concerning leadership failure to establish a strong working culture in restaurants in the Southeastern United States and enabled the researcher to establish a rapport with the individuals and their personal observations. Throughout the duration of the study the researcher has discovered more light on the issues with failed leadership within the restaurant industry. Leaders that were interviewed gave substantial evidence of the issues through their own experience of fellow leaders and previous work encounters with toxic culture within the restaurant and how leaders continue to treat their employees unfair, using their power and will to oppress their teams. Leaders have a continual need to be held accountable if turnover is going to be reduced, morale is to increase, and productivity is to arise higher than it is.

Throughout the information the researcher gained a new light on the importance of personal leadership development and the employees are the most valuable assets of the company. This study has built confidence in the researcher to have the ability to lead will more precision and have a strong approach to having more concern and care and a better attitude of serving for the employees. The study has motivated the researcher to establish strategies and to create leadership platforms through books, and media streams that will help to motivate leaders to have a better approach towards employees in creating a strong working culture. Through conducting this research the researcher has grown to a place of being able to compose documents that will help to professionally enhance the research field with scholarly articles that will challenge leaders and managers that will create an opportunity for organizations to develop and increase profitability. The impact in the global arena will be achieved at a higher rate as the researcher is

able to utilize new skills and wisdom gained through the engagement of the participant's feedback. The ability to communicate business, leadership issues and resolve in developing leaders has increased for the researcher. As the processes were applied in conducting the research such as transcribing, coding classifications, and understanding various operating systems applied in establishing the study. As a researcher being able to communicate effectively is important in organizations while it distinguishes the value and significant approach of those engaged in furthering their learning and growth. All that has been achieved through the research can impact and add value to the researcher in all experiences in life.

Biblical Perspective

The culture in the restaurant industry is crucial to the success of the establishment and leadership plays an important role in this approach. The organization rises and falls on leadership and it leads to losing employees, causing workers to have a low work ethic and perform with the lack of motivation. Leaders need training and development to have the right approach towards their workers in the organization. There needs to be examples of leadership that creates a strong working culture in the environment. In this study a Biblical world view applied addresses the approach leadership needs to have within the establishment to create a strong working culture that enables workers to have a better attitude about their jobs as leaders learn to have a better leader employee engagement. The example of bad leadership in the bible is an example of what leaders need to learn from as the results and outcome of what happened to those who had the wrong approach, and it costs them their positions.

Leaders who are not trained nor have the proper standards are prone to lead with pride and a dysfunctional and degrading character. Pastors in the church have a critical role of leading with precision and the heart of Christ to establish a strong godly environment that causes people

to grow and overcome in their own personal lives. In the scriptures it shows that pastors have transgressed against the Lord and focus on things that do not mount to profitability in God (Jeremiah 2:8). As leaders in organizations fail to establish a strong working culture through treating their teams unfairly and oppress them in the work environment which leads to employee turnover (Bharti, 2017). When pastors are not leading properly, they open the door to turnover in the church as people will leave and go to other ministries where they can be taught and as Jeremiah states that the pastors are become brutish, and are not seeking the Lord, and they will not prosper, and all their people will be scattered (Jeremiah 10:21). Related to the study leadership failure effects employees working with low morale as in a biblical world view leadership failure is sometimes centered at the failed performance of the leaders' particular practices not setting the example of organizational culture as seen in scripture where the apostle Paul sent the letter to the church of Galatians pertaining to the point of yielding to the order of God or pleasing mankind. Paul states that do I focus on pleasing men, or pleasing and fulfilling what God has established? or do I pursue to satisfy men? If I focus on satisfying people, then I would not be a servant of Jesus Christ (Galatians 1:10). If leaders focus on pleasing people, then they would not have fair treatment across the board in the restaurant environment. They would end up showing partiality and favoritism which has been one of the issues within the cultural environment in organizations pertaining to leadership (Cloyd, 2019). According to the study and the styles of leadership that can help to create a strong working culture, servant leadership is a model of leadership that Jesus established and set the tone for his disciples on the standard of how leaders should have an approach in serving their people which enhances the perception of employees to understand the values and standards of the organization (Ortiz-Gomez et al., 2020).

Summary of Reflections

Reflecting over the research enabled a personal and professional development relating to the researcher. In the initial pursuit of establishing the research, there were personal views that the researcher had in the effects of leadership organizational culture on employee performance resulting in high turnover, low morale, and decreased productivity. At the end of the research, it created an opportunity for development for the researcher in the growth of new strategies and skills, teachable moments that can be applied for a lifetime. Professional and personal growth is enhanced in the life of the researcher and is gives the ability to utilize new developmental criteria that can help with organizational environment and culture. A perspective with a biblical view applied in connection to the discoveries of the research display the findings contributes to the daily revolving market in the business arena and beneficial for a biblical worldview.

Summary of Section 3

The qualitative research case study has the purpose of providing current applications of scholarly work through communicating actual results relating to leadership failure to create a strong working culture in the organization producing high turnover, low morale and decrease productivity. The strategies and principles applied are displayed showing the importance how key components play an intricate part in applying set leadership principles and strategies that will assist with establishing a strong working culture in the restaurant industry in the Southeastern United States. In the conclusion of Section 3, the study through applying an outline of the research, the overview of the study consists of relating the general problem as well as the specific problem being studied, which was the effects of leadership organizational culture on employee performance resulting in high turnover, low morale, and decreased productivity. The study describes how employees often mention that their leaders' behavior is the main and

primary reason for abandoning their organizations. The applications to professional practice displayed how conducting the study of the research principles and strategies for a better working culture within the restaurant and organizations were brought to light. The clarity of gaining the insight on the understanding of the core results pertaining to leadership's failure to establish a strong working culture in the restaurant industry effecting the employees who are employed and potentially will stay with their organizations if there is a better approach of leadership towards their teams. The recommendations for further study showed that to increase the present research and support the study with scholarly works that will give and add more understanding and knowledge on the failure of leadership to create a strong working culture in the organization resulting in high turnover rates, low morale, and decrease productivity, leaderships failure to establish a strong working culture in the organizational environment. The reflections showed that there is a major need for training, coaching and development, the implementation of leader styles and top leadership holding the managers accountable within the working environment. Creating strategies, workshops and plans that will increase the leaders influence on their teams will repel high turnover, low morale, and decreased productivity. The biblical worldview displayed how biblical principles applied can help to steer leaders in the direction of creating a strong working culture and work environment that change their approach to establish a better culture in the organization. The overall view of the research displays the applications applied and the findings related to the study. The findings through the research enables organizations to view leaders' functions and approach in the restaurant environment in a different way with the approach of enhancing the culture with new business strategies and principles. In the conclusions of the study, the connection of the relationship of the findings is applied together with the questions of

the study and the applications of the professional with the ability to bring potential growth and development to leaders and organizations with the ability to enable future research.

Summary and Study Conclusions

The purpose of the qualitative research case study was to gain the insight and understanding of the outcome and results of leadership failure to establish a strong working culture in the restaurant environment in the Southeastern United States causing high turnover, low morale, and decreased productivity. The cultural environment can potentially change through the understanding of the purpose behind toxic leaders and their approach in the establishment. The approach that effects the workers in the restaurant industry making them want to leave the company, have poor behavior, and perform with decreased performance. The bigger problem examined was the failure of leadership to establish a strong working culture in organizations that result in high turnover, low morale, and decreased productivity. The research explored the lives and experiences of leaders and employees in the working environment gaining feed back that contributed to the study. Through semi-structured interviews the exploration of the actual encounters, experiences, and issues pertaining to the working environment were displayed within the organization. The data of the workers and leaders experience were collected to gain a better insight into the issues with turnover, low morale, and decreased productivity. It helped to understand the procedures and principles applied that effects the culture creating an environment that contributes to the success of the business or failure.

Through the evaluations of the interviewees and the information provided opened the door to understand new strategies and applications that can better support the cultural environment of the organization. Better practices, principles and strategies were brought to light to expand the current scholarly writings and information pertaining to leadership failure to

establish a strong working culture in the organization leading to high turnover, low morale, and decreased productivity. The main goals of the research were brought forth and clarified as the researcher understood the expectations of reaching the goal and the knowledge of information to be gathered for the study. Through the gathering of specific practices and performance, attitudes, standards, policies, and procedures, the researcher brought clarity, explanation, and understanding, to the why and how collected together with those who contributed to the research; the reasons and solutions pertaining to failure of leadership to establish a strong working environment in organizations specifically in restaurants in the Southeastern United States.

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Appendix A: Permission Request

mm dd, 2021

Dear xxxx,

As a doctoral student in the School of Business at Liberty University, I am conducting research as part of the requirements for a doctoral degree in Business Administration. The title of my research project is *The Effects of Leadership Organizational Culture on Employee Performance Resulting in High Turnover, Low Morale, and Decreased Productivity*. The purpose of my research is to address the failure of leadership in order to create a strong working culture in the restaurant industry.

I am writing to request your permission to contact members of your staff to invite them to participate in my research study. Participants will be asked to contact me to schedule an interview to be held via Zoom. Participants will be presented with informed consent information, 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. Taking part in this study is completely voluntary, and participants are welcome to discontinue participation at any time.

Thank you for considering my request. If you choose to grant permission please respond by email to xxxxxxxxxx@liberty.edu.

Sincerely,

Damon Brown Crawford
DBA Student

Appendix B: Letter of Invitation

Date

Name

Address

Dear xxx:

As a doctoral student in the School of Business at Liberty University, I am conducting research as part of the requirements for a doctoral degree. The purpose of my research is to expound and explain how organizations are affected by the *The Effects of Leadership Organizational Culture on Employee Performance Resulting in High Turnover, Low Morale, and Decreased Production* to create a strong working organizational culture, with the study expounding upon how leadership in organizations contributes to high turnover rates, low morale, and decreased productivity, and I am writing to invite eligible participants to join my study.

Participants must be 18 years of age or older and be actively employed with at-least one year of restaurant experience. Participants, if willing, will be asked to sign an informed consent detailing the protection of their privacy and to contact the researcher to schedule an interview.

In order to participate or for more information, please contact me at (xxx) xxx-xxxx or xxxxxxxxxx@liberty.edu.

When the interview is scheduled, your name and position title will be collected. Also, a consent document will be emailed to you upon scheduling. The consent document contains additional information about my research. The consent document needs to be electronically signed and emailed back to me. I will also sign, and a signed copy will be provided to each participant. Your information will remain confidential, all electronic documentation will be kept in a password protected file and all hard copy documentation will be kept in a locked filing cabinet for three years as required by the university. The interview will take approximately 60 to 90 minutes.

The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life. No fee will be paid by the interviewer or to the interviewee to participate in this study. You may decline as an interviewee or withdraw from participation at any time without consequences or retribution.

Sincerely,

Damon Brown Crawford

DBA Student

(xxx) xxx-xxxx

xxxxxxxxxx@liberty.edu

Appendix C: Consent

Title of the Project: The Effects of Leadership Organizational Culture on Employee Performance Resulting in High Turnover, Low Morale, and Decreased Productivity

Principal Investigator: Damon Brown Crawford, Doctoral Student, Liberty University

Invitation to be Part of a Research Study

You are invited to take part in a research study about the effects of leadership organizational culture on employee performance. To participate, you must be 18 years of age or older, be a current or former employee of the restaurant industry in the Southeastern United States, have at least one year of restaurant experience working in restaurants in the Southeastern United States, and have experience with failed leadership, turnover, low morale, and decreased productivity. Taking part in this research project is voluntary.

Please take time to read this entire form and ask questions before deciding whether to take part in this research project.

What is the study about and why is it being done?

The purpose of this research is to expound and explain how organizations are affected by the failure of leadership to create a strong, working, organizational culture and how that failure contributes to high turnover rates, low morale, and decreased productivity.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following things:

1. Participate in an interview consisting of six standard questions, with the possibility of additional follow-up questions. Zoom will be used to conduct the interview and the interview will be audio- and video-recorded. The interview will last approximately 60 to 90 minutes.
2. Review the interview transcript for accuracy.

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study.

The primary benefit to society of this research study is developing an understanding of how leadership affects an organization's productivity, morale, and turnover rates and how it can contribute to building a strong working culture.

What risks might you experience from being in this study?

The risks involved in this study include the risk of the minor discomforts that can be encountered in daily life, such as fatigue, stress, and becoming upset. Being in this study does not pose a risk to your safety or wellbeing. Another risk associated with this study is the potential fear of providing personal opinion, which could lead to uneasy feelings from previous experiences. To mitigate this risk, the researcher will advise the participant of the option to skip the question.

How will personal information be protected?

The records of this study will be kept private. Published reports will not include any information that will make it possible to identify a subject. Research records will be stored securely, and only the researcher will have access to the records. The researcher will not use your personal information for any purposes outside of this research project.

- Participant responses will be kept confidential using numerical coding. A random, selected number will be applied to each participant during the research project.
- Data will be stored on a password-locked computer, locked filing cabinet, and scan disc. After three years, all electronic records will be deleted and reformatted and the physical documents will be shredded.
- 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. Your decision whether or not to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships.

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 Damon Brown Crawford. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at (xxx) xxx-xxxx and/or xxxxxxxx@liberty.edu. You may also contact the researcher's faculty sponsor, Dr. Melissa A. Connell, at xxxxxxxx@liberty.edu.

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

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

By signing this document, you are agreeing to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document 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 study team 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- and video-record me as part of my participation in this study.

Printed Subject Name

Signature & Date

Appendix D: Interview Guide

Introductory Statement

First, I would like to take the time to thank you for volunteering to be a part of this study. The title of this study is *The Effects of Leadership Organizational Culture on Employee Performance Resulting In High Turnover, Low Morale, And Decreased Productivity*. This qualitative case study seeks to address the effects of leadership on building a strong working culture to address the current issues in the restaurant industry. This case study attempts to explore some of the issues and concerns plaguing the restaurant industry. The restaurant industry spends thousands of dollars a year hiring and training employees, while this study seeks to explore and understand the importance of leadership's role in creating a strong culture to encourage employee investment. During this interview, I will be asking you approximately six questions, depending upon your answers, there may be additional questions. You will also be provided the opportunity to share your thoughts on any questions outside of the interview questions. Do you have any questions before we begin? Please feel free to request a break if needed. Let's begin.

Main Interview

Question 1: How would you describe the influence of poor leadership on decreased productivity in the restaurant industry? Low morale? and High Turnover?

Follow up Questions will be used to gain insight on the participants view, role and impact of leadership.

Question 2: How would you describe the influence of poor leadership on low morale in the restaurant industry?

Question 3: How would you describe the influence of poor leadership in high turnover in the restaurant industry?

Question 4: To what extent do you feel a strong working culture impacts employee turnover in the restaurant industry?

Follow up question will identify the participant's perception of a working culture and if its effect on the working environment.

Question 5: How does the style of leadership promote a strong working culture in the restaurant industry?

Follow up questions will focus on the participant's knowledge of leadership styles and how these styles play a role in creating a great working environment.

Question 6: To what extent does leadership style create and develop employee morale in the restaurant industry?

Follow-up questions will be used specifically to gain participant perception of the employee morale and leadership involvement in the effects.

Closing Statement

Are there any additional questions you would like to discuss? If there are any questions in which clarification is needed, I will reach you by email. Remember your information is confidential, no personal identifiers will be used during this study. All information obtained will be stored in a password protected file for 3 years. A copy of the transcript will be sent to you for accuracy, I would to again thank you for your time.

Appendix E: Interview Tables**Table 1***Participant Information*

Participant	Organization	Role
P1 11NOV2021_1	A	leadership
P2 11NOV2021_2	A	leadership
P3 11NOV2021_3	A	leadership
P4 12NOV2021_1	A	leadership
P5 12NOV2021_2	A	leadership
P6 16NOV2021_1	B	non
P7 16NOV2021_2	A	leadership
P8 18NOV2021_1	A	non
P9 18NOV2021_2	A	leadership
P10 26NOV2021_1	A	leadership
P11 26NOV2021_2	A	leadership
P12 07DEC2021_1	A	leadership
P13 11DEC2021_1	A	leadership
P14 11JAN2021_1	A	leadership
P15 11JAN2021_2	B	non
P16 12JAN2021_1	A	leadership
P17 15JAN2021_1	A	non
P18 15JAN2021_2	B	non
P19 15JAN2021_3	A	leadership
P20 15JAN2021_4	A	leadership

Table 2*Strong Working Culture Impact*

Participant	Comment
p9	It's easy when a person quote, unquote falls in love with their job, it's not about the money it's about that, that family that they built, that just like you can't leave. It's like this right here is what I'm going to do, why? Because of the people right. I must be with them. I must see them more than I see my family. And it's, like you just fall in love with it.
P4	When the environment is bad, like I've heard people say like, you know, when I interviewed them, I said, why did you leave that job? And they said the environment was bad, you know? Strong culture impact is big it affects it a lot. You know we have like our own personal issues at home. When you come to work, you want to check that at the door and leave that at home and work, and you come in and people are you are not setting that standard. You're now setting the tone of that environment. It really affects people.
P12	<p>Every organization has its own culture and what is the key to have an employee stay or if they choose to leave is within the culture of whatever that looks like is being consistent. If that's your culture, be consistent in that culture. I think a lot of people are turned away or they choose to leave when there's no consistency.</p> <p>One leader doing one thing, and another leader is doing another thing, but you were saying this is the culture of the organization, but the leaders themselves are not displaying leadership, they are not leading by example of what that culture is within organization, so I think that's part of it not being consistent and also holding people accountable, not only employees, but leaders, themselves holding them accountable to make sure that they are maintaining the culture of the organization.</p> <p>No matter if it's a hardworking culture or whatever that culture may be when there's consistency when there's accountability and there's people that are maintain that standard, I think you will find people over gravitate to that more than the opposite, And I think that will result in most likely low turnover when people see that.</p>
P1	I think it was the most important thing. I stated if you don't have that established culture of good culture, it's going to lead to team members being dissatisfied, poor morale, poor attitudes and team members seeking jobs elsewhere. Mental health and happiness are a huge topic today's society and these generations nowadays, they're more inclined to care more about you know their mental health and you know and the

happiness.

I mean back in the past previous generations, you have people who stick around and over jobs if the pay was okay, that's not the case nowadays, so in the restaurant industry, we must realize that and understand that people aren't going to stick around, or they're being treated poorly. If the culture is an environment where they feel as if they can grow, can't develop can't learn anything, you can't help them achieve their goals. They're going to be out the door just like that. So, culture plays a huge role. It's the most important thing I think when it comes to turnover rate.

P5 The culture is very nice, nice to me, needs to be diverse because it helps the high turnover rate, and you have different cultures and people learn from each other and I'm not having everybody leading. And I don't think but just having different cultures in the business helps with that high turnover rate.

P16 You know you think about the things we just talked about and what does he have those leaders in place, in their approaches, the right approach and their training properly, you know, how does a strong working culture impact. Some restaurants have higher brand standards, it's a reputation, so when new team members come, they want to see that because its known. There is not going to be turnover, you're not going to see them leave. It's like I think the most the thing that most impacted me when I came to this place.

P19 We need to have a welcome environment, make a welcome to everyone who comes through the door. Like every employee that comes in.

P2 Having a good culture and oh and then once you get that, then you can build on top it. But if you don't, if you don't fix that foundation um of that and that's culture, right, you know it's going to destroy where everything you try to build, it's going to crumble every time and everything.

So, you got to have strong leaders, you got to have leaders that you can trust. It's like a diamond abrupt though. Now nowadays trying to find a leader that you can trust and everything. You got to have those things to build a pit, a good foundation and the on top of that you got to pay them too and build those foundations and you build that culture on top of that. And then if you're the owner of the business you also must show your managers or things like that.

P11 Having a strong working environment, I think have a strong working environment means you have a stable environment. So, more employees are going to see more of a stable environment. So therefore, they probably wouldn't have more a turnover rate because its sable, it's consistent. They know what to expect. It won't be no drastic changes or things like that. They already prepped themselves mentally, but I think the turnover rate

- P6 would decrease drastically and a strong, stable, positive environment. If a leader is working and coaching in a positive manner, instead of always you know I would've done it this way or you should have done it like this without explaining their meaning behind what they say, then that is a negative impact or at least as far as I'm concerned most people, if you approach them in a better way, they're more open to really listening and taking in everything that you're saying. But if they come at you and it's just you know, the tone says it all.
- P4 One of the things I noticed is leadership not making sure employees are properly trained and placing responsibilities on one person to handle without proper knowledge instead of working as a team, I feel like a lot of times people in leadership positions allow the title and not sure how to handle the responsibilities or how to delegate.
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Table 3*Concerns With Leadership Attitude*

Participant	Comment
P4	Your people are affected like I said before they are watching you, if you are leading poorly and have an attitude other people come to work and they see that it spills on onto others. If you have enthusiasm how you feel about the job and how you speak about the job and your task and what you do like that affects other people.
P10	If your team comes in and they feel like they're not being respected, they are not giving a clear task or goal. When you think your team is not doing what they should be doing, because leadership's attitude is...you should automatically know what you should be doing. Team members want to leave.
P8	If the environment is not okay say for instance, if a manager or someone comes in with the attitude that is going to make everybody else have an attitude or get upset. Well, some of them, some leaderships are coming with a bad attitude. They don't know something maybe going on at home or whatever. I don't know but they're coming with a bad vibe. So that it makes the team members you know feel a certain type of way and work a certain type of way. And that's maybe why some of them quitting kind of other jobs that if you're comfortable.
P13	If you have poor leadership and you got such a great team sometimes its not the culture or the team that you deal with, sometimes leadership affects it because of their behavior towards your team
P16	Our attitude has everything to do with whether you have high turnover in my observation.
P6	If your leadership has a bad or negative or nasty attitude it affects those people working with them because you can come in to work and be in a great mood and you can see and hear, see the look on their face or watch their body language of just listen to their tone.
P5	Poor leadership affects the team by bringing the morale down, negative energy um and uh um like people quitting walking out on you
P9	Just like in a relationship you don't want to be somewhere where you are not valued or wanted you want to be valued as a person, asking us how we are doing, the more you value them and talk to them the better the day.

Being humble and always saying thank you, thank you goes along way.
Let people know that you care.”

Table 4

Organizational Culture

Participant	Comment
P11	You can expect to see a high turnover rate with your restaurant because people just don't want to work in an environment that may seem unorganized, unpleasant and things are not going well. There needs to be a stable working environment. It needs to be consistent
P1	<p>You know it's the environment that's important in today's society in today's workforce. Um people will accept lower pay, if they can go to some place that has better conditions, better leadership, and better communication.</p> <p>If you don't have those things, you really can't, be competitive um in the industry so I think it's really importance to have that culture in your restaurant, well not just the restaurant but the organization in general. Otherwise, you're going to continuously have a revolving door of team members and employees in your organization.</p> <p>If you don't have an established culture it's going to lead to team members being dissatisfied, poor morale, poor attitudes and team members seeking jobs elsewhere.</p> <p>Mental Health is a huge topic in today's society these generations nowadays they're more inclined to care more about mental health and their happiness then the organization.</p>

Table 5*Sub-theme 1: Issues with Genuine Care and Concern*

Participant	Comment
P1	If you show people you work with that you care about their needs, their growth, their development, their betterment before yourself, it's not just about the bottom line or about the pay, but about what matters to you, if you can generally show that people will follow you anywhere.
P11	Taking care of your people before the money and the business, um, and just kind of figuring out how to develop and grow people.
P2	People want to work with someone who cares about them, poor leadership diminishes this for me, nobody wants to work for just someone who says do this do that. They want to work with somebody who gets in there and works with them.
P4	Leaders can really weigh on people when they place their work on employees, how we speak to me and how we treat people, how we deal with certain situations even our tone plays a part.
P8	Leaders who help, it makes me feel like, okay you care about me.
P9	Just like in a relationship you don't want to be somewhere where you are not valued or wanted you want to be valued as a person, asking us how we are doing, the more you value them and talk to them the better the day. Being humble and always saying thank you, thank you goes along way. Let people know that you care.
P15	Honestly, working at a different company in a leadership position, the management didn't care. So, the members of the team members didn't care.
P14	They look for an opportunity to leave because they feel like they don't have a voice, or they feel like you know they're being overworked or they just more like management just really doesn't care about them.
P12	And when we invest in our people, when we show that it's more than just working a job or a position is much more than that, then they tend to be more productive and able to do more than expected.

Table 6*Sub-theme 2: Leading by Example*

Participant	Comment
P19	As leaders we are supposed to be showing them, good leaders won't take a break, only if time permits, you're supposed to be showing your team, allowing them to see you as a team player, focusing on seeing how you do things and do it correctly.
P16	Leadership by example, this is what it is, you must be consistent with being an example before others, all the time and encourage and constructive criticism.
P10	It's not just somebody just sitting back in a chair at a desk telling you what to do, how to do it and tell you to go do it, it's somebody that explains to you how to do it, teaching you how to do it, and it's doing it with you.
P7	Well, when your leadership doesn't lead by example, then everything else falls apart. So, you need the leadership to be on accord and have the team members follow by example. So, if you got a good leadership team, then you'll have a good employee. You must lead by example and be positive and an influential leader, so that team members will respect you and want to work.
P12	One leader is doing one thing and another leader is doing another thing, but you were saying this is the culture of the organization, but the leaders themselves are not, displaying that are not leading by example of what that culture is within the organization. So, I think that's part of it not being consistent and not uh also holding people accountable, not only employees, but leaders themselves holding them accountable to make sure that they are maintaining the culture of the organization.
P17	If I see a manager not doing what they need to do, it's going to tell me slack off a little bit, instead of like doing a 100%, I'd probably do only 80%.
P2	I'm not just lead by example but lead to lead. You want to lead by example, but you want to also let them grow too and letting them mess up if that makes sense

Table 7*Interview and Research Question Correlation*

Interview Question	Research Question
I-1	R1, R2, R3
I-2	R1, R2, R3
I-3	R1, R3, R4
I-4	R1, R2, R3
I-5	R5, R6
I-6	R2, R6

Table 8*Poor Leadership and Decreased Productivity*

Participant	Comment
P4	I think poor leadership plays a role, they are going to look at you and say what should I do.
P12	I truly believe that everything rises and falls with leadership and when you are or have a leader that demonstrate poor leadership and uh with poor leadership demonstrates not caring for the people that you're leading.
P1	Well, I think poor leadership affects all things. Nobody wants to work for a boss or a leader who doesn't treat them fairly, so I mean if you have employees who see that from leadership team, they're not going to work hard for them. They are going to seek jobs elsewhere that might have better pay, better conditions, and so forth.
P17	So, like if I see a manager not doing what they need to do, its going to tell me slack off a little bit, instead of doing a hundred percent 110%, I can do like 80%.
P7	Well, your leadership doesn't lead by example, then everything else falls apart. So, you need the leadership to be on one accord and have team members follow by example, so a good leadership team gets good employees.
P16	Bad leadership affects performance whether good or bad. It is leaders' behavior and their approach to leadership.
P19	Okay my point of view, I think leaders are the main problem.
P11	I would say that poor leadership, as far as when it comes down to productivity makes it hard to have a strong productivity and profitability inside the restaurant, so I think its very important that you have that strong leadership thinking bigger picture, if not then your productivity will sink drastically
P14	So, when managers not able to correctively response to a team member uh attitude. When it got down to the job, when it comes down to work, work related problems on the team member can get frustrated, decide to now work, decided to not show up, call out more. Decreased productivity, the morale drops and desire to want to work just leaves, and you have an empty shell of an employee after that point.

Table 9*Poor Leadership Influence Low Morale*

Participant	Comment
P5	Poor leadership affects the team by bringing the morale down, um negative energy um like people quitting and walking out on you.
P14	<p>So, when managers not able to correctively response to a team member uh attitude. When it got down to the job, when it comes down to work, work related problems on the team member can get frustrated, decide to now work, decided to not show up, call out more. Um like I said uh decreased productivity, the morale drops on the uh the desire to want to work just leaves, and you have an empty shell of an employee after that point.</p> <p>Poor leadership on morale can take a little more. You have leaders who may not speak just in general to a team member when they want to be spoken to or want to be heard. So, if that leadership person or that person in position of leadership does not speak or does not give that team member an opportunity to speak or be head that morale for the team member just starts to slowly take a nosedive.</p>
P6	If a member of leadership has a bad or negative attitude, it affects those people working with them because you can come in to work and be in a great mood and you can see or hear see the look on their face or watch their body language or just listen to their tone. And you know its not pleasant, if its nasty, however you want to say it then you're already thinking, oh here we go.
P20	Honestly working at a different company in a leadership position, the management didn't care. So, the members of the team members didn't care. So, you can tell, like there was an incident where the leadership, they all decided to quit. Most of the team members were discouraged and they really didn't have no type of influence to even continuing to work. So, we had to shut down for a couple of days.
P13	If leadership come in for example for as leadership coming in ready to work and they're eager to work and have the motivation to work, he can motivate his team. If he come in with a low morale, his team is not going to be able to us be elevated too eager to work. So, it plays like your behavior and your emotions, they coincide with one another.
P10	Our leadership affects to be attitude and behavior of the team by showing that if you don't care enough to take your job serious and to be a good leader, why should your team care enough to do their tasks and do it properly?

P9	One bad apple spoil, the bunch and somebody coming there with just a bad attitude, for instance, it just triggers to the next person and next person, a vision that's going to be your whole shift. The whole morale is gone. Right. Whereas you can have somebody with an uplifting, positive, you know, attitude and everybody you know, ready to do more that day.
P12	You know it goes back to a leadership that demonstrates that they don't care and that impacts morale and causes poor leadership. I think leaders that operate in this capacity don't take the time or be intentional to find out, you know, why a particular employee is acting a certain way, or displaying certain habits or whatever the case may be.
P1	Poor leadership has a great influence on morale. Obviously, if you have leadership especially from the top if you have leadership that is poor or not good, team members are going to have poor morale, that's just the bottom line they're not going to want to follow you, their attitudes are going to be poor, and then they really have no accountability whatsoever. For example, if you have poor leadership but you tried to motivate team members are not going to take you seriously. So, I have a negative impact on morale in the restaurant, if you have poor leadership.
P5	The poor leadership affects the behavior, having a negative atmosphere come in and the atmosphere is really tense, and everybody's aggravated, and you can pop off really quickly. You can get angry.

Table 10*Leadership Influence High Turnover*

Participant	Comment
P5	Poor leadership affects the high turnover rate. A lot of people come in and you are not positive or trying to uplift them. It makes them not want to work and they want to walk out or leave, and I work in this kind of atmosphere.
P16	I think with the high pace and the fast pace of this industry, um we there were a lot of people in the fire and when you throw them in the fire without proper education in the business, without letting them look at a video or teaching them first and then easing them into what they need to learn, I think that has a lot to do with how long they stay.
P2	Poor Leadership leads to high turnover, nobody wants to work with somebody like this, when it comes to being a leader you also have to think outside the box of what your team is looking for the right benefits. When you have certain places like we have a Zeus down here they make medical supplies. They have people that have been at 20 plus years, their turnover rate is not low they have benefits packages, healthcare. As a leader it depends on what type of leadership, you're in. You have either match that or tired to exceed those things are you're going to have a high turnover rate because nowadays you have these types of people.
P11	Again, the atmosphere, the environment poor leadership its really can create the atmosphere. It goes back to your, last question, what morale, you know, if morale is low in bed and things like that from that poor leadership, then you can expect to see a higher turnover within your restaurant because people just don't want to work in an environment that may seem unorganized, unpleasant and things aren't going well.
P6	Um, I've had a couple of team members tell me the reason they left was because a particular shift leader on how they spoke to them and just interacted with them they didn't feel like it was appropriate, and it just was good all the way around.
P3	I say if you have a strong working culture and everything in the restaurant, it shouldn't have a high turnover rate with employees quitting and everything. I feel like as long as we have that strong work environment, then more employee is going to want to come. And they're going to say to your friends, you, know come work for a company and everything.
P14	Poor leadership and high turnover rates, you have team members once again, who, if they're not being heard, uh, feel like they're overworked. If

they feel like their, managers, aren't actually providing a proper workspace for them deciding to come back the next day, the next week, the next shift will definitely go out the window. They are, they'll look at the opportunity to leave because they feel like they don't have a voice or they feel like, you know, they're being overworked or they just more like management just really doesn't care about them.

- P13 If you have poor leadership and you got great turnover, so that means you have a need to investigate leadership as the reason why you got such a great team. Sometimes it's not the culture or the team that you deal with. Sometimes leadership can affect it because of their behavior, your attitude towards the team members.
- P10 Poor leadership if your team comes in and they feel like they're not being respected, they are not giving a clear task or goal. They're just bouncing all over the place. You have an attitude when you don't think your team is doing what they should do, because they should automatically know what to do. Team members want to leave. And as management and leadership, if you have a poor attitude, what is it keep the team members from having a poor attitude.
- P9 Oh, that's easy it's like in relationships, you don't want to be somewhere where you not valued or you're not wanted people want to know that even though they're working there, whether there'd be, if you're a janitor or a person who even owns a building, you want to feel like you're valued, you know, from the bottom to the top. So, the more value place upon the person, like the thank you is the, how you are doing, you know, the more you value them and talk to them right.
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Table 11*Leadership Style Create Culture*

Participant	Comment
P6	If you have a leadership style that is where you are not trying to be, you don't need to be their friend. You need to get along with them and be there for young folks to you anybody to come and ask you for suggestions on what they can do to further their career or talk to you about things in their life. You don't need to have, I'm going to call it a hip hop to me type leadership, because that doesn't fit with the majority of the people who work here at this point. I just think you should be an open leader who says they're open and truly have an open-door policy.
P3	Well start by saying everybody has a day different style. The way I take everybody's sizes that I could take what you were showing me, how I could create my own style out of it. And not say that your style is wrong. Let's say that the status you're showing me, I should be able to dance my own style.
P14	Different aspects you have different outlooks when it comes down to understanding the business, when it comes down to productivity in a business, when it comes down to managing people and time, and that space can lead to different when it comes down to just the format of this business or any other business, depends on how far you're willing to go. When it comes down to your leadership style, if you're willing to put into the business as it comes down to you as a person you as a leader, someone that just looking to make a change or create a change.
P13	As a leader we must serve, I do understand that we do, we have the guide, we do have to train, we do have to implement and develop things. So, what I go off what my team needed at this moment, you know, if they need a strong push in this area, they a strong push in that area. So, I kind of base my leadership of all, what is needed at I serve in capacity or wherever they needed it. Right. So that's how I look at my leadership, because if I go off just serving, but never develop things or guide them into things or implement certain things, then I'm not going to be as effective servants.
P15	This restaurant operates based off of servant leadership where the leaders serve the team to help boost them around to make them better.
P15	Some people have different types of leadership styles. So, in order to promote a strong work culture, you have to just be very transparent with everybody around you. You cannot fake the funk. I shouldn't say you just basically keep it straightforward and just treat everyone with equal parts

in a restaurant. So, if, If I am a manager and this is my house, I want to make sure that everybody feels like they could be a manager and this is their house as well, so that, you know, you can build the business in the restaurant industry.

- P10 For one, the style makes a difference because if you have a leader that's willing to do the job with you, it makes a difference because now you're feeling like somebody is telling you what to do and how to do it. And then sitting back and the questioning your every move versus when you have situation in a different light, but your style of leadership can step back and address the situation in a different light, but your style of leadership can dictate a lot of how your team feels about you and how they feel about the job at hand.
- P4 I think having a good leadership style is very important and that's what works here. I'm not sure about other restaurants, but when you have that set-in place, and you stick by it and you make that the standard of this is what is expected of us a team.
- Servant leadership goes the extra mile, the experience is so nice and kind here I feel like I'm cared about.
- P12 I think it's a win-win for everyone within the organization when the leadership have a servant mindset and you choose to us serve each other first and lead second in today's culture. That's hard I mean were in a culture where it's all about me, myself and its very hard to humble yourself to no matter what your title is within organization and say hey I'm making sure that I'm here to serve the people that are here to make sure that they have the resources, they have the things that are needed for them to be successful in any task or any job that presented before them.
- P1 I think as you look at it more and in modern times servant leadership is really the ideal leadership. A leader that works and puts others before himself he or she that the type of leader people tend to follow. The type of leadership style that gives you great influence, with the people that you work with.
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Table 12*Leadership Style Development of Employee Morale*

Participant	Comment
P7	If leadership is doing what they supposed to be doing, the team will do what they're supposed to be doing. So, it's just based on how you are and that will either grow your team or decrease your team.
P5	A leadership style it enhances the behavior. If it's done properly, you have leaders that can serve well, very positive, always upbeat, try to keep people on a like you know a medium level.
P16	I think so. Because then you get their desire. They desire because when they come you and go, you know, I'd like to be a team leader. Why, why do they want to be a team leader? Why don't they just say no, I'm just going to be a team member and I'm just going to work do my job. I'm going to go home. But when they come to you and say, I want to be a team leader, I'd like to work towards being a shift leader. Id like to be a manager. I want to build up to be a director.
P19	First, if you have a team member has a problem, pull them to the side, don't try to pop in front, everybody takes them in the office, pull him to the side and asked you what's going on and stuff. And then you know talk to them. Cause like I said everyday is not a good day for everybody. So, talk to them, you know, calm manner, ask what's going on than just let it go from there and then for and we'll tell you about it. What you talk about, keep between, you know, keep between the two.
P2	I've learned that everybody learns different. So, the people you can get on hard and just be like, hey like the military some people you can't do that. They will crumble. So, you must learn, you must know your team, learn your team. Anytime that you can work off that type of leadership, whatever type of style that you have a couple. I mean you just have some people, like you said, one thing that I also do some leaders. I know that, hey maybe I can get, I cannot communicate. I say communicate to them, but I can't get to them when I say like that. I mean, its just not, they can't understand what I'm trying to speak but other people can.
P11	Transformational leader, they build morale and encourage people. You have a little bit definition of what it is to a transformation leader. Thats really to influence other people to want to do their job well because they want to not because you have a title you that's more transactional. So, if you're being transformational leader, you're influencing people to want to do well. You're influencing, you know, the morale is going to be there. The cost is going to be there.

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- P6 It's, to me it's both because like um, I seriously had two employees come to me and they were leaving and just wanted to tell me why they did not want it. They did not want to tell leadership why, but it was because of a leader and that, that negatively impacted the business here because those were good working hard working team members. Now you know, I believe everybody needs to remember, know what level you on the old saying is you know, the bigger you are the harder you fall, where the higher are you up, you go, that's further, you have to fall.
- P14 Leadership styles would affect whether a co worker want to stay or whether a coworker want to leave the business. If you have a strong determined leader who actually doesn't apply those same efforts, you know, a team member will work. If you have a leader that comes in and applies themselves, decides to work and the works the team to the standard, then the team would want to work for that leadership or that leader period or that leadership style. And if you have just a lack of days ago, leader or someone who just sit back and kind antagonizes, or you have a culture of just descending mindsets and low, and them.
- P8 Good. If they come in to help. Yeah, it's making them feel like, okay, you, you care, and you care about the store. You care about me, the b distorts, better to push the food out to the customers. Servant leadership means the leaders focus on serving their team.
- P15 Some leadership styles, they tear employee's morale in a restaurant due to the fact that if I see my leader doing this, why can't I do that? But sometimes that's not the case at all. You have to in order to be a leader and you're born a leader you have to show it and planning effort so that everyone watching you can do the same things, which is the positive route, nothing negative.
-